



Five-Year Financial Plan 2009 – 2013



*Deep Roots
Greater Heights*



Maple Ridge Mayor and Council

Mayor Ernie Daykin

Councillor Cheryl Ashlie

Councillor Al Hogarth

Councillor Craig Speirs

Councillor Linda King

Councillor Michael Morden

Councillor Judy Dueck

District of Maple Ridge



Five-Year Financial Plan 2009 – 2013

Executive Summary

Financial Plan Reader's Guide

Message from the Mayor

Message from the Chief Administrative Officer

Message from the Corporate Financial Officer

TABLE OF CONTENTS



Executive Summary

Financial Plan Reader's Guide.....	5
Message from the Mayor	6
Message from the Chief Administrative Officer	7
Message from the Corporate Financial Officer	8

Maple Ridge – Deep Roots Greater Heights

Profile and Demographics.....	13
Government Overview	16
Organization Chart.....	17
Maple Ridge Officials.....	18

Financial Policies and Fund Structures

Financial Policies	21
Fund Structure.....	22

Financial Planning Process

Business Planning Process.....	25
Alignment of Corporate Strategic Initiatives	26
Business Planning Guidelines	27
Financial Planning Process Schedule	28

Financial Plan Overview

Financial Plan Highlights.....	31
Financial Plan Overview	32
2008 Financial Outlook	33
Where the Money Comes From / Where It Is Allocated	34
Water, Sewer and Recycling Rates.....	46
Borrowing.....	47
Further Items	51
Impact to The “Average Home”	52
Property Taxation Policy.....	54
Reserves	55
Town Centre Commercial Operation	59
Conclusions	60
Supplemental Funding for Extraordinary Items	61
Revenues and Expenditures	62
Financial Plan Summary – Revenues & Expenditures	64

Five-Year Operating Plan Overview

Key Account Balances.....	66
2009 Base Budget Increases.....	70
Summary of Staffing History and Forecast	71
Office of the Chief Administrative Officer	73
Administration incl. Communications and Sustainability & Corporate Planning.....	74
Economic Development	78
Human Resources.....	80
Community Development, Parks & Recreation Services	83
Administration	84
Community Services.....	86
Parks & Facilities.....	89
Recreation	93
Emergency Services	100
Corporate & Financial Services	102
Administration	103
Clerk's	105
Finance	108
Information Services	112
Fire Department	116
Police Services.....	119

TABLE OF CONTENTS



Public Works & Development Services	123
Administration	124
Engineering	126
Licences, Permits and Bylaws	129
Planning.....	133
Operations Centre	136
Ridge Meadows Recycling Society	142
Five-Year Capital Plan Overview	
Capital Process.....	145
Capital Works Program	146
Capital Works Business Plan.....	147
Appendices	
Appendix A: Mission and Value Statements	151
Appendix B: Vision 2025 Strategic Plan	151
Appendix C: Performance Measures.....	154
Appendix D: Financial Sustainability Plan – Policy 5.52.....	177
Appendix E: Infrastructure Funding Strategy	181
Appendix F: Capital Works Program Project Listing	198
Appendix G: 2009-2013 Financial Plan Bylaw 6633-2008, Adopted January 13, 2009	204
Glossary of Terms	214



The Reader's Guide is intended to provide a basic understanding of the 2009 – 2013 Five-Year Financial Plan and includes a description of the content of each of the major sections of this document.

This document has been divided into eight sections and an explanation of each section follows:

Executive Summary

This section provides welcome messages from the Mayor and the Chief Administrative Officer. Both messages provide a recap of the past year giving some of the key highlights and accomplishments for the entire organization as well as major items to watch for in the upcoming year. The message from our Chief Financial Officer is also included in this section and provides the financial context for our Financial Plan. This message also outlines some of the key assumptions in the Plan.

Maple Ridge – Deep Roots Greater Heights

This section provides a brief history of Maple Ridge, its location and size, population, as well as other pertinent information on the community. There is also information on the local economy including top taxpayers.

Financial Policies and Fund Structure

This section provides policy and regulatory requirements for the development of both our operating and capital budgets.

Financial Planning Process

This section provides an overview of the business planning process including the schedule.

Financial Plan Overview

This section provides an overview of financial plan highlights, growth funding allocations as well as funding and borrowing.

Five-Year Operating Plan Overview

This section provides detailed financial plan information for each department as well as staffing history and financial impact to the average home. 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 (PWDS)

Each division section begins with a listing of select 2008 accomplishments and discusses the business context relevant to the 2009 - 2013 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 2009 budget and either the previous budget or previous year actual charges are included where appropriate.
- This is followed by comments where appropriate to help guide the reader through the financial plan.

Five-Year Capital Plan Overview

This section provides information on the capital projects. The capital budget is included as Appendix F in this document.

MESSAGE FROM THE MAYOR



On behalf of Council, I am pleased to present our 2009 - 2013 Five-Year Financial Plan for the District of Maple Ridge.

Some will point out that we are in uncertain times, primarily due to poor world economic conditions that most of us feel are out of reach and out of our control. On the bright side, Canada seems to be weathering the storm fairly well as of the date I record my comments. Similarly, Maple Ridge continues to do well as evidenced through its continued growth and enquiries from outside our community regarding investment opportunities. We cannot lose sight however, of the fact that some of our neighbours and fellow Canadians have fallen upon hard times. The District of Maple Ridge is fortunate that it is in a strong financial position due to strong financial and strategic management. The District has positioned itself favourably for exciting future opportunities, but we are aware that circumstances can and do change quickly and so we remain vigilant.

In December 2008 Maple Ridge held its municipal election which saw some changes in Council make-up and a strong commitment to continue the community's course of concentrating efforts on economic, social, and environmental health. Our community has so many great attributes especially our natural outdoor assets. We have continued to support and grow the many special events that take place year round in Maple Ridge which has made us stand out and be recognized as a community of festivals and fairs. We are a giving and growing community – one that is blessed with high citizen involvement that is especially noticeable in the area of volunteerism.



Our citizens have asked their Council to address many important priorities including improved transportation and transit, sustainability and protection of green space, shopping opportunities, increased industrial tax base and local job creation, and public safety. We will be working hard on these priorities and will be introducing new and exciting programs as we get further into our new mandate. This Council will realize our priorities by building strong relationships with our neighbours and partners. Our citizens will continue to see benefits from previously executed work

plans as we rollout results into 2009 such as:

- our new Town Centre Spirit Square on 224 Street adjacent to Memorial Peace Park.
- a newly renovated, energy-friendly Fire Hall #1.
- an updated Parks, Recreation & Culture Master Plan.
- the Golden Ears Bridge.
- advocating for enhanced transit services.

I am pleased to work with an experienced and dedicated Council and District staff group. As a team and in partnership with the community we will achieve a great deal and make giant strides to becoming the model place we aspire to be. I welcome your comments and encourage your participation.

Maple Ridge is a great place to call home.

ERNIE DAYKIN
Mayor

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



I am pleased to present our 2009 – 2013 Financial Plan on behalf of all employees at the District of Maple Ridge.

Maple Ridge is a wonderful community to live in. We are surrounded by an abundance of outdoor wilderness including forests, lakes, and waterways. There are many recreational opportunities for the outdoors enthusiast along with numerous community-based recreation facilities available to our citizens including the Arts Centre Theatre, Leisure Centre, ice arena, parks, and sport courts and fields. We have year-round festivals and fairs organized and led by an army of volunteers. We have a desirable quality of life and strong sense of community that is the envy of many. To help us maintain and build on this desirable position, the District of Maple Ridge pursues a comprehensive business planning process.



Highlights of the many accomplishments in 2008 were:

- Maple Ridge has the best of two worlds. It is a rural paradise interwoven with urban sophistication. It is a growing community acutely aware of the fine balancing that is needed to protect the interests of an increasingly diverse population. We continue our planning and the launching of policies and programs designed to revitalize and reinvigorate our downtown area:
 - Spirit Square – an exciting upgrade to Memorial Peace Park and 224 Street was approved after receiving significant funding from the Province.
 - In our ongoing efforts to address transit improvements and in collaboration with TransLink, we opened our new Transit Exchange at Edge Street and McIntosh Avenue.
 - After several years of background work, we have completed our Town Centre Area Plan including new Development Permit Guidelines.
 - A downtown Parking Strategy Review has been completed that has incorporated into it Smart Growth Principles; amendments were made to our parking bylaw.
- On the economic front, a strategic plan for economic development is being implemented. The four key sectors are:
 - Advanced manufacturing
 - High tech
 - Tourism
 - Education institutions
- Maple Ridge has quickly gained a strong reputation for liveability and quality of life including environmental strategies that have been formulated to help the community as it continues to grow:

- Aspects of “Green Infrastructure” have been incorporated into the Maple Ridge Official Community Plan and all Development Permit Area Guidelines. More recently, a broader range of “Green Infrastructure” components was integrated into the Town Centre Area Plan and the accompanying Development Permit Area Guidelines in support of the community vision for Smart Growth development.
- Work is well underway on Environmentally Sensitive Area Mapping which can be a valuable reference

tool to better identify where our environmentally sensitive areas are.

- Our online newsletter has gained strong momentum this past year as more than 1,000 people and growing now subscribe to this popular communications piece.

Major items to watch for in 2009:

- There will be several projects completed in 2009, the most significant being the opening of the Golden Ears and Pitt River Bridges. A vision for a bridge crossing over the Fraser River has long been held by citizens, businesses, and community leaders and so this has been long coming. This new link presents many positive opportunities for Maple Ridge.
- With the opening of the Golden Ears Bridge, one example opportunity offered to our community is the opening of new industrial lands at the north end of 256 Street.
- A new program called Our Town...Our Spirit addressing Town Centre Improvements will be launched
- Again, the District will be front and centre as several high profile special events take place in Maple Ridge including the BC Disability Games and Mainstage 2009.

Thank you to Council, our employees and the many volunteers who make this community such a wonderful place to live, work, and play.

J. L. (JIM) RULE
Chief Administrative Officer

I am pleased to present the 2009-2013 Financial Plan which is a product of our Business Planning process. Before discussing this process and before introducing the financial plan, I will begin with an overview of our economic environment.

Economy going into 2009

It is difficult to talk about the economy in 2008 without first looking at the global picture. The world experienced a dramatic, synchronized economic slowdown in 2008; stock markets plunged and the phrase “toxic assets” became a familiar one. Financial institutions once considered backbones of the US economy disappeared and, most recently, the viability of the domestic auto industry has come into question.

Canada has not escaped the economic turbulence, but it has fared better than many other countries. Our banking industry is now the envy of the world and economists feel that Canada is better positioned to emerge from the current recession than other industrial countries.

British Columbia’s experience was similar to the rest of the country. Growth in real gross domestic product was marginal at 0.6% with contraction forecast for 2009. Unemployment rates increased to 5.3% by the end of the year and have continued to climb into the first quarter of 2009. Current predictions are that the recession will likely deepen in 2009 with a return to modest growth occurring in 2010.

Locally, we are seeing the impact of the recession with a local manufacturer downsizing due to reduced demand. Meanwhile, construction on both the Golden Ears and the Pitt River bridges continues on schedule, but it remains to be seen what impact their openings in 2009 will have on the local economy. It is hoped the favourable effect on traffic flows will help to make the area more attractive to businesses.

In 2008, overall development related revenues remained strong, though development activity slowed considerably in the last quarter of the year; 3,800 building permits were issued with an estimated construction value of \$136 Million. While the number of building permits issued in 2008 was only slightly less than 2007, this is due to the strength of development activity in the first nine months of the year. The slowdown experienced in the last quarter of 2008 is expected to continue through 2009.

Weathering these economic times

Well developed business planning processes and sound financial practices will serve the District well through both the boom and the bust cycles of the economy. Some examples of these practices include:

- Budgeting for development revenues at reasonable levels and resisting the temptation to increase the budget



based on the revenues experience over the last few years, as it would be unwise to think that the recent rate of development is sustainable in the long run.

- Committing a portion of building permit revenue collected in excess of budget aside in good years in a reserve to be drawn on in times of lower building revenue, reducing the impact of softening revenues.
- Reviewing all new vacancies to ensure a business case still exists to justify filling the position immediately.
- Setting aside funds to take advantage

of opportunities - It is often practice of senior levels of government to invest or fund additional infrastructure projects in times of economic slowdowns to prime the economy. The District has set aside funding to leverage senior government grants when they become available as most programs require that we match the grant funding with our own contribution.

The Business and Financial Planning Process

Maple Ridge has developed comprehensive Business Planning Guidelines for use in the financial planning process. These guidelines, which are discussed in more detail starting on page 25, are updated annually and assist Council with the difficult task of resource allocation.

Departmental business plans communicate alignment with the corporate strategic plan and identify:

- goals and objectives
- essential core business and service levels
- resource distribution (financial and human)
- performance measures
- capital program and associated operating, maintenance and replacement costs
- potential new revenue sources
- incremental spending programs

The financial planning process is also guided by a Financial Sustainability Plan; a group of 13 policies designed to position the District to meet financial obligations while ensuring that residents can look forward to equitable and affordable taxation.

Business and Financial Plan review sessions are open to the public and provide opportunities for individuals to ask questions of Council on decisions or to make submissions on all programs.

Under the British Columbia *Community Charter* the District is required to adopt a Five Year Financial Plan. This long-term approach to financial planning allows Council and the community to consider the impact that current decisions will have on future financial flexibility. Council adopts a financial plan for the subsequent five years each December based on the best information available at the time. The plan is updated each May, prior to setting the tax rates, to reflect any changes that have occurred since the last plan was adopted.

MESSAGE FROM THE CORPORATE FINANCIAL OFFICER



KEY ASSUMPTIONS

Allowable Inflationary Increases

For 2009, costs have been updated based on current information so we have not provided an inflationary contingency. Beyond 2009, where cost increases are known, they have been provided for. These items include the cost of labour identified in union contracts and multiyear service agreements. As well, a small centralized contingency exists for inflation.

Fire Department Master Plan

The District is in the process of systematically increasing the funding to implement the Fire Department Master Plan and the financial plan assumes that this will continue. The Master Plan essentially calls for our Fire Department to gradually evolve from a strictly volunteer fire responder model to a composite model with full time and paid-on-call responders.

Tax Growth

We are assuming that property tax revenue from new construction will increase by 2.35% in each year of the financial plan. In the past several years, our actual experience has been closer to 2.6%, but with the projected slow down in the economy we believe that a more conservative projection is appropriate. We will closely monitor building activity to ensure that 2.35% growth for 2010 and 2011 is still reasonable.

Development Revenues

Development activity has been extremely brisk for the last few years. For the last two years building permit revenue has exceeded budget by about 40%. The 2009-2013 budget has been kept at \$1.7 Million annually as development activity is not expected to reach the highs experienced in recent years.

Investment Earnings

The interest earned on investments has exceeded budget largely due to favourable interest rates and a sizable investment portfolio. The size of the portfolio is largely due to capital projects that are planned but the funds are not yet spent. The budgeted revenue is based upon an assumption that the planned capital work will proceed in the year that it is planned. The Bank of Canada has set the bank rate to historically low levels to help stimulate the economy, which will reduce the amount of interest earned on the District's short term investments. Despite this, the 2009 revenue target has been kept at the 2008 budget level because the size of the portfolio is expected to offset the impact of a lower interest rate.

Investment Revenue and Interest Rate Risk

The District has a large holding of very secure investments. Interest earned on, and the market value of these investments will fluctuate with changes to interest rates. Current rates are at historic lows and as a result, new funds invested will not earn rates that we've seen in the recent years. Fortunately, the majority of the funds invested are earmarked to fund capital expenditures and the cost of capital is typically lower when there is slack in the job market.

Development Cost Charges (DCC)

Development Cost Charges are charges on new development to assist with paying for infrastructure required to support a growing community. DCCs are a significant funding source in the overall capital program. With development slowing, DCC collections are also slowing. The timing of projects that are funded from DCCs may need to be revisited if development continues to slow.

Level of Tax Increase

Council has directed that the tax increases in each of the five years of the plan are to include 3% for general purpose and 1% for infrastructure sustainability. In addition, the Fire Service Improvement Levy continues to phase in incrementally to fund the implementation of the Fire Department Master Plan.

Labour Costs

Two multi-year union contracts provide some certainty as to the cost of labour. Labour is a large portion of the operating budget and the costs identified in these contracts have been provided for.

Budget Bylaw Amendment

As outlined in the *Community Charter*, the Five-Year Financial Plan is to be adopted by May 15 of the first year of the Plan. At any time subsequent to the original adoption, an amended financial plan can be adopted by Council for that year.

Tax Rates

Specific tax rates must be approved by May 15 of each year. The tax rates bylaw will be presented for adoption to Council in the spring of 2009 once final information is received from the BC Assessment Authority.

This year we are continuing to focus on long term sustainability. One percent of the tax increase is dedicated to fund the replacement of existing infrastructure. Additional funds have been committed to fund infrastructure cost associated with our facilities. Funds have been committed to succession planning to ensure that the workforce is positioned well to address the demographics of the workforce.

In closing, although there are economic challenges both globally and locally, sound business and financial planning practices and policies stand the District on solid ground to weather the difficult times, and we will continue to monitor and adjust this financial plan to ensure we are in a position to serve the community well both now and into the future.

Paul Gill, BBA, CGA
General Manager: Corporate & Financial Services
Corporate Financial Officer

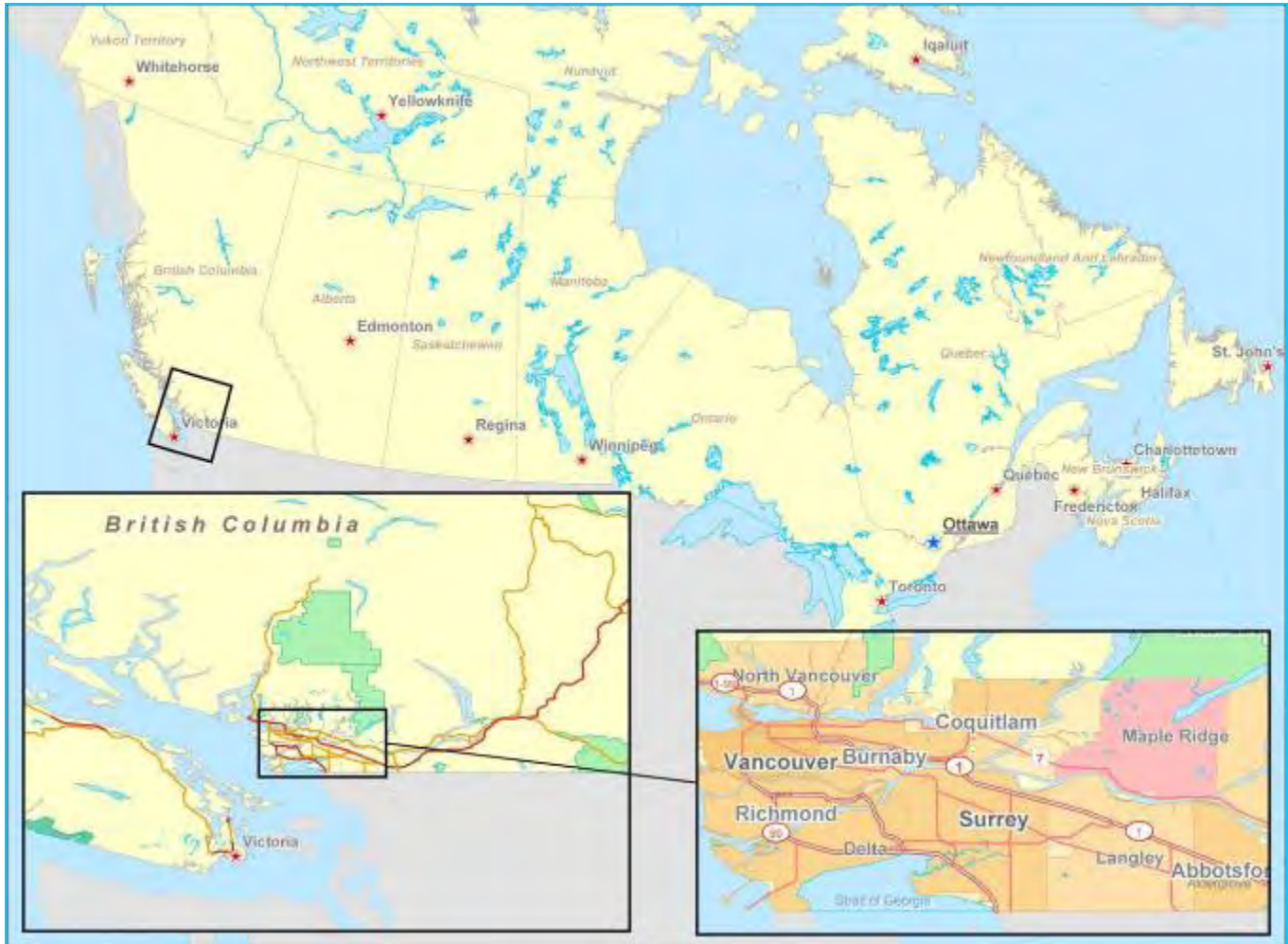
Maple Ridge – Deep Roots Greater Heights

Profile and Demographics

Government Overview

Organization Chart

Maple Ridge Officials



Maple Ridge is part of the Metro Vancouver Region and is bordered by the majestic Golden Ears Mountains to the north and the mighty Fraser River to the south. Arts and recreation facilities abound, creating a culturally vibrant and active District for healthy living. A network of health, social and emergency services are locally available, including a full service hospital, police, fire, and ambulance services.

Driving Distances from Maple Ridge

Vancouver, BC	45 km
Victoria, BC	120 km
Seattle, WA	240 km
Portland, OR	483 km
Calgary, AB	924 km
Edmonton, AB	1,101 km

Maple Ridge – A History of Settlement

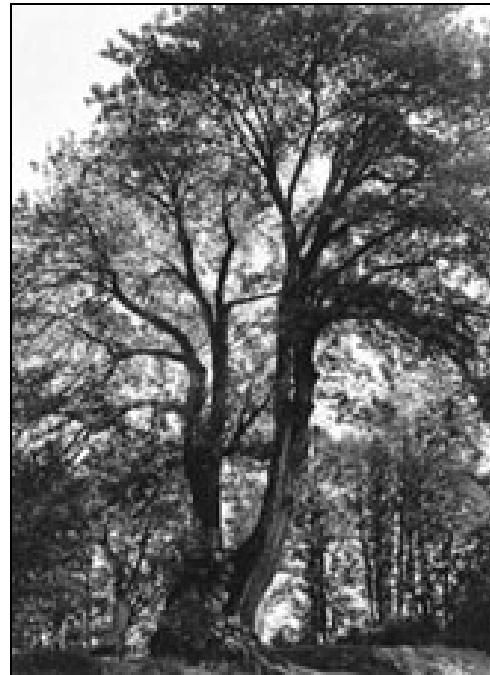
Being one of the first municipalities to incorporate in British Columbia, Maple Ridge has built a rich history. Back on September 12, 1874 when a group of early settlers met on John McIver's farm, there were less than 50 families with 33,000 acres of future potential. The location and beautiful surroundings of Mr. McIver's farm inspired him to name his farm "Maple Ridge". It was not long before the McIver property with its ridge of beautiful maple trees that stretched for two miles along the Fraser River, became the name for Maple Ridge, the community. Where McIver's farm was once situated has become a golf course. A plaque on the golf course commemorates the first meeting in which the decision was made to incorporate the District of Maple Ridge. This is where early settlers began to dream of a future where families could prosper and raise their children in a healthy environment.

Early on and over time, the character of Maple Ridge would begin to form and bring with it all of the opportunities that those who first settled the area hoped would come. Neighbourhoods like Hammond, Whonnock, Webster's Corners, Ruskin, Albion and Yennadon sprung up and provided the homes where families could flourish. Each had their own post office, community centre, churches, stores and schools.

Maple Ridge grew alongside the province's earliest transit route – the Fraser River. When the Canadian Pacific Railway was completed in 1895, the community gained further benefits as the railway ran along Maple Ridge's southern border adjacent to the Fraser River and brought with it the advantages of the latest invention in transportation. Maple Ridge was not connected to New Westminster until 1913 with the construction of River Road and the Pitt River Bridge and was the only rural municipality in British Columbia through which the Canadian Pacific Railway passed.

Since 1874 Maple Ridge has grown and prospered. It continues to be a magnet for many and for so many reasons. What was once a community primarily dependent upon agriculture, fishing, forestry, and mining, Maple Ridge has expanded and diversified its economic base to include advanced manufacturing, high tech, television and film production and education services. It has first class recreation and park facilities and easy access to some of the most spectacular outdoor wilderness settings anywhere. It is a community of festivals and fairs that has created a year round playground for people of all ages.

Today Maple Ridge, with a population of about 75,000, is the envy of many communities - it has so much to offer. It provides the amenities and urban sophistication that some desire while retaining the rural character that others want.



Maple Ridge – Investing for our Future

Maple Ridge is a vibrant community in the Metro Vancouver region with a unique heritage and natural beauty, located in the hub of one of the fastest growing regions in all of Canada. With some of the most spectacular river and mountain views anywhere and over 800 kilometres of walking, biking, and riding trails there's something here for everyone. In the downtown area one can enjoy free wireless internet; countless festivals and activities in Spirit Square; and on Saturdays 'shop local' at the Farmer's Market.

With the completion of two major bridge projects in 2009 the District expects to see an additional 400 businesses locate in Maple Ridge. The Golden Ears Bridge will provide improved southbound access to trucking routes, the Trans Canada Highway, Abbotsford International Airport and the US border; and the Pitt River Bridge will improve access westbound to the Port of Vancouver and Vancouver International Airport.

Maple Ridge is working hard to be among the most sustainable communities in the world through our focus on economic, social, and environmental sustainability. Our motto 'Plan for Tomorrow. Live for Today.' helps remind us all that while we're enjoying the best that today has to offer, we're also building for generations to come.

MAPLE RIDGE – PROFILE AND DEMOGRAPHICS



The District of Maple Ridge is the fifth oldest and eleventh largest (by land size) of the 157 municipalities in British Columbia. Within the 26,710 hectares there are 26,362 properties and 57 parks including municipal, regional, and provincial.

Maple Ridge is part of the Metro Vancouver Region and is bordered by the majestic Golden Ears Mountains to the north and the mighty Fraser River to the south. Arts and recreation abound, creating a culturally vibrant and active city for healthy living. A network of health, social and emergency services are locally available including a full service hospital, police, fire, and ambulance services.

Population

Maple Ridge's current population is 75,783 which represents an annual growth rate of 3.7% over the last five years. The median age of the population is 38.8 years with 79.7% of the population aged 15 and over.

	<u>Population</u>	
Under – 19	19,220	27.7%
20 – 34	11,080	16.0%
35 – 54	23,645	34.3%
55 – 74	11,315	16.4%
75 – Older	3,690	5.4%

Source: BC Stats, April 2008

Household Income

In Maple Ridge the median income in all private households was \$64,017 which represents an increase of 2.6% over the 2001 Census.

Less than \$39,999	33.6%
\$40,000 – \$59,999	20.7%
\$60,000 – \$79,999	18.2%
\$80,000 and Over	27.5%

Source: Statistics Canada, 2006 and 2001

Immigration and Languages

In 2006, 17% of Maple Ridge's population were immigrants. The languages spoken most often at home in Maple Ridge were:

English	93%
French	5%
Other	2%

Source: Statistics Canada, 2006

Transportation

Two new bridges will open in Maple Ridge in 2009 providing quicker travel time for residents. The Golden Ears Bridge will link Langley and Surrey on the south side of the river with the north side communities of Maple Ridge and Pitt Meadows. The Pitt River Bridge will have three lanes of westbound traffic and four lanes of eastbound traffic on opening day and provide up to 16 meters of marine clearance. It will also provide facilities for cyclists and pedestrians.

Highways

Located on Highway 7 (Lougheed Highway), 15 minutes north of the Trans Canada Highway.

Airports

Vancouver International – 55 minutes driving time
 Abbotsford International – 30 minutes driving time
 Pitt Meadows Regional – 10 minutes driving time

Source: District of Maple Ridge Economic Development Department

Education and Schools

In 2006, 31% of Maple Ridge residents over 15 years of age have received a High School certificate or equivalent, 14% have obtained an Apprenticeship or Trades certificate or diploma, 19% have attained a College, CEGEP or other non-university certificate or diploma, and another 15% have attained a University certificate, diploma, or degree.

Maple Ridge:

School District 42 (23 Schools from K-12)
 Private Schools (3)
 Justice Institute of BC

Closest Four Year Institutions:

Kwantlen Polytechnic University
 Simon Fraser University
 Trinity Western University
 University of British Columbia
 University of the Fraser Valley

Closest Community and Technical Colleges:

British Columbia Institute of Technology

Source: Statistics Canada, 2006

Source: District of Maple Ridge Economic Development Department

Employment

It is estimated that over 65% of Maple Ridge's labour force currently commutes outside of the community. In 2008, only 4.3% of the total labour force of 40,483 people was unemployed. People not in the labour force include students, homemakers, retired workers, seasonal workers in an 'off' season who were not looking for work, and persons who could not work because of a long-term illness or disability.

MAPLE RIDGE – PROFILE AND DEMOGRAPHICS



Leading Employers (150 + employees):

School District 42	Education
Ridge Meadows Hospital	Health Care
District of Maple Ridge	Government
Save-On Foods west Maple Ridge	Grocery
E-One Moli Energy (Canada) Ltd.	Batteries
Interfor Ltd. Hammond Cedar Div.	Wood Products
Canada Safeway	Grocery
Save-On Foods east Maple Ridge	Grocery
Fraser Regional Corrections	Prison
Arcus Community Resources	Health Care
Fraser Cedar Products	Wood Products

Source: BC Stats, April 2008

Source: District of Maple Ridge Economic Development Department

Health Care

Ridge Meadows Hospital is part of Fraser Health which services 1.5 million people from White Rock to Burnaby, with 12 acute-care hospitals (including three referral centres) and more than 7,000 residential complex care beds. There are currently 44 Physicians and 26 Dentists in Maple Ridge.

Source: www.accesshealthabbotsford.ca

Housing Types

The three month average benchmark price from the MLS Housing Price Index for single-family residences in Maple Ridge is \$408,136 detached homes, \$299,692 attached/townhouses, and \$232,644 apartments.

Composition of Residences

Singe-Family	17,140
Apartment (under 5-storeys)	3,400
Row Houses	2,916
Apartment Detached Duplex	2,649
Apartment (over 5-storeys)	737
Semi-Detached	592
Movable Dwellings	240
Other Single Attached	26
Total Number of Housing Units	27,700

Source: District of Maple Ridge Economic Development Department

Top Taxpayers

B.C. Hydro & Power Authority	Distribution Lines
International Forest Products Ltd.	Lumber Mills
Sun Life Assurance Com. of Canada	Westgate Shop Ctr
Bucci Investment Corporation Inc	Valley Fair Mall
Amarsham Holdings Ltd.	Haney Place Mall
B.C. Gas Utility Ltd.	Gas Lines
M R Landmark 2000 Centre Ltd	Landmark Shop Ctr
E-One Moli Energy (Canada) Limited	20000 Stewart Cr
Canadian Pacific Railway Co.	Railway Tracks
22475 Dewdney Trunk Road Inc.	Maple Ridge Square

Source: District of Maple Ridge Finance Department

Council

Since 1874, when the District of Maple Ridge was first incorporated, the responsibility for local government has vested in a Mayor and Council. Maple Ridge Council is comprised of a Mayor and six Councillors who are elected and hold office for a term of three years.

The primary functions of Council are to establish administrative policy, to adopt bylaws governing matters delegated to local government through the *Community Charter*, *Local Government Act*, and other Provincial statutes for the protection of the public, and to levy taxes for these purposes. Council is also empowered to manage, acquire, and dispose of District assets. The day-to-day operation of the District is delegated by Council to the Chief Administrative Officer and District Staff.



Committee of the Whole

Maple Ridge's Committee of the Whole consists of all members of Council. Committee of the Whole is the initial venue for review and debate of issues. No voting takes place on bylaws or resolutions. A decision is made to send an item to Council for debate and vote or to send an item back to staff for more information or clarification. This structure allows all members of Council the opportunity to review reports, receive delegations and presentations, request additional information, and provide direction prior to Council meetings.

Standing Committees

Standing Committees are established by the Mayor for matters considered best dealt with by committee. At least half the members of a standing committee must be Council members. The Standing Committees are:

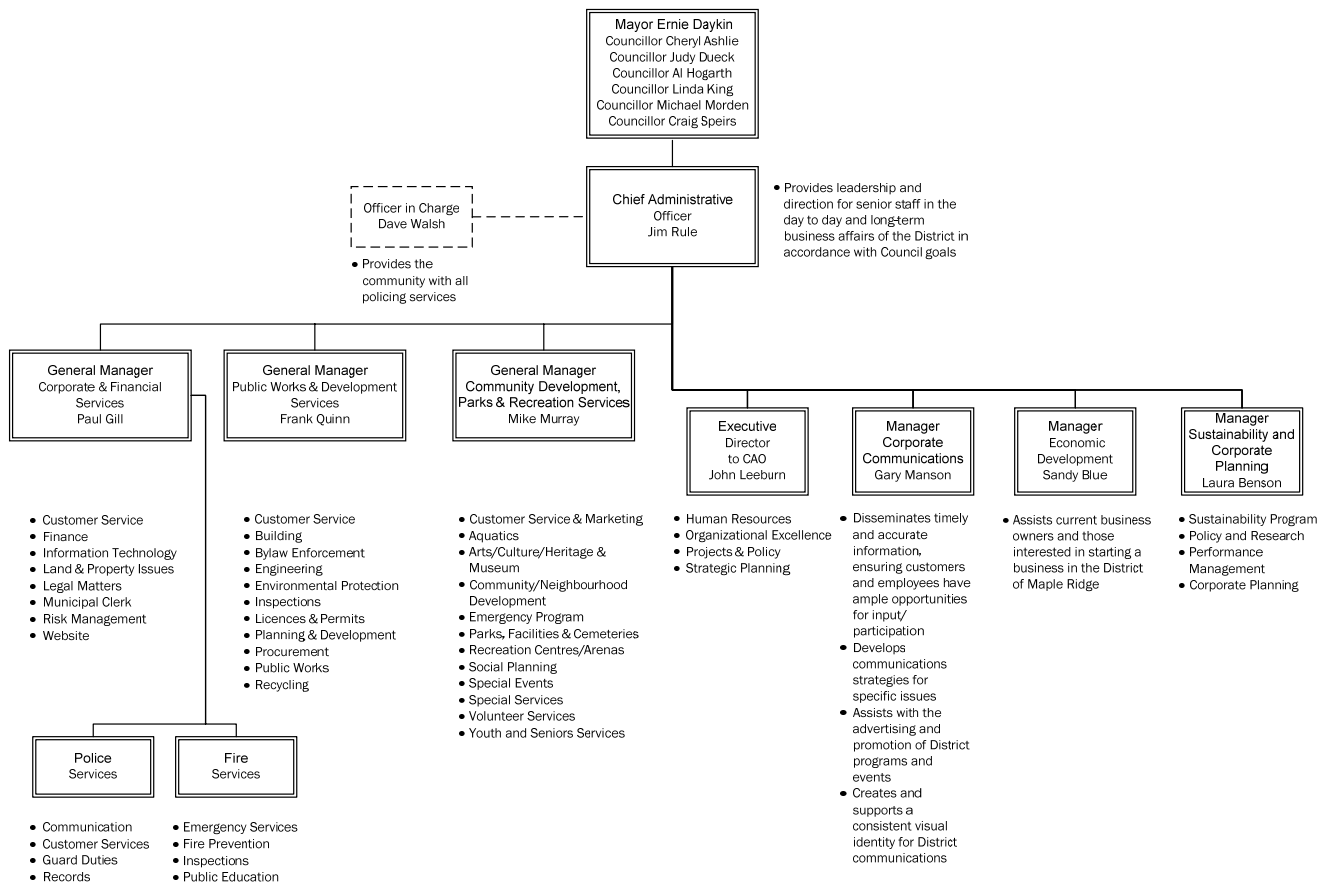
- Audit and Finance Committee
- Committee of the Whole

Select Committees

Select Committees are established by the Mayor to consider or inquire into any matter and to report its findings and opinion to Council. Generally, at least one member of a select committee must be a Council member.

- Advisory Committee on Accessibility Issues
- Advisory Design Panel
- Agricultural Advisory Committee
- Bicycle Advisory Committee
- Community Heritage Commission
- Court of Revision (Frontage Tax)
- Development Agreements Committee
- Economic Advisory Commission
- Parks & Leisure Services Commission
- Social Planning Advisory Committee

ORGANIZATION CHART





2008 – 2011 Council

Mayor Ernie Daykin

Councillor Cheryl Ashlie
 Councillor Judy Dueck
 Councillor Al Hogarth

Councillor Linda King
 Councillor Michael Morden
 Councillor Craig Speirs

2008 Appointed Officials (Department Heads)

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 Engineering Operations Russ Carmichael, ASCT, FRM
 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 of Accounting Catherine Nolan, CGA
 Manager of Business Systems Kathleen Gormley
 Manager Corporate Communications Gary Manson, BBA, MBA
 Manager Economic Development Sandy Blue, ABC
 Manager of Financial Planning Trevor Thompson, BBA, CGA
 Manager of Legislative Services Ceri Marlo
 Manager of Revenue & Collections Silvia Rutledge
 Manager of Sustainability and Corporate Planning Laura Benson, CMA
 Municipal Engineer Andrew Wood, PhD., PEng.
 R.C.M.P. Officer in Charge Superintendent Dave Walsh

Municipal Auditors

BDO Dunwoody LLP

Municipal Bankers

TD Canada Trust

Municipal Solicitors

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

Financial Policies and Fund Structures

Financial Policies
Fund Structure

Governing Policy and Regulatory Requirements

Part 6 Division 1 of the *Community Charter* and Part 24 Division 5 of the *Local Government Act* require municipalities and regional districts to prepare a financial plan annually.

The financial plan must be adopted annually by bylaw and it must cover a minimum of a five year period; year one relates to the year in which it comes into force, years two through five are the following four years. Each year, the financial plan from the previous year remains in place until the financial plan for the current year is adopted.

Municipalities may adopt the financial plan bylaw at any time before the date on which the annual property tax bylaw is adopted (the annual property tax bylaw must be adopted after the adoption of the financial plan but before May 15). Regional districts must adopt their financial plan bylaw by March 31.

The financial plan can be amended by bylaw at any time [Community Charter s. 165(2) and Local Government Act s. 815(2)].

Balanced Budget

In compliance with Section 165 of the *Community Charter*, the District's Financial Plan must be balanced. The financial plan must not plan for a "deficit." This means for each year of the plan, the total of proposed expenditures and transfers to other funds must not exceed proposed funding sources plus transfers from other funds [Community Charter s. 165(5) and Local Government Act s. 815(5)].

If actual expenditures and transfers to reserves exceed actual revenues and transfers from other funds in any one year, the resulting deficiency must be included as an expenditure in the financial plan for the next year [Community Charter s. 165(9) and Local Government Act s. 815(11)].

Investment Policy

It is a fiduciary responsibility to protect public funds and to prudently manage investments in order to achieve the investment objectives of safety, liquidity and return.

Debt Management Policy

The District's policy is to use debt with caution and where there is a strong business case for tying up future resources for today's project. External debt will be minimized by first looking to existing reserves as a means to internally finance required capital expenditures. Even if funding is likely to be internally financed, the direction has been to still seek all the necessary approvals including public assent to ensure that the process is as transparent as possible.

The District adheres to the Debt Limit and Liability Servicing Limit requirements as outlined in Section 174 of

the *Community Charter* which sets a limit on borrowing and other liabilities and provides authority for Cabinet to limit either the aggregate liabilities of a municipality, or the annual cost of servicing the aggregate liabilities and for a method for determining that limit. BC Regulation 254/2004 (Municipal Liabilities Regulation) limits the annual cost of servicing certain defined liabilities.

Basis of Financial Planning

The District of Maple Ridge develops its Five-Year Financial Plan in accordance with generally accepted accounting principles (GAAP). The District uses the accrual method of accounting for reporting revenues and expenditures. Revenues are recorded in the period they are earned and Expenditures are recorded in the period they are obtained. The budget is prepared on a similar basis with slightly more emphasis on cash flow and matching the funding associated with the expenditures. All financial and operational policies related to accounting practices are adhered to in the development of the Five-Year Financial Plan.

The budget is organized by fund or type of operation (i.e. general fund, and utility funds), with each fund considered a separate budgeting and accounting entity. Budgets are presented for each department or operational area (i.e. Engineering, Parks and Open Spaces, Leisure Centre, and Human Resources) and detailed to the account level (i.e. contract, equipment, and salaries).

Budget Monitoring

The District monitors its financial performance as it relates to the budget through regular variance analysis. Each department reviews their revenues and expenditures with a representative from the Finance Department comparing actual performance to what was planned in the adopted budget. Regular reviews ensure that Council and the Corporate Management Team are aware of significant variances and have as much time as possible to consider making adjustments.

Long Range Financial Policies

Based on Council's strategic direction to make Maple Ridge among the most sustainable communities in the world, the Financial Sustainability Plan was developed and the policy adopted in 2004. This policy lays the groundwork for the continuance of high quality services and provides 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 result of this work was a series of financial sustainability policies that support and respect the direction of the community. The policies are a significant step toward achieving financial sustainability and ensuring municipal services and infrastructure continue to be provided for future generations. A full copy of the policy can be found in Appendix D.

The financial planning policies include direction on addressing:

- Growth in Tax Base
- Service Demands Created by a Growing Community
- Tax Increases
- New Services and Major Enhancement to Existing Services
- Efficiencies, Demand Management & Service Level Reductions
- Alternative Revenues & External Funding
- Infrastructure Maintenance & Replacement
- Debt Management
- Fees and Charges
- Accumulated Surplus
- Reserve Funds and Reserve Accounts
- Capital Projects
- Carry forward Project (items that are not completed in the year they were funded)

FUND STRUCTURE

The resources and operations of the District for budgeting and accounting purposes are segregated into Operating and Capital Funds for General, Water and Sewer, Reserve Funds, and the Municipality's wholly owned subsidiaries C.D.M.R. Developments Ltd. and Maple Ridge Municipal Holdings Ltd.

General Fund

The General Fund is the primary fund for most municipal services (It excludes sewer and water services which are funded from specific utility funds). This Fund has a number of revenue sources—the largest of which is property taxation. This fund provides a number of services to the community including:

- **Bylaw Enforcement:** Provide enforcement of the District's bylaws, maintain business licences, process permits and applications, carry out building inspections, and provide parking enforcement.
- **Capital Projects:** Construct and rehabilitate roads, traffic intersections, neighbourhood improvements, parks, trails, recreational and leisure facilities, drainage requirements and public safety projects and invest in technology to better provide services.
- **Economic Development:** Provide strategic information and business planning assistance to current business owners and those interested in starting a business in Maple Ridge.
- **Fire Services:** Provide alarm response, fire suppression, rescue, hazardous material spills, and response for medical aid.
- **Library and Arts & Cultural Services:** Provide services through the Library, Maple Ridge Museum, the Arts Centre & Theatre, and others.

- **Police Services:** Provide policing via the RCMP and support via municipal staff in clerical and administrative duties such as crime analysis, fleet maintenance, exhibits, guarding, customer service, records management, volunteer coordination, training and media, as well as court liaison services.
- **Parks, Facilities and Open Space:** Provide and maintain parks, open space, and trails as well as manage municipal owned and leased buildings.
- **Planning:** Provide development application management, policy review and development, and environmental management.
- **Recreational Services:** Provide programs and maintain recreational facilities.
- **Road Maintenance and Traffic Control:** Provide asphalt repairs, sidewalk and line marking, road grading, snow and ice control, bridge maintenance, street sweeping, traffic signs, and sight lines.

Sewer Utility Fund

The Sewer Utility pays for regional capital expenditures through an allocation model that essentially spreads rate increases out over time to utility ratepayers. The Greater Vancouver Sewerage and Drainage District (GVS&DD) provides sewerage transfer and treatment on a regional basis and the disposal of solid waste. The portions of the cost that are not regional are costs associated with the building and maintenance of local sewer infrastructure.

Water Utility Fund

The District of Maple Ridge Water Utility covers costs associated with water purchases, maintenance, and both regional and local capital infrastructure. The Greater Vancouver Water District (GVWD) is responsible for acquiring water, maintaining the supply, ensuring its quality, and delivering it to the member municipalities for distribution by local systems.

Trust Funds

Trust Funds have been created to hold assets which are administered as directed by agreement or statute for certain beneficiaries.

Reserve Funds

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.

Financial Planning Process

Business Planning Process

Alignment of Corporate Strategic Initiatives

Business Planning Guidelines

Financial Planning Process Schedule

BUSINESS PLANNING PROCESS



Our Business Planning process is simply a structured method of assisting Council with the difficult task of resource allocation. This is an increasingly challenging task in an era of decreased resources from senior governments and the expectations of customers and citizens in a growing community.

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.

Service areas 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

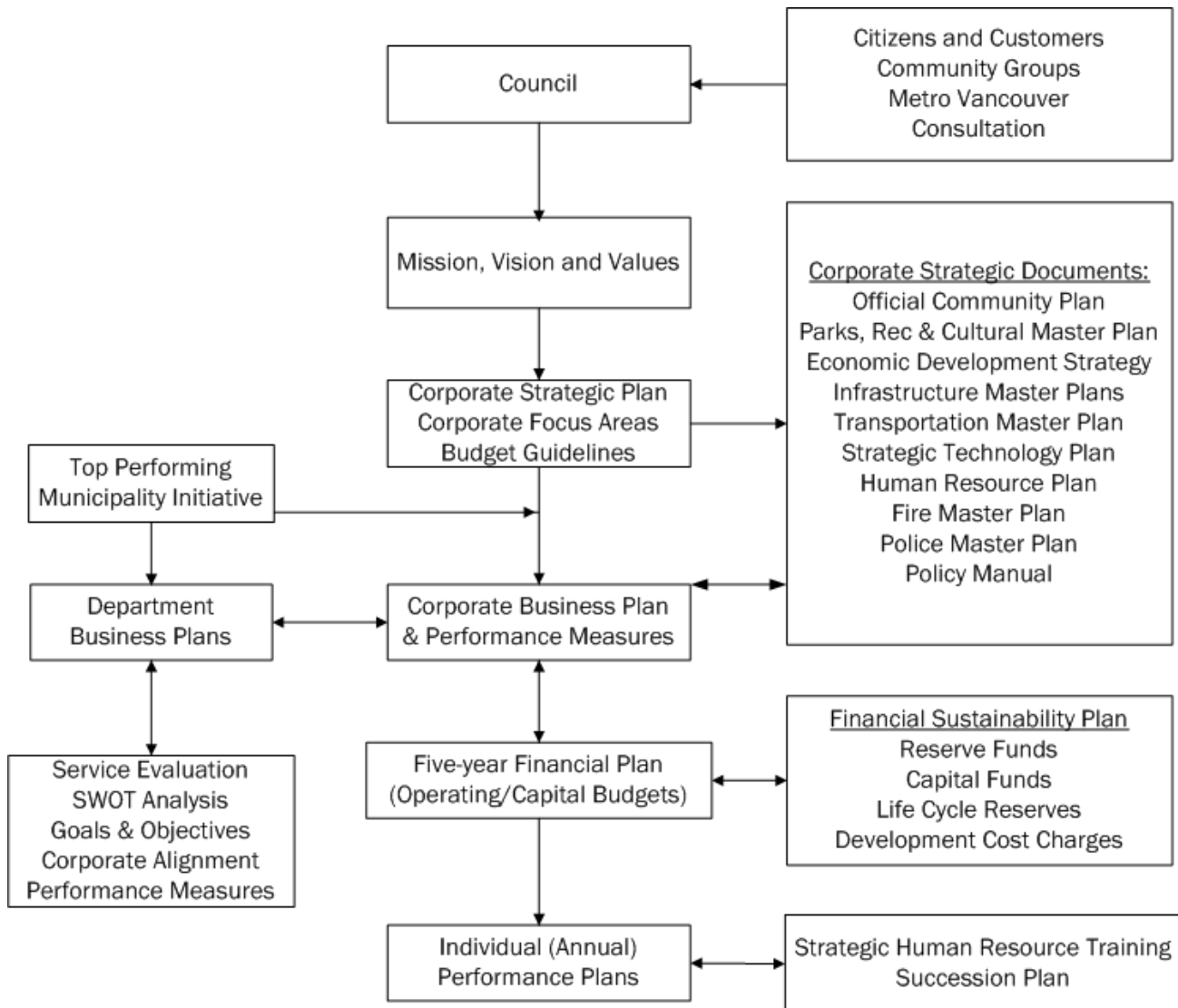
to deliver services. The plans are presented in open sessions and public participation is encouraged. Employees prepare individual performance plans linking their workplans to the department's objectives.

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.

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



BUSINESS PLANNING GUIDELINES



In spring 2008, 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 of 3% for 2009 - 2013.
2. Tax increase for infrastructure – 1% per year.
3. Review Class 4 (Major Industry) property tax rate to ensure we are competitive with other lower mainland municipalities.
4. Utility Charges to be reviewed annually with a view towards using rate stabilization practices to smooth out large fluctuations in rates.
5. Fire Service Improvement Levy to generate \$650,000 additional funding in 2009, plus levies on new growth (2009 total levy expected to generate \$3.3 million).
6. Budgets include operating and capital components for a five-year period.
7. Public Consultation Plan developed and operationalized.
8. Increase revenue from existing sources by about 5%.
9. Identify potential new revenue sources (i.e. be creative).
10. Evaluation of services to ensure alignment with Council direction.
11. Identify and measure outputs/outcomes. Identify key processes to undergo process improvement reviews.
12. 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:
 - Sustainability
 - Capital Project Cost Escalation
 - Facilities life cycle maintenance/renewal
 - Infrastructure Renewal
 - Parks and Sports Fields
 - Succession Planning
13. 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. In addition, it is a chance for us to look at what we are doing to see if there are ways to improve.
14. Incremental packages must include a business case to support new programs/projects/ staff.
15. Organizational/structural change – is the current organization adequate to deliver the service? Are there better options?
16. 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?
17. Vacant position review and management – all positions that become vacant are subject to a detailed review prior to being refilled.
18. Quarterly performance reports are to be presented to Council at open Council meetings. Performance measures will be published in the Annual Report.
19. Progress in relation to our strategic direction is to be evaluated every six months.
20. The Financial Plan must be in accordance with Council's strategic Financial Sustainability Plan policies approved in October 2004.
21. 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.
22. Workplans will identify short-term, medium, and longer-term action items that Council can consider, as we work towards carbon neutrality.

FINANCIAL PLANNING PROCESS SCHEDULE



Timing of the development of the Business Plans remains very important. The timeline for the creation and presentation of the Business Plans for the current reporting period (2009 – 2013) is as follows:

- February 2008**
 - Complete staff debriefing sessions for previous year’s business plan
- March 2008**
 - Council workshop to review Corporate Strategic Plan and consider Business Planning Guidelines for the ensuing planning period
 - Distribute “Business Planning Guidelines – 12th Edition.” (Corporate Strategic Plan and Business Planning & Budget Guidelines for 2009 – 2013) and invite public feedback
- June 2008**
 - Training Sessions - Ongoing
 - Begin to develop Business Plans (operating and capital) and financial plan (budget)
- July 2008**
 - Finance to distribute copies of 5-year operating & capital budgets
- August 2008**
 - Submit Capital Works Program proposals to Trevor Thompson, Manager of Financial Planning by **Friday, August 1, 2008**
 - Submit Information Technology proposals to John Bastaja, Chief Information Officer by **Friday, August 1, 2008**
- September 2008**
 - Continue to develop Business Plans (operating and capital) and financial plan (budget)
 - Advertisements (newspaper and website) requesting public comments on financial plans
 - Submit Financial Plan (Budget) to Finance representative by **Monday, September 22, 2008**
- October 2008**
 - Submit draft Business Plan (one copy) to Business Planning Committee by **Wednesday, October 1, 2008**
 - Submit final Business Plan (30 copies) to Business Planning Committee by **Wednesday, October 22, 2008**
- November 2008**
 - Departmental Business Plan and Budget presentations to the Corporate Management Team from **Thursday, November 6, 2008 to Friday, November 7, 2008**
 - CMT reviews Business Plans; makes preliminary recommendations; and, gives feedback to departments (second week of November)
 - Advertisements of Council financial plan consideration schedule, which includes time set aside for public input
- December 2008**
 - Departmental Business Plan and Budget presentations to Council in a public forum from **Tuesday, December 9, 2008 to Wednesday, December 10, 2008**
 - Council reviews Business & Financial Plans and makes appropriate amendments
 - Council adoption of Financial Plan Bylaw

Financial Plan Overview

Financial Plan Highlights

Financial Plan Overview

Supplemental Funding for Extraordinary Items

Revenues and Expenditures

Financial Plan Summary – Revenues & Expenditures

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:

- Tax increase of 3% per year for general purposes in 2009 through 2013.
- Tax increase of 1% per year for infrastructure sustainability in 2009 through 2013.
- Allocation of sustainability funds to various business areas in the amounts of \$866,000 for 2009, \$1.34 million for 2010, \$1.85 million for 2011, \$2.39 million for 2012 and \$2.96 million for 2013.
- On the recommendation of the Finance and Audit Committee, a reduction of the 2009 calculated Major Industry tax rate of 5%, to ensure tax rates remain competitive.
- Water Utility rate increase of 9% per year; Sewer Utility rate increase of 5% per year.
- Recycling rate increase of 4.5% in 2009, 3.5% in 2010 and 3% thereafter.
- The continued implementation of the Fire Department Master Plan and associated levy.
- Extraordinary items to be funded from General Revenue surplus including capital improvement to the downtown totalling \$835,000 in 2009, \$300,000 in 2011 and \$300,000 in 2013 and operating items approved in the 2007-2011 Financial Plan totalling \$110,000.
- Growth Packages, new and previously approved, as detailed in Figure 5 on page 38, in accordance with Financial Sustainability Policy 5.52-2.0.
- 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.
- Capital Works Program totalling \$28 million for 2009, \$34 million for 2010, \$33 million for 2011, \$23 million for 2012 and \$16 million in 2013.
- The borrowing of funds, if the Development Cost Charge Reserves near depletion: \$8 million for 2009, \$2.8 million for 2010 and \$5.3 million for 2011.
- General Revenue Fund Incremental Costs:
 - Ongoing Incremental Costs:*
 - Arts Centre \$20,000
 - Bicycle Advisory Committee 5,000
 - One Time Incremental Costs:*
 - Affordable Housing 75,000
 - Emergency Program – Supplies 10,000
 - Zoning Bylaw – Legal 50,000
 - BIA Façade Improvements Program 12,000
 - BIA Security (funded from Police Reserves) 20,000
- Water Revenue Fund Incremental Costs:
 - Ongoing Incremental Costs:*
 - Water Technologist 100,000
 - Cross Connection Control Program 100,000

FINANCIAL PLAN OVERVIEW



On December 8, 2008 a Financial Plan Overview Report was presented to Council as part of the annual business planning process. The purpose of the report was to provide Council with a high level financial overview based on financial performance to date, departmental business plans, and recommended priorities for 2009 and beyond. The final outcome will be a Financial Plan Bylaw for Council's consideration. The main substance of this report is included below and has been enhanced to include additional information. Specifically, details are provided on:

1. 2008 FINANCIAL OUTLOOK	33
2. WHERE THE MONEY COMES FROM / WHERE IT IS ALLOCATED	34
2.1. NEW REVENUE	34
2.2. TRANSFERS.....	35
2.3. EXPENDITURES	36
2.4. BUDGET ALLOCATIONS FOR GROWTH.....	38
2.5. SURPLUS AS A SOURCE OF FUNDS.....	39
2.6. CAPITAL PROGRAM.....	40
2.7. FINANCIAL PLAN RECONCILIATION	43
2.8. INCREMENTAL ADJUSTMENTS	45
3. WATER, SEWER AND RECYCLING RATES	46
4. BORROWING	47
4.1 PREVIOUSLY APPROVED BORROWING	47
5. FURTHER ITEMS	51
6. IMPACT TO THE "AVERAGE HOME"	52
7. PROPERTY TAXATION POLICY	54
8. RESERVES.....	55
8.1. CAPITAL WORKS RESERVE	56
8.2. INFRASTRUCTURE SUSTAINABILITY RESERVE	57
8.3. CRITICAL BUILDING INFRASTRUCTURE RESERVE	58
8.4. FIRE DEPARTMENT CAPITAL ACQUISITION RESERVE	58
8.5. FIRE DEPARTMENT EQUIPMENT REPLACEMENT RESERVE	59
9. TOWN CENTRE COMMERCIAL OPERATION	59
10. CONCLUSIONS	60

2008 Financial Outlook

To set some context leading into Financial Plan discussions, it is useful to review financial performance in the General Revenue Fund. The following information is based on results to the end of October.

Revenues:

Positive:

- \$500,000 in revenue from a property sale previously deferred pending the settlement of environmental issues has been recognized and in accordance with policy, will be transferred to capital reserves.
- Building Permit revenues approximately \$500,000
- Subdivision Inspection Fees approximately \$375,000
- Proceeds from resale of ECRA units approximately \$100,000.
- MFA discharge \$119,181 (transferred to Local Improvement Reserve)

Negative

- Gravel revenues of at least \$292,000 will be realized this year. This is less than budget expectations of \$456,500, but well above levels realized in prior years. A gravel agreement has been reached which enables future years' budgets to be met and possibly increased.
- Development revenue associated with acquisition of joint school / park sites was not realized (associated expenditures did not occur.)

Expenditures

- RCMP contract will come in under budget, with 50% of the savings transferred to the Police Services Reserve in accordance with Council direction.
- Savings of up to \$400,000 could be realized in Engineering & Operations as some studies and projects scheduled for 2008 are likely to be deferred to 2009. Any savings will be transferred to reserves to allow the projects to proceed next year.
- \$220,000 of expenditures for snow removal in excess of budget incurred earlier this year. Should this result in an overall budget shortfall, the Snow Removal Reserve has the capacity to cover this.
- In Planning, we will likely see savings in the neighbourhood of \$300,000 from a combination of staffing vacancies for part of the year and deferred projects. As with Engineering, there will be a need to transfer much of the savings to a reserve to allow the projects to proceed next year.
- Savings of approximately \$150,000 are anticipated in the Finance area as a result of staffing vacancies and scheduling variances for some expenditures. As with other areas, much of the savings will be transferred to reserves at the end of the year to allow work to proceed in 2009.

The above summary is based on results to the end of October. Although the items detailed above point to a General Revenue surplus it may be prudent to wait for more accurate information to commit any of this projected amount to unfunded initiatives.

For the past several months, we have been seeing signs that the brisk pace of development experienced for the past number of years is slowing in step with the overall worldwide economic slowdown. Development Cost Charge collections in particular are much lower than the last few years. Council's financial planning framework gives us the ability to see ourselves through these difficult times. For instance, we have reserves in place (as discussed in Section 8) that will assist us. As well, Building Permits are one of our main sources of non-tax revenue and while such revenues have been in excess of \$2 million for the last few years, the budgeted level was set at \$1.7 million so that we would be better prepared for some softening in activity.

2008 Capital Projects

The budget for the Capital Works Program in 2008 is \$104 million. This number is higher than the number in subsequent years because the first year of the capital program includes projects approved in prior years that are not yet complete, but are still a priority.

The budget of projects that have started is \$57.5M. Of these projects, \$12.2M are complete or nearly complete, \$32.9M are well under way and \$12.5M are in the early stages of design and tendering.

FINANCIAL PLAN OVERVIEW



The budget of projects not yet started, is approximately \$46.5 million. The reasons for these project delays are summarized as follows:

School/Park Sites Agreement not yet signed	\$17.9M	38%
Reliant on Grant Funding not yet received	\$11.0M	24%
Reliant on Other Capital Work	\$ 9.3M	20%
Land Acquisition delays	\$ 1.9M	4%
Other Funding delays	\$ 2.4M	5%
Staffing, Strategic & Technical delays	\$ 3.2M	7%
Other	\$ 0.8M	2%

Projects that do not complete in 2008 will have their funding carried forward to 2009.

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 budgeted in the year prior. Growth in the property tax base and property tax increases provide the bulk of new revenue, which amounts to \$3,450,000 in 2009.

Figure 1 illustrates the growth rate and tax increase assumptions reflected in the proposed financial plan. The growth revenue refers to the tax revenue from non-market changes (i.e. new construction) in property assessments in all property classes. Even if the residential growth rate exceeds 2.35%, the overall growth in tax revenue is still dependent on growth in non-residential property classes such as business and light industry. The growth rate of 2.35% for 2009 is realistic with a bias towards being conservative, as the overall growth last year was just over 3%. We will monitor development activity in 2009 and adjust growth projections as needed.

The revenue from increased taxation is in line with the direction received from Municipal Council earlier this year.

The property tax base is mainly residential and not largely reliant on any one employer or industry. This gives us a measure of strength during uncertain economic times.

2.1 New Revenue

Figure 1: Conceptual Overview of New Revenue

Item	2009	2010	2011	2012	2013
<i>Previous Year's Taxation</i>	43,625,000	47,075,000	50,775,000	54,750,000	58,975,000
Growth Rate	2.35%	2.35%	2.35%	2.35%	2.35%
Growth Revenue	1,025,000	1,100,000	1,200,000	1,275,000	1,375,000
<i>Previous Year's Taxation + Growth</i>	44,650,000	48,175,000	51,975,000	56,025,000	60,350,000
Tax Increase Rate	4.00%	4.00%	4.00%	4.00%	4.00%
Tax Increase	1,775,000	1,925,000	2,075,000	2,250,000	2,425,000
Fire Levy Increase	650,000	675,000	700,000	700,000	350,000
Total Increase in Taxation + Growth	3,450,000	3,700,000	3,975,000	4,225,000	4,150,000
<i>Next Year's Taxation Base</i>	47,075,000	50,775,000	54,750,000	58,975,000	63,125,000
Increases in gravel related revenue:	175,000	0	0	0	0
Increases in other revenue:	675,000	325,000	225,000	225,000	225,000
Increase in General Revenue	4,300,000	4,025,000	4,200,000	4,450,000	4,375,000

In 2009, other revenues are projected to increase by \$850,000 over the amount previously budgeted. A gravel agreement was entered into in 2008 and it includes provisions for us to receive certain minimum additional revenue.

FINANCIAL PLAN OVERVIEW



nue of \$175,000 more than the \$456,500 we had previously budgeted for. The actual amount of revenue may be more, but as it is dependant on development activities, we believe it is prudent to err on the side of conservatism at this time.

The increase in other revenues includes changes in investment income, cemetery fees, Parks & Leisure Service fees and recoveries, recycling fees, parking fees and dog licenses. In most cases, these revenues are offset by increased expenditures.

The figures 2 and 3 show the demands against this revenue.¹

2.2 Transfers

The District has committed to making transfers to certain reserves in order to provide longer term financial stability. These transfers reduce the revenues that are available to meet current expenditures. Approximations of such transfers are shown in the next table. The amounts reflect the change from one year to the next, rather than gross amounts to be transferred, to highlight the draw against each year's additional revenue.

Figure 2: Conceptual Overview of Changes to Transfers

Item	2009	2010	2011	2012	2013
Increase in General Revenue	4,300,000	4,025,000	4,200,000	4,450,000	4,375,000
Transfers to Reserves:					
Infrastructure Sustainability	-450,000	-475,000	-500,000	-525,000	-575,000
Equipment Replacement Reserve -PWD	-50,000	-75,000	-25,000	-75,000	-50,000
Fire Dept. Capital Acquisition Reserve	125,000	-75,000	-50,000	-50,000	-75,000
Police Services Reserve	-25,000	75,000	150,000	-150,000	-275,000
Capital Works Reserve	-25,000	-25,000	-25,000	-25,000	-25,000
Reserve For Committed Projects	200,000	-100,000	-10,000	-90,000	0
Other Transfers	-50,000	-25,000	-100,000	-75,000	-75,000
Available after transfers	4,025,000	3,325,000	3,640,000	3,460,000	3,300,000

A discussion of our Reserves follows in Section 8 but there are a couple of items worth noting on this table. Specifically, in 2008, Council approved a 1% tax increase to be set aside for looking after our existing infrastructure. The reductions in the Fire Department Capital Acquisition Reserve and the Reserve for Committed Projects in 2009 are anomalies as both of these reserves benefited from operating savings in 2008 that are not expected to continue in 2009.

The remaining new revenue for 2009, after the reserve commitments, is \$4 million.

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

FINANCIAL PLAN OVERVIEW



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 38.

Figure 3: Conceptual Overview of Expenditure Changes

Item	2009	2010	2011	2012	2013
Available after transfers	4,025,000	3,325,000	3,640,000	3,460,000	3,300,000
Increase in expenditures:					
Labour (excluding Fire Dept)	-1,425,000	-1,050,000	-950,000	-850,000	-900,000
Fire Department	-925,000	-825,000	-850,000	-900,000	-550,000
Policing (RCMP, IHIT, ERT, ECOMM)	-900,000	-825,000	-950,000	-900,000	-925,000
Fraser Valley Regional Library	-100,000	-100,000	-125,000	-125,000	-125,000
Public Art	-40,000	-10,000	-10,000	-10,000	0
Inflation Allowance		-100,000	-125,000	-125,000	-150,000
South Bonson Amenity Bldg	-25,000	-175,000			
Debt <increase>/decrease	50,000		-25,000		
Growth	-325,000	-425,000	-600,000	-350,000	-350,000
Reduction to Growth to fund inflation		200,000	100,000		
Capital Funded from General Revenue				-150,000	-150,000
Fuel/Contracts/Other	-225,000	-25,000	-50,000	-25,000	-75,000
Available after expenditures	110,000	-10,000	55,000	25,000	75,000
Surplus from prior year and rounding	-64,006	54,765	-9,953	44,120	10,621
General Revenue Surplus	45,994	44,765	45,047	69,120	85,621

It is important to keep in mind that the numbers in the preceding three tables represent a change from one year to the next. For example, in Figure 3 above, the labour amount means that 2009 costs are forecasted to be \$1.4 million higher than 2008, so will require \$1.4 million of the new revenue for 2009.

We have little discretion in funding these items as they reflect the costs 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. There were several positions added through succession planning and growth funding. There was an additional position added due to the cancelling of a contract and taking the service on ourselves. There were additional police support positions funded by savings in the RCMP contract. The remainder of the increase is wage and benefit cost increases of existing positions.
- Fire Department: Implementation of the Fire Department Master Plan is reflected, plus operating costs associated with operating a fourth fire hall after construction. The balance of the increase is the cost of existing positions, including wage and benefit costs.
- Policing: This line includes the cost for contracts associated with Police Services including RCMP, community police officers, centralized dispatch services and regional initiatives such as an Integrated Homicide Team and an Emergency Response Team, Forensic Identification, a Dog Unit and a Traffic Reconstruction Unit. The RCMP contract has been adjusted to include additional members, none in 2009, two in 2010,

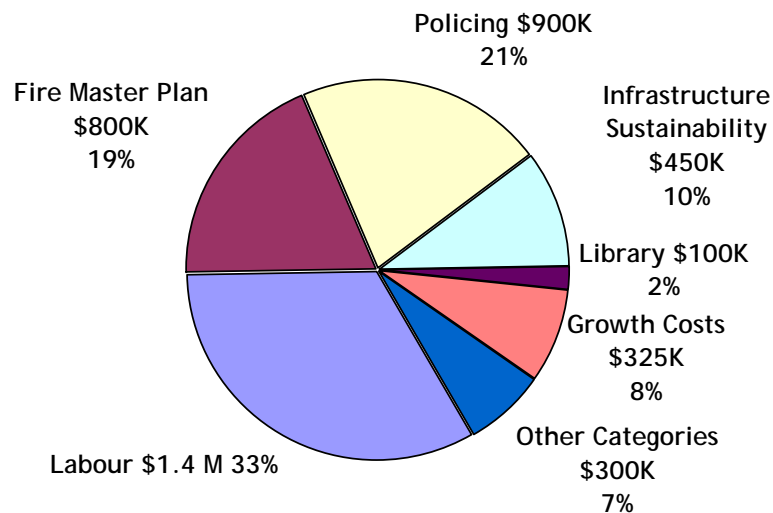
three in 2011, three in 2012 and two in 2013. Funding from the Police Services Reserve softens the impact to taxpayers.

- **Library:** The cost of the contracted service with FVRL is estimated to increase by 5% per year. Changes in exchange rates, service levels or other factors including changes to the allocation of costs among members may impact this figure.
- **Inflation Allowance:** There is no contingency for inflation for 2009. Beyond 2009, a small contingency exists.
- **Debt:** New debt payments were already included for several projects approved in the 2008-2012 Financial Plan. Other payments are dropping off as existing debt expires. Debt is discussed in more detail under the section called “Borrowing” starting on page 47.
- **Growth:** Growth projections and increases to revenues as a result of growth are built in. In order to recognize the costs associated with growth and the demand it places on the new revenues, a number of growth increments are included in alignment with Financial Sustainability Policy 5.52-2.0. Some growth increments are directed towards general areas rather than specific programs. The growth funding and where it is being allocated is noted in Figures 5 and 6.
- **Other:** This line captures numerous minor adjustments to other accounts such as materials, utilities, training, supplies and maintenance.

Of the \$4.3 million available in new revenue, the demand from just the labour category alone (Figure 3) is 33%, excluding Fire Department labour. Infrastructure Sustainability requires 10%. 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 \$9 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 for 2010 and beyond.

Following is a chart illustrating the distribution of new revenues for the 2009 year.

Figure 4: Conceptual Overview of Distribution of New Revenue - \$4.3 million, 2009



The preceding section provided a brief overview of increases in revenues, and where that money goes. It illustrates those items that have an impact on general revenue. The rate of cost increases in certain areas (i.e. Police) is beyond the rate of the general tax increase, leaving minimal room for enhancements, unless reductions are considered in other areas or new revenue sources, such as grants, are found.

FINANCIAL PLAN OVERVIEW



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. A number of growth increments are included in alignment with Financial Sustainability Policy 5.52-2.0. 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 (figures represent total budget, not year over year change)

Source	Allocated to:	2009	2010	2011	2012	2013	
General Rev	Fire Department Capital	55,000	105,000	155,000	205,000	255,000	
	Operations	65,000	130,000	195,000	260,000	325,000	
	Parks Maintenance*	40,000	110,000	195,000	260,000	325,000	
	Software Maintenance	33,000	41,000	64,000	84,000	104,000	
	Public Works & Development	80,000	140,000	265,000	310,000	355,000	
	<i>Allocated to:</i>						
		<i>Transportation Technician</i>	<i>-5,000</i>	<i>-5,000</i>	<i>-5,000</i>	<i>-5,000</i>	<i>-5,000</i>
		<i>Funding of inflationary costs</i>	<i>-5,000</i>	<i>-70,000</i>	<i>-90,000</i>	<i>-90,000</i>	<i>-90,000</i>
		<i>Balance to be allocated</i>	<i>70,000</i>	<i>65,000</i>	<i>170,000</i>	<i>215,000</i>	<i>260,000</i>
	Corporate & Financial Services		80,000	140,000	265,000	310,000	355,000
<i>Allocated to:</i>							
		<i>Funding of inflationary costs</i>	<i>-5,000</i>	<i>-70,000</i>	<i>-90,000</i>	<i>-90,000</i>	<i>-90,000</i>
		<i>Balance to be allocated</i>	<i>75,000</i>	<i>70,000</i>	<i>175,000</i>	<i>220,000</i>	<i>265,000</i>
Community Dev, Parks & Rec		80,000	140,000	265,000	310,000	355,000	
	<i>Allocated to:</i>						
		<i>Recreation Growth</i>	<i>-78,400</i>	<i>-97,400</i>	<i>-103,500</i>	<i>-107,500</i>	<i>-107,500</i>
		<i>Funding of inflationary costs</i>	<i>-1,600</i>	<i>-42,600</i>	<i>-120,800</i>	<i>-90,000</i>	<i>-90,000</i>
	<i>Balance to be allocated</i>	<i>0</i>	<i>0</i>	<i>40,700</i>	<i>112,500</i>	<i>157,500</i>	
<i>General Revenue Subtotal</i>		433,000	806,000	1,404,000	1,739,000	2,074,000	
Water Rev	Water Maintenance	15,000	30,000	45,000	60,000	75,000	
Sewer Rev	Sewer Maintenance	10,000	20,000	30,000	40,000	50,000	

*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, see Figure 6. There was no capacity within general revenue in 2007 to increase the growth allocation so surplus was targeted to fill the gap for 2007 through 2009. The use of surplus is discussed in Section 2.5.

Of the amounts in the table above, a significant portion had been previously approved in the 2008-2012 Financial Plan. For reference, the following table outlines just those amounts which have been changed. Generally, reductions in the Growth Packages are to fund inflationary costs of existing programs.

FINANCIAL PLAN OVERVIEW



Figure 6: Changes to Growth Packages

Source	Allocated to:	2009	2010	2011	2012	2013
General Rev	Operations	-30,000	5,000		-50,000	65,000
	Fire Department		-25,000	-50,000		50,000
	Parks Maintenance	30,000	35,000	30,000		65,000
	Software Maintenance	23,000	21,000	27,000	27,000	20,000
	Corporate & Financial Services Growth				45,000	90,000
	Community Dev, Parks & Rec Growth				45,000	90,000
	Public Works & Development Growth				45,000	90,000
	Corporate & Financial Services Adjustments	-5,000	-70,000	-90,000	-90,000	-90,000
	Community Dev, Parks & Rec Adjustments	-5,000	-70,000	-90,000	-90,000	-90,000
	Public Works & Development Adjustments	-5,000	-70,000	-90,000	-90,000	-90,000
	Adjust Timing of CDPR Packages*	3,400	27,400	-30,800		
	<i>General Revenue Subtotal</i>	11,400	-146,600	-293,800	-158,000	200,000

Due to costs in 2009 and 2010 exceeding the growth allocation, an adjustment in the timing of the growth funding has been accommodated through the use of accumulated surplus. Without this adjustment the balance to be allocated for Community Dev, Parks & Rec. in Figure 5 on page 38 would be negative for 2009 and 2010.

2.5 Surplus as a Source of Funds

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

Figure 7: Items to be funded from Surplus

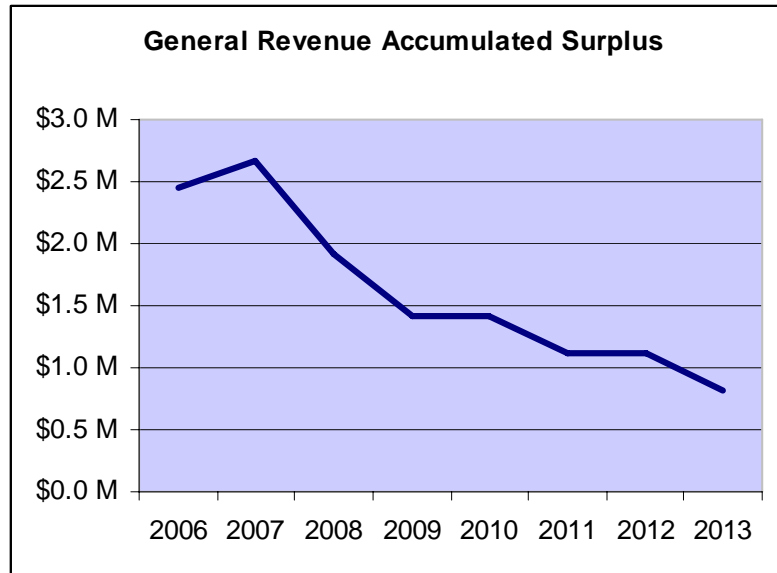
Item	2009	2010	2011	2012	2013
Operating items approved in prior financial plans:					
BC Disability Games	45,000				
Citizen Satisfaction Survey			15,000		
Park Growth Incremental	50,000				
Other Adjustments:					
Community Dev, Park & Rec Growth	3,357	27,415	-30,772		
Capital Improvements to the Downtown					
Spirit Square - increase funding to \$1.3M	235,000				
Design Work - Downtown Improvements	200,000				
Lougheed (223 St - 224 St)	400,000				
224 St. (Spirit Sq. - DTR)			300,000		
Lougheed (222 St - 223 St)					300,000
	933,357	27,415	284,228	0	300,000

Approved by Council Resolution in 2008

Fibre Network	270,000
---------------	---------

The impact that these draws have on accumulated surplus is illustrated below.

Figure 8: General Revenue Accumulated Surplus



Succession Planning was initially funded in 2007 from surplus. Succession Planning may take many forms and the timing of it varies based on the specific set of circumstances faced by each area. The balance of the previously approved funding has been committed as follows:

Figure 9: Succession Planning Implementation

Succession Planning	2009	2010	2011	2012	2013
Opening Balance	588,536	358,536	113,536		
Funding					
Allocation					
Information Services	-140,000	-35,000			
Operations Centre	-60,000	-180,000	-100,000		
Other	-30,000	-30,000	-13,536		
Closing Balance	358,536	113,536	0		

2.6 Capital Program

The five-year Capital Works Program is \$134 million; 2009 planned capital projects are in excess of \$28 million, exclusive of projects that may be carried forward from previous years. It should be noted that developers will contribute millions in subdivision infrastructure to our community and these contributions are not included in our capital plan. A detailed project list is included in an Appendix beginning on page 198. Projects carried forward from previous years will be included in a Financial Plan amendment in the spring of 2009.

FINANCIAL PLAN OVERVIEW



Figure 10: Proposed Capital Spending by Category

Category	2009	2010	2011	2012	2013	Total
Drainage	1,199,358	814,439	6,157,436	6,240,858	732,630	15,144,721
Government Services	864,000	278,500	380,000	525,000	250,000	2,297,500
Highways	17,637,022	15,473,100	21,025,641	3,900,485	5,566,719	63,602,967
Operating Capital	60,030	60,030	60,030	60,030	60,030	300,150
Park Acquisition	1,331,999	200,000	200,000	1,333,160	1,882,980	4,948,139
Park Improvement	357,575	719,798	967,339	3,248,440	2,352,417	7,645,569
Protective Services	164,000	1,488,960	385,000	1,665,000	0	3,702,960
Recreation Services	1,062,000	175,000	0	0	100,000	1,337,000
Sewage	1,951,250	9,204,484	880,592	1,146,756	1,515,853	14,698,935
Technology	1,707,285	801,664	862,173	1,447,461	468,325	5,286,908
Water	1,957,137	4,312,025	2,139,265	3,806,082	3,102,857	15,317,366
Total Capital Program	28,291,656	33,528,000	33,057,476	23,373,272	16,031,811	134,282,215

The following table illustrates the sources of funding for these projects. The proposed capital program is relatively large due to borrowing (Debt Financing) and projected funding from other sources including TransLink and grants from provincial and federal governments.

Figure 11: Proposed Capital Funding Sources

Funding Source	2009	2010	2011	2012	2013	Total
Debt Financing	8,025,600	2,750,000	5,250,000	0	0	16,025,600
DCC Fund (not debt)	4,221,236	8,122,988	3,123,159	4,884,269	5,552,842	25,904,494
General Revenue	2,343,901	2,340,823	2,447,428	2,568,167	2,482,890	12,183,209
Capital Works Reserve	1,273,115	1,367,682	127,473	93,415	35,626	2,897,311
Infrastructure Sustainability Reserve	561,828	920,166	1,104,243	1,354,000	1,800,000	5,740,237
Fire Dept Capital Reserve	65,000	1,053,960	0	950,000	0	2,068,960
Equip Replacement Reserves	2,179,785	2,194,185	1,735,125	2,159,265	864,784	9,133,144
Translink	2,344,411	75,000	50,000	212,500	99,390	2,781,301
Sewer Capital	757,250	1,931,467	602,283	895,256	527,720	4,713,976
Water Capital	1,626,380	2,186,664	1,652,765	1,356,859	1,610,845	8,433,513
Grants, LIP, 3rd Parties	3,223,350	9,942,015	16,051,950	8,366,492	2,307,713	39,891,520
Surplus	835,000	0	300,000	0	300,000	1,435,000
Other Funding Sources	834,800	643,050	613,050	533,049	450,001	3,073,950
Total Capital Program	28,291,656	33,528,000	33,057,476	23,373,272	16,031,811	134,282,215

Debt financing provides about \$16 million over the five year plan in addition to the \$21.8 million borrowing that was approved in 2008. Borrowing is used for a variety of projects and is discussed in detail in Section 4, Borrowing, with Figure 16 listing the debt funded projects. The Development Cost Charge (DCC) Reserve funds \$25.9 million in projects over the five year plan. The DCC Reserve also services debt payments which are discussed in more detail in Section 4, Borrowing. Given the slow-down in DCC collections, we will have to monitor cashflows closely and may have to postpone some projects.

Reserves are a key funding source for capital as they allow for strategic financial planning and facilitate gradual rate increases to taxpayers. The reserve balances and projections for key reserves are shown in Section 8, page 55. 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

FINANCIAL PLAN OVERVIEW



have dedicated equipment replacement funds. Other Funding Sources, noted on Figure 11, references sources such as our own reserve accounts.

The percentage of the 2009 planned projects funded by General Revenue is 8%. There are other reserves that are funded by General Revenue but the use of these reserves is for specific purposes.

Accumulated Surplus has been identified as a source of funding for projects associated with the downtown improvements. A significant portion of this project was funded through senior government grants in 2008. The 2009-2013 portion of this project is included in the financial plan on the basis of one third funding from the municipal surplus and two thirds from senior governments. If senior government grants do not materialize we should have the capacity to fund the 2009 portion of this project from our own resources but future years will have to be reevaluated.

The capital program includes over \$42 million of funding from others as itemized in Figure 12. The majority of this funding has not yet been secured; projects will be reevaluated and reprioritized if funding is not secured.

Figure 12: Capital Funded by Others

Projects Funded by Others	2009	2010	2011	2012	2013	Total
Translink						
232 St (S Alouette - Abernethy)	712,921					712,921
Abernethy Way	1,081,490					1,081,490
Lougheed Hwy Downtown (223-224)	500,000					500,000
Others	50,000	75,000	50,000	212,500	99,390	486,890
Translink Total	2,344,411	75,000	50,000	212,500	99,390	2,781,301
Grants, LIP, 3rd Parties						
Abernethy Way		2,750,000	9,250,000			12,000,000
Downtown Improv. - 224 (Spirit Sq to DTR)			600,000			600,000
Downtown Improv. - Lougheed (222-223)					600,000	600,000
Downtown Improv. - Lougheed (223-224)	800,000					800,000
Drainage			200,000			200,000
Drainage - Fraser Escarpment North			5,000,000	5,000,000		10,000,000
Highways	221,400	120,065		383,042	482,713	1,207,220
Leisure Centre - Energy retrofit	200,000					200,000
Local improvement projects	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Sewer Extension to Corrections	1,000,000	6,000,000				7,000,000
Whonnock Lake Canoe Facility				1,980,000		1,980,000
Youth Action Park Albion					225,000	225,000
Other	1,950	71,950	1,950	3,450		79,300
Grants, LIP, 3rd Parties Total	3,223,350	9,942,015	16,051,950	8,366,492	2,307,713	39,891,520
Total Project Funded by Others	5,567,761	10,017,015	16,101,950	8,578,992	2,407,103	42,672,821

FINANCIAL PLAN OVERVIEW



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 May 2008, Council approved a financial plan for 2008 through 2012. This is used as a basis to create a 2009- 2013 financial plan. The following table reconciles the changes to the previously adopted financial plan.

Figure 13: Reconciliation of 2008-2012 Financial Plan to 2009-2013 Proposed Financial Plan

General Revenue Fund (GRF)	2009	2010	2011	2012
GRF Surplus in May 13, 2008 Financial Plan Bylaw	9,000	23,000	1,000	363,000
Public Art	-40,000	-50,000	-60,000	-70,000
Labour & Benefits (net contingencies / growth adjustment)	-20,000	-50,000	-50,000	-195,000
Council Remuneration	-100,000	-104,000	-108,000	-118,000
Less: 2008 Training Savings	50,000	0	0	0
Gravel Royalties Sales - Contract (minimum)	44,000	44,000	44,000	44,000
Gravel Sales - Annual Permit	122,000	122,000	122,000	122,000
Environmental - ARMS & KEEPS	-20,000	-20,000	-20,000	-20,000
Soil Deposit Fees	100,000	100,000	100,000	100,000
Transfer to Gravel Reserve	-100,000	-100,000	-100,000	-100,000
Towing Contract Revenue	-53,000	-53,000	-53,000	-53,000
Equipment Rates & Fuel Costs	-82,000	-90,000	-100,000	-110,000
Community Development, Parks & Recreation (CDPR)				
South Bonson Amenity Building	-21,000	-117,000	-117,000	-117,000
Recreation / Youth	-8,000	-28,000	-38,000	-46,000
Building Mtce. (Fire Hall#1, ACT)	-8,000	-8,000	-23,000	-23,000
Corporate & Financial Services (C&FS)				
Investment Earnings	60,000	60,000	60,000	60,000
Grant in Lieu of Property Taxes (BCBC)	0	20,000	35,000	35,000
Interest Expense - Tax Prepayments	-55,000	-55,000	-55,000	-55,000
Traffic Fine Revenue	17,000	17,000	17,000	17,000
Property Rentals & Leases	-4,000	2,000	-8,000	3,000
Insurance	61,000	62,000	62,000	62,000

FINANCIAL PLAN OVERVIEW



Figure 13: Reconciliation of 2008-2012 Financial Plan to 2009-2013 Proposed Financial Plan (cont.)

General Revenue Fund (GRF)	2009	2010	2011	2012
Corporate & Financial Services (C&FS) cont.				
Police - RCMP Contract	0	64,000	-157,000	-158,000
Police - Funded from Police Services Reserve	0	-64,000	157,000	158,000
Adjust Timing of Reserve Transfers	-77,000	47,000	37,000	-7,000
Information Services - Salary Recovery	-64,000	-68,000	-69,000	-69,000
Information Services - Other	38,000	0	6,000	8,000
Fire Service Improvement Levy	0	0	0	350,000
Fire Department - Costs	0	0	0	-350,000
Public Works & Development (PW&D)				
Business Licences	50,000	50,000	50,000	50,000
Parking Enforcement Contract	30,000	30,000	30,000	30,000
Parking Fines	30,000	30,000	30,000	30,000
Salaries - Bylaw Enforcement Officer	-45,000	-46,000	-48,000	-50,000
Salaries - RCMP/Bylaws Liaison	-27,000	-30,000	-33,000	-35,000
Building Permits	34,000	34,000	34,000	34,000
Planning Fees	53,000	57,000	62,000	67,000
Inflation Allowance	92,000	122,000	124,000	139,000
Growth Allocation Adjustments	-11,000	48,000	99,000	-37,000
Other Adjustments	-9,000	-4,000	14,000	10,000
Transfer to Surplus: Prior to Incremental Adjustments	46,000	45,000	45,000	69,000

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 additional discretionary spending and not all areas requiring support can be accommodated.

FINANCIAL PLAN OVERVIEW



2.8 Incremental Adjustments

There were several requests for funds to address emerging issues. More information on each request can be found in the departmental business plans.

Figure 14: Incremental Adjustments

General Revenue Fund (GRF)	2009	2010	2011	2012	2013
Transfer to Surplus: Prior to Incremental Adjustments	45,994	44,765	45,047	44,120	85,621
Recommended Ongoing Incremental Adjustments:					
Arts Centre	-20,000	-25,000	-30,000	-30,000	-30,000
Bicycle Advisory Committee	-5,000	-10,000	-10,000	-10,000	-10,000
Recommended One Time Incremental Adjustments:					
Affordable Housing	-75,000				
Emergency Program - Supplies	-10,000				
Zoning Bylaw - Legal	-50,000				
BIA Façade Improvements Program	-12,000	-12,000			
BIA Security (funded from Police Services Reserve)	-20,000				
Funding from Police Services Reserve	20,000				
Funding from 2008 Surplus (One Time Adjustments)	147,000	12,000			
Transfer to GRF Surplus	20,994	9,765	5,047	4,120	45,621

Water Revenue Fund	2009	2010	2011	2012	2013
Recommended Ongoing Incremental Adjustments:					
Water Technologist	-100,000	-100,000	-100,000	-100,000	-100,000
Cross Connection Control Program	-100,000	-100,000	-100,000	-100,000	-100,000
Funding from Water Revenue Fund	200,000	200,000	200,000	200,000	200,000

Taking on additional cost should be done with caution in an economy that is slowing. The District of Maple Ridge has excellent business planning practices that will serve us well in the event of an economic slowdown. These practices include a framework for considering what areas of business we should be in, reconsidering vacant positions prior to rehiring and considering what each business area would look like if there was substantially less funding. The District also has reserves that could be drawn down if revenues softened. It is important to realize the impact that this would have on the local economy and that potentially, when jobs are scarcer, the cost of capital projects could come down.

While there are considerable downsides to a slowing economy, it may also represent some opportunities. For instance, there may be a softening in construction costs. As well, senior governments are likely to implement infrastructure improvement assistance programs to stimulate the economy. This is why it is important for us to have a multi-year financial plan in place as early as possible.

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 2009 of approximately 15.8%. The increase in 2010 is projected to be 5.5% and for 2011 through 2013 an annual increase of 4%.

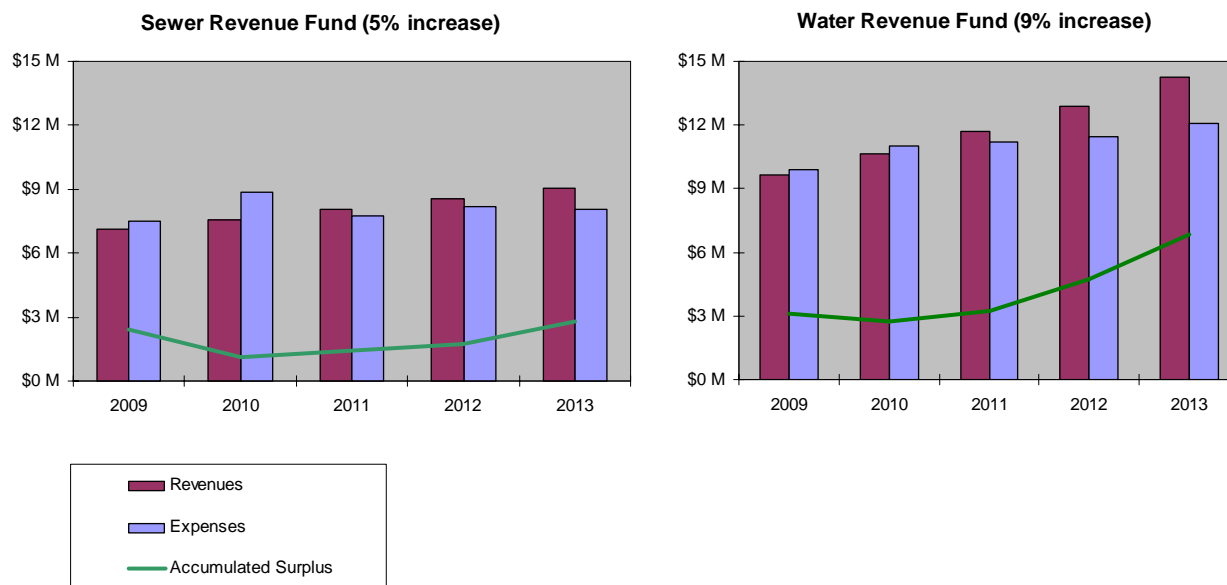
In addition, the Regional District has planned some significant capital expenditures including pump stations that will benefit Maple Ridge. Maple Ridge pays a portion of the costs with some contributions being as high as 41%. Maple Ridge's portion of the current planned projects is approximately \$9 million. The timing of the billing will likely be near the end of the five year financial plan or perhaps in 2014, depending on when the work is completed. A portion of the cost is planned on being covered by Development Cost Charges. 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 is established over the five year planning horizon.

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 last year's financial plan.

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.

Figure 15: Sewer and Water Revenue Fund Projections



Recycling Rates

The Ridge Meadows Recycling Society (RMRS) is a charitable non-profit organization that provides a range of recycling services. Many of the same pressures faced by the District, such as increased labour, insurance and vehicle costs, are shared by RMRS. Recycling fee increases of 4.5% are required for 2009 due to increased fuel costs and labour costs. The projected rate increase is 3.5% for 2010 and 3% per year 2011 through 2013.

In recent months, we have experienced a significant drop in the price of commodities. While some commodity revenues such as those resulting from stewardship programs are fairly secure, other revenues from cardboard, office paper and plastics, which total about \$800,000 annually, could have some exposure.

In the event that targeted revenues are not achieved, we could use our Recycling Reserve, which has a balance of \$1.6 million, to provide assistance. This would also allow RMRS time to explore other options. As we do not know when the commodity markets will normalize, we recommend that enhancements to the recycling program be put on hold for the time being. This has been discussed with RMRS and they are in agreement.

Borrowing

The financial plan incorporates debt proceeds into the overall funding strategy. At Council's direction, the 2008-2012 Financial Plans called for debt to fund a portion of the capital works program. The projects that were identified to be funded from debt are discussed under DCC Roads and are identified in Figure 16.

Development Cost Charges (DCC) Funded Debt

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 the DCC Reserve was used to fund projects that we had anticipated borrowing funds for. The projects planned to be funded from debt include a bridge over Kanaka Creek on 240 Street and the municipal portion of the cost to extend Abernethy Way from 232 Street to 256 Street. 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 Reserve nears depletion. The timing of the borrowing is dependent on DCC collections and capital expenditures. Depending on DCC collections, borrowing may significantly impact the ability to fund future DCC projects.

DCC Parkland Acquisition

Acquiring parkland prior to development may result in better value for our DCC Reserve. Based on the legislation, and confirmed in conversations with the Ministry, the use of DCC's to pay for interest payments associated with borrowing for parks is not permitted. The cost of borrowing, if necessary, will require the interest component to be funded from another source such as general revenue or the Capital Works Reserve.

Previously Approved Borrowing

Projects that the District of Maple Ridge is now authorized to borrow for include: the construction of FireHall#4, the acquisition of three joint school and park sites, the purchase of property to expand the Cemetery, drainage work on River Road and an animal shelter. The authority to externally borrow expires in 2013. The cash flow to service this debt is already been provided for in the financial plan.

Firehall #4 Construction

The construction of Firehall #4 is projected to cost \$6 million and completion is anticipated in 2010. The debt servicing costs will be funded through the Fire Department Capital Acquisition Reserve. This reserve has the capacity to make the debt payments. The remaining cash balance in the reserve is sufficient to address other capital requirements. This reserve is discussed in more detail beginning on page 58.

FINANCIAL PLAN OVERVIEW



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 entering 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 borrowing that will enable the District to purchase a larger property and offset the increased cost using contributions from the School District to fund the debt payments over a five year term. Borrowing for the municipal portion is not needed as it is funded through the DCC Reserves.

Cemetery Expansion

Debt payments associated with \$1.5 million in land purchases for cemetery expansion are funded through increased cemetery fees, which were recently approved. In light of the cost of recent acquisitions, the adequacy of this envelope will have to be addressed in the coming year.

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 55.

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. Council has entered into a Letter of Intent for the construction of the shelter with the SPCA and we expect construction to begin in early 2009.

Borrowing Considerations 2009-2013

The following table summarizes additional debt contemplated in the 2009-2013 Financial Plan.

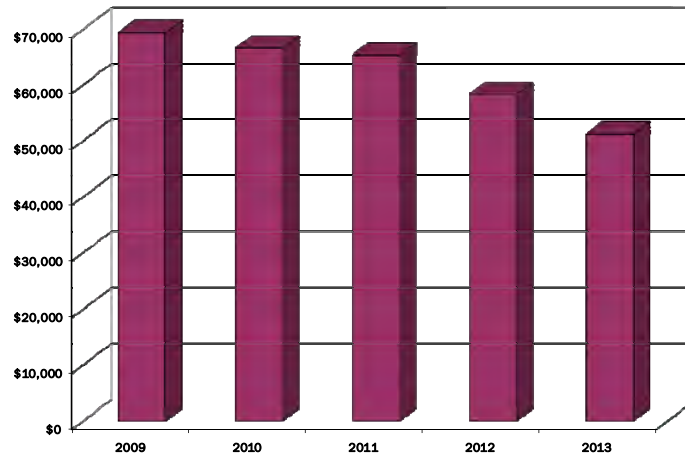
Figure 16: Capital Projects proposed for debt financing

Project	Year	Borrow	Term	Main Fund	Annual Payments	Issue Costs	Funded by		Total Cost
							Total Interest	Other Sources	
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
Abernethy Way Phase 4	2011	5,250,000	10	DCC	699,777	39,375	1,747,775	9,302,500	16,339,650
		<u>16,025,600</u>			<u>2,136,067</u>	<u>120,192</u>	<u>5,335,074</u>	<u>12,161,057</u>	<u>33,641,923</u>

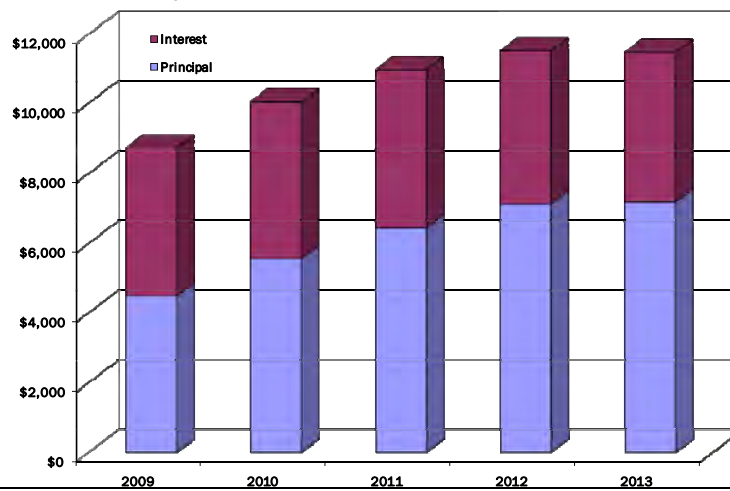
FINANCIAL PLAN OVERVIEW



Projected Debt Levels 2009 - 2013 (In \$ Thousands)

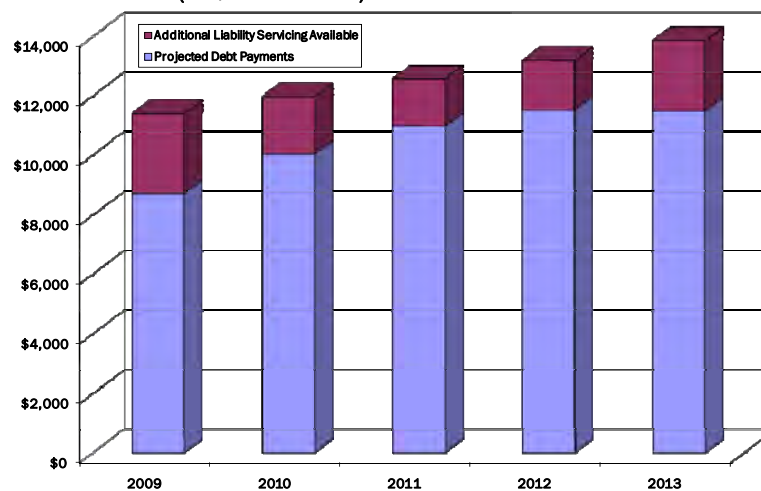


Projected Debt Principal and Interest Payments 2009 - 2013 (In \$ Thousands)



		2009	2010	2011	2012	2013
General Fund	Principal	\$4,484	\$5,561	\$6,430	\$7,114	\$7,176
General Fund	Interest	\$4,235	\$4,474	\$4,538	\$4,396	\$4,296
Water Fund	Principal & Interest	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Sewer Fund	Principal & Interest	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

Liability Servicing Limits 2009 - 2013 (In \$ Thousands)



	2009	2010	2011	2012	2013
Projected Debt Payments	\$8,719	\$10,035	\$10,967	\$11,510	\$11,472
Additional Liability Servicing Available	\$2,681	\$1,934	\$1,601	\$1,686	\$2,384

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 2007 Annual Report the available debt servicing capacity is nearly \$13 million which, even if all the planned debt is taken on with the proposed terms, still leaves several 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 \$35.8 million worth of capital expenditures planned 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 indicate 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, additional capacity will be available.

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 option is to receive the approval of electors by holding a referendum. The second and less-expensive method 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 DCC's for interest payments is very stringent, primarily allowing the practice only 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.

Internal vs. External Borrowing

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 2009-2013 Financial Plan will include the previously approved debt once the 2008 capital is carried forward in the next Financial Plan amendment. It is recommended that we use our own funds for borrowing if possible. The exception would be borrowing for the acquisition of school sites, which debt servicing costs are to be covered by the School District. Debt servicing costs from a third party would be easier to verify and are independently calculated.

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

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

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

Further Items

Revenues (not listed in any particular order)

In all likelihood, the District will realize unique revenues or proceeds from several areas within the term of this financial plan. The risk in budgeting for ongoing cost commitments from these revenue sources is considerable. It would be prudent to consider the allocation of these revenues in a policy framework, respecting the District's Financial Sustainability Policies.

- a) Silver Valley Lands - District policy for the sale of municipal lands is to transfer 75% to the Capital Works Reserve and 25% to the Land Reserve. The District may want to dedicate a larger percentage into the Land Reserve. District resources in Silver Valley are a significant community asset and considerable care must be taken to ensure the community gets maximum value out of this one-time resource.
- b) The District owns significant gravel resources. A gravel agreement has been reached and the budget has been increased based on minimum guaranteed revenues. There is potential for some additional revenues over the life of this financial plan if the operator is able to remove the maximum allowable under the contract. The use of such revenues should be considered in a policy framework, recognizing that resource extraction related revenues are non-renewable.
- c) BC Lottery Corporation may establish a gaming centre in Maple Ridge, and the District would receive a portion of the revenue. These types of revenues can be volatile and this needs to be recognized in the policy discussion so that we do not entrench costs that cannot be adjusted if the revenues do not materialize.
- d) Growth in taxation revenue beyond the rate contemplated in the financial plan is a potential future source of unallocated revenue. As these and other revenue sources materialize, additional needs can be addressed.

Expenditures (not listed in any particular order)

The items listed below have been difficult to fund using existing revenues. The sources of funds noted above provide an opportunity to set policy and make investment decisions on how to best use the funds. When investing one-time funds, one must be cognizant of any ongoing operating costs or implications.

- a) Infrastructure Rehabilitation and Replacement is an area that remains underfunded. The Financial Sustainability Plan, Policy 5.52 calls for a maintenance/replacement program to be fully funded by 2015. Even with the 1% annual tax increase that began in 2008, this target will not be met. As new revenues materialize, we should consider directing some of that money to this program. We will continue to take advantage of every opportunity to secure funding from senior levels of government.
- b) The proposed financial plan includes an aggressive capital program with significant capital and operating cost implications. The program relies upon significant funding sources that are outside the control of the municipality. As well, once the assets are acquired, it will be important to establish a proper maintenance and replacement program.
- c) "Green" Initiatives - a Sustainability Action Plan was developed and endorsed by Council, and staff is currently working on a strategic energy plan in support of Council's commitment to carbon neutrality. Both documents identify opportunities for the District to operate in a more sustainable manner and these opportunities generally require an outlay of capital. Establishing a reserve to fund sustainable initiatives was identified in the action plan but it lacks an identifiable revenue stream. Grant funding continues to be aggressively pursued for identified projects and we could also consider increasing our own contribution.
- d) Carbon Neutrality - The District has signed BC's Climate Action Charter, making a voluntary, non-binding commitment to becoming carbon neutral with respect to corporate operations by 2012. We are working toward reducing corporate greenhouse gas (GHG) emissions, but in the forthcoming years will never reduce them to zero as our core services require the operations of vehicles and facilities. Therefore, in order to become carbon neutral, the District will have to purchase carbon offsets at some point.

Purchasing offsets is not recommended at this time as it would result in taxpayer money flowing to outside organizations and would be an annual requirement. Keeping the funds here and investing in projects that will reduce the corporate carbon footprint will result in permanent cost savings. Therefore, the recommended approach is to reduce our GHG emissions as much as possible and only purchase offsets for the remaining emissions which we cannot offset through reductions. It would be prudent to begin budgeting for the expected remaining emissions in future years if continued commitment toward carbon neutrality is supported.

e) Other issues that are not addressed within the plan include the following:

- Albion Sports Complex Expansion and Development, \$20 million
- Museum, \$10 million
- Additional Community Centre(s)
- Fraser Riverfront Land Acquisition, \$4 million
- CP Rail Overpass at Albion, \$15 million
- Albion Park Master Plan Implementation, \$1 million
- Downtown Improvements beyond what is currently included (funds ear-marked from future years operating surpluses, if they materialize)
- Extending the Fibre Optic Network

Impact to the “Average Home”

The assessed value of the “average home” for the 2009 taxation year was approximately \$400,000. The calculation includes all residential properties comprising both single family homes and multi-family units such as town-houses and apartments.

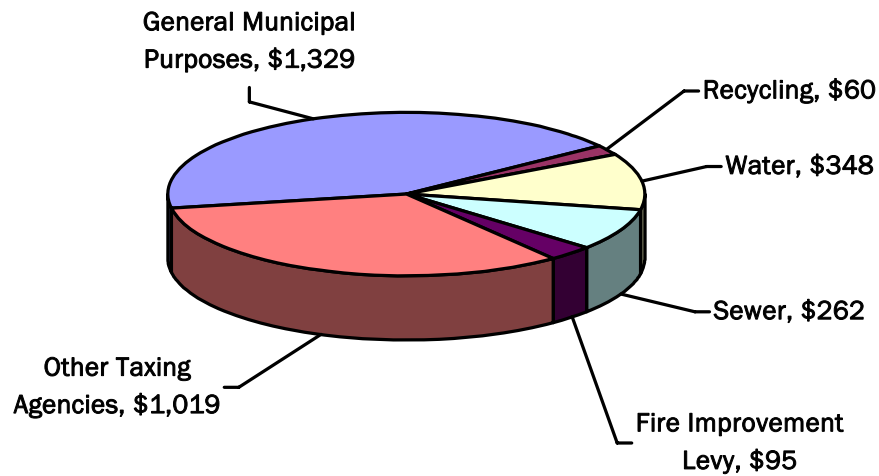
The following table demonstrates the impact to a taxpayer, who for the 2009 tax year, was in a home assessed at \$400,000 with the following services:

- flat rate water utility fee
- flat rate sewer fee
- single-home curbside recycling pickup

The changes include a 4% general purpose tax increase, comprising 3% for general purposes and 1% for infrastructure sustainability. The overall increase is 5.66%.

	2009	2008	Increase	% Change
Municipal Levy	\$ 1,328.53	\$ 1,277.38	\$ 51.15	4.00%
Recycling	59.51	56.95	2.56	
Water Utility	348.10	319.40	28.70	
Sewer Utility	261.60	250.85	10.75	
Fire Service Improvement Levy	95.28	76.32	18.96	
Total	<u>\$ 2,093.02</u>	<u>\$ 1,980.90</u>	<u>\$ 112.12</u>	<u>5.66%</u>

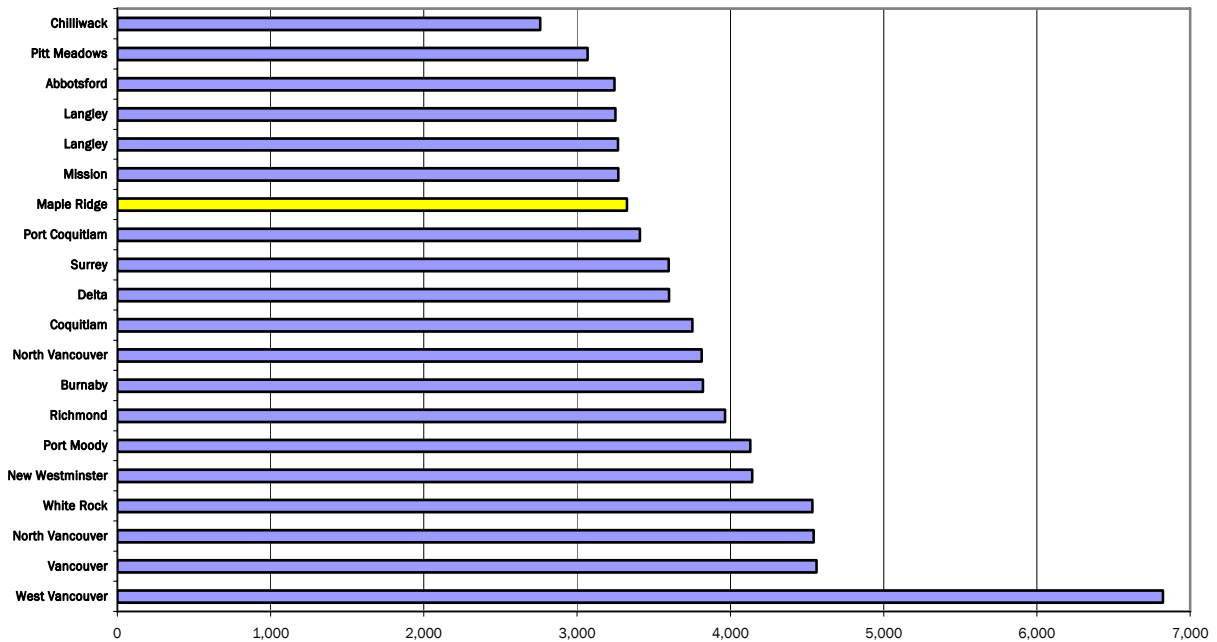
Additional charges appearing on the tax bill include school, regional and other non-municipal services. These charges total \$1,018.55.



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

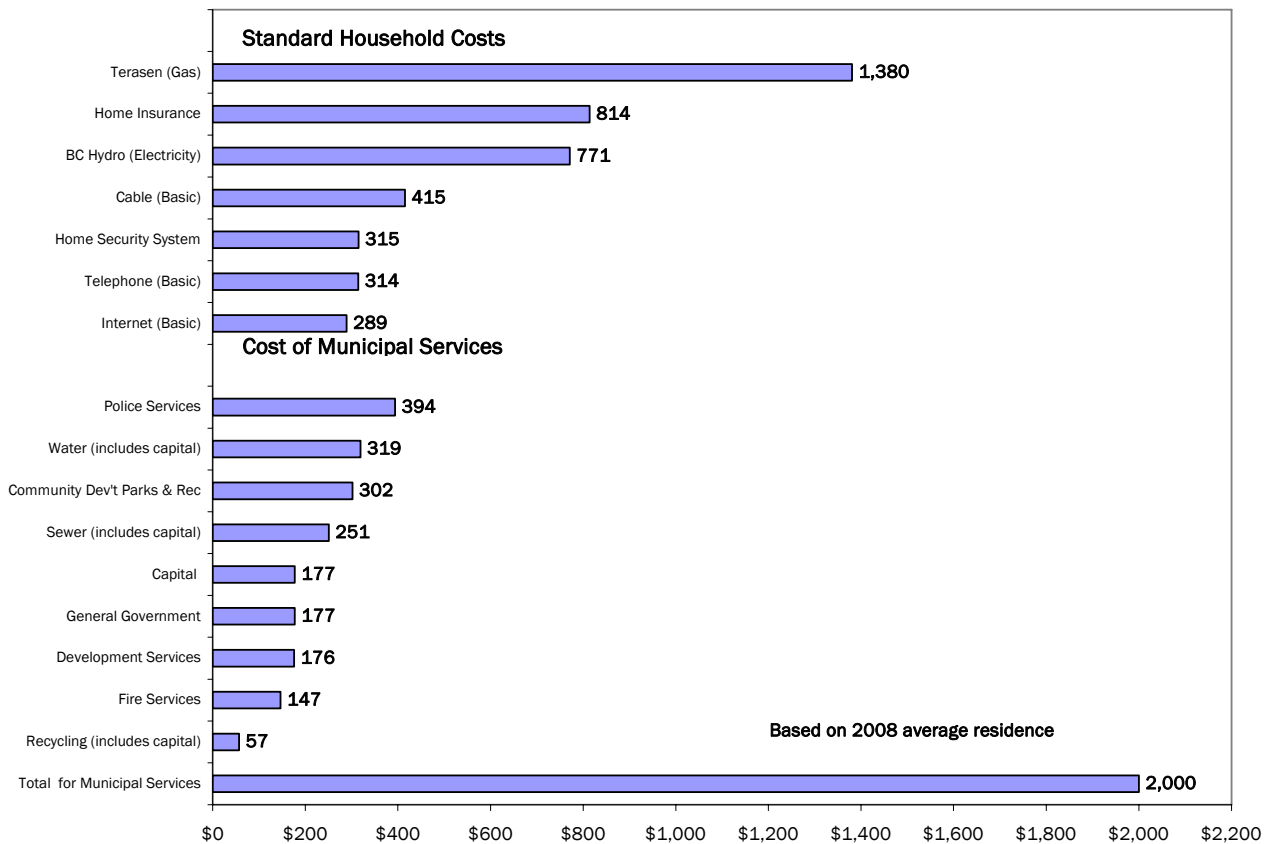
Tax Comparison Between Other Municipalities

Residential property taxes and utilities in Maple Ridge are favourable when compared to the rates charged by Metro Vancouver communities. The following table compares average single-family homes including utility fees for services such as water, sewer, and recycling.



Source – Ministry of Community Services

Comparison of the Average 2008 Annual Property Tax Bill for all Municipal Services to Other Standard Household Costs



Property Taxation Policy

After many years of shifting a small percentage of taxation from the Light Industry Class properties to residential, the Light Industry Class came into alignment with the Business Class in 2007, as intended.

The Audit and Finance Committee recently reviewed the tax rate for Major Industrial Class properties and directed staff to recommend adjustments in the 2009-2013 Business Planning cycle.

The Hammond Mill is the only property in the Major Industry Class. The mill is looking at investing in improvements and reducing the tax rate would be supportive of this development. It is recommended that we reduce 5% of the tax burden for 2009 and review this again next year with the intent of a further 5% adjustment. The dollar impact of this will about \$35,000. It is anticipated that this can be accommodated within the Property Tax Revenue account as there is a contingency for supplementary tax adjustments that should be less with the Province freezing assessment increases.

It is important that we review all of our tax rates to make sure that they are properly positioned. A review of our Business Class rates was done earlier this year and our rates were found to be reasonable.

While we regularly adjust our tax rates for market value fluctuations, not all jurisdictions do this. In particular, the Provincial Government did not do this for some of their tax rates. Having said this, last month, the Province announced a rebate to assist Light and Major Industry properties over the next three years. This is a positive development, the effects of which we will monitor closely.

The Province has also announced that the 2008 assessments for some property classes, including Residential, will be the lower of 2008 or 2007 assessed values. This has no impact to municipal property tax revenues as we adjust the class tax rates to cancel out market price changes.

The Province also expanded the tax deferral program for the next two years removing the age requirement. This may impact staff time in administering the program and could impact the amount of tax penalties.

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 17: Reserve Balances Dec.31, 2008

Accumulated Surplus		Reserve Accounts	
General Revenue	3,803,519	<u>General Revenue:</u>	
Sewer Revenue	3,173,995	Carry forwards - Capital	4,239,744
Water Revenue	3,867,665	Carry forwards - Operating	3,124,747
Total Accumulated Surplus	10,845,179	Self Insurance	938,349
		Protective Services	2,259,704
		Core Development	1,129,505
		Recycling	1,475,367
		Community Development	1,176
		Building Inspections	1,704,522
		Gravel Extraction	549,384
		Neighbourhood Improvements	58,688
		Snow Removal	700,000
		Facilities Maintenance	360,508
		Youth Centre	8,535
		Cemetery Maintenance	109,457
		Infrastructure Sustainability - Buildings	295,385
		Infrastructure Sustainability - Roads	419,417
		Critical Building Infrastructure	368,625
		Infrastructure Grants Contribution	1,200,000
		General Revenue Reserve Accounts	18,943,113
		Sewer Reserve Accounts	1,774,241
		Water Reserve Accounts	1,181,094
		Total Reserve Accounts	21,898,448
Reserve Fund Balances			
Local Improvement	2,077,103		
Equipment Replacement	7,329,490		
Capital Works	8,686,373		
Fire Department Capital	6,062,996		
Sanitary Sewer	1,442,312		
Land	406,056		
Net Reserve Funds	26,004,330		
Restricted Revenue Balances			
Development Cost Charges	34,330,309		
Parkland (ESA) Acquisition	0		
Other Restricted Revenues	4,268,970		
Total Restricted Revenues	38,599,279		

Total Reserves: Accumulated Surplus, Reserve Funds and Reserve Accounts – \$56.5 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.

FINANCIAL PLAN OVERVIEW



The fund balance consists of accumulated surplus, reserve accounts and funds.

	General Revenue	Sewer Revenue	Water Revenue
Accumulated Surplus	\$ 3,803,519	\$ 3,173,995	\$ 3,867,665
Reserve Accounts	\$ 18,943,113	\$ 1,774,241	\$ 1,181,094
Reserve Funds	\$ 26,004,330		
Beginning Fund Balance	\$ 48,750,962	\$ 4,948,236	\$ 5,048,759

The balances above are as of December 31, 2008.

The fund balances are larger than expected due to planned capital not occurring in 2008.

The capital that was not completed in 2008 will be included in an amendment to the 2009-2013 Financial Plan.

Fund projections would not include capital projects approved in 2008 but not yet completed therefore not accurately reflect the commitments that have been made.

The planned change to fund balances for 2009 - 2013 is as follows

	2009	2010	2011	2012	2013
General Revenue - Accumulated Surplus	-\$ 1,072,153	-\$ 28,822	-\$ 278,376	\$ 4,903	-\$ 253,626
General Revenue - Reserve Accounts	-\$ 321,683	\$ 340,094	\$ 566,698	\$ 1,287,467	\$ 1,831,732
General Revenue - Reserve Funds	-\$ 1,180,946	-\$ 2,063,776	\$ 711,092	-\$ 431,240	\$ 2,330,979
Change in Outstanding Debt	\$ 3,581,526	-\$ 2,771,043	-\$ 1,139,601	-\$ 7,073,907	-\$ 7,136,330
General Revenue Fund	\$ 1,008,753	-\$ 4,521,537	-\$ 138,176	-\$ 6,210,765	-\$ 3,225,232
Sewer Revenue Fund	-\$ 362,504	-\$ 1,293,002	\$ 307,937	\$ 324,965	\$ 1,034,632
Water Revenue Fund	-\$ 472,043	-\$ 573,756	\$ 293,237	\$ 1,285,486	\$ 1,944,802

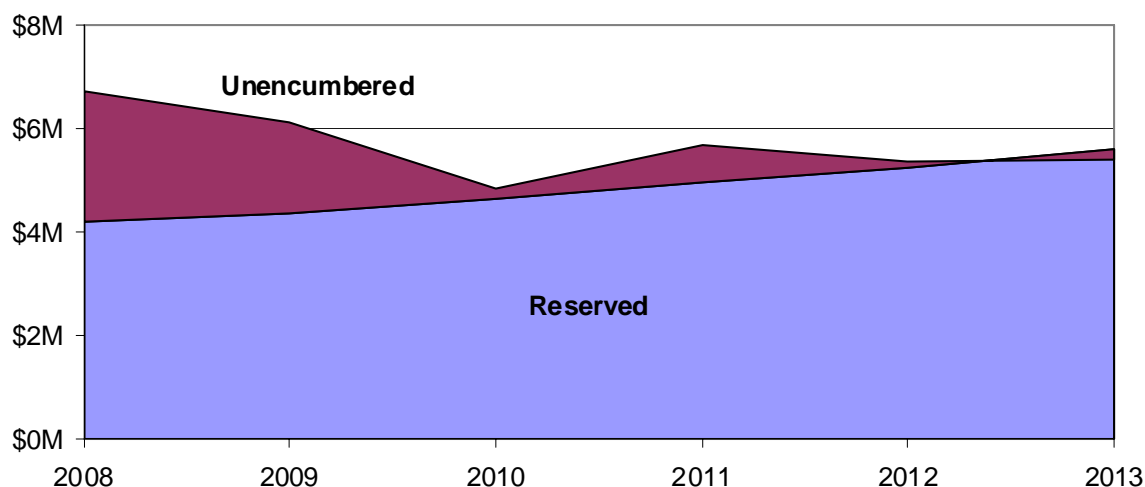
8.1 Capital Works Reserve

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 and other fixed amounts. 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. Council policy is to ensure a minimum reserve balance of 10% of the prior year’s property taxes to address unforeseen or uninsurable events.

Figure 18: Capital Works Reserve Projection

	2009	2010	2011	2012	2013
Opening Balance	6,733,073	6,104,205	4,828,792	5,682,361	5,364,341
Inflows:					
Interest & Capital Gains	190,653	163,381	141,315	171,947	173,763
Garbage Tipping Fees	50,000	50,000	50,000	50,000	50,000
Taxation and General Revenue Transfers	631,235	659,893	690,398	722,869	768,771
Sale of Land			1,200,000		
Repayment of Energy Retrofit		65,000	65,000	65,000	65,000
Balance of General Rev. Funding for GCF	55,927	61,053	(32,677)	(2,050)	244,107
Outflows:					
Planned Capital Expenditures	(1,273,115)	(1,367,682)	(127,473)	(93,415)	(35,626)
Debt - Interest (DCC projects)	(148,125)	(274,688)	(500,625)	(600,000)	(600,000)
Debt (River Rd. Drainage \$2,675,000)*	(135,443)	(632,370)	(632,370)	(632,370)	(632,370)
Estimated Ending Balance	6,104,205	4,828,792	5,682,361	5,364,341	5,397,987
Minimum Reserve (10% Prior Year Taxes)	(4,361,939)	(4,643,022)	(4,942,218)	(5,260,695)	(5,599,694)
Unencumbered Balance	1,742,266	185,770	740,142	103,647	(201,707)

Figure 19: Capital Works Reserve Projection Chart



8.2 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 currently have a replacement value estimated in excess of \$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 allocated to maintaining those facilities related to the project.

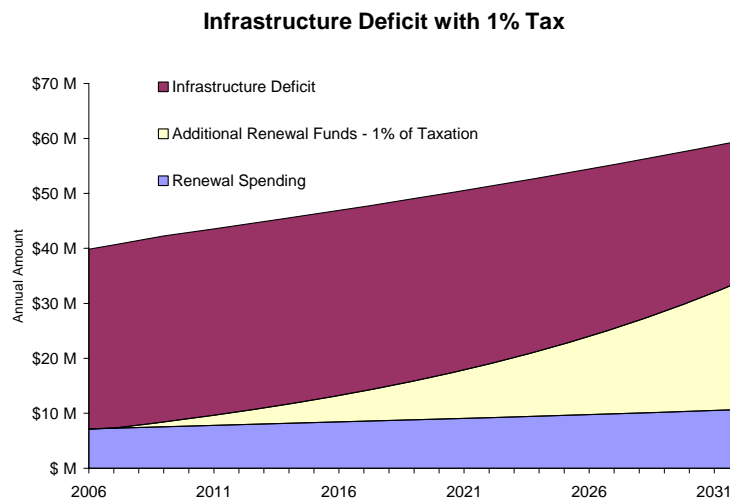
If we look only at the roads component of our infrastructure, it is suggested that we spend \$2 million annually to keep up our existing inventory. The historic annual amount spent on repaving our road is only a small fraction of this amount and as a result, our roads are deteriorating. This deferred maintenance translates into a larger future expenditure to resurface or perhaps even reconstruct roads.

Figure 20: Infrastructure Sustainability Allocation of Funding

	2008	2009	2010	2011	2012	2013
Inflows:						
1% General Tax Increase	419,417	865,861	1,341,074	1,846,910	2,385,342	2,958,471
Core Reserve Surplus	200,000	450,000	450,000	450,000	450,000	450,000
Allocation:						
Transportation/Traffic Management	419,417	461,828	825,000	905,000	1,255,000	1,556,500
Town Centre Facilities	200,000	450,000	450,000	450,000	450,000	450,000
Facilities & Parks - Major Mtce		200,000	220,000	615,000	715,000	886,750
Drainage		100,000	160,000	178,000	250,000	310,000
Fire Department		70,000	100,000	110,000	121,000	150,000
Major Equipment/Systems		34,033	36,074	38,910	44,342	55,221

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. Figure 22 highlights the impact that the 1% tax increase has on the Infrastructure Deficit.

Figure 21: Infrastructure Deficit Chart



8.3 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.

8.4 Fire Department Capital Acquisition Reserve

Implementation of the Fire Master Plan and escalating cost projections have placed significant pressures on this reserve. This reserve receives 2% of general taxation annually for the expansion of facilities and equipment inventory. The 2008 funding allocation was not adequate. Additional funds were allocated from general revenue growth amounts and the operating savings that resulted from the delay in Firehall #4 construction.

Figure 22: Fire Department Capital Acquisition Reserve Projection

	2008	2009	2010	2011	2012	2013
Opening Balance	8,274,068	2,875,685	851,053	95,400	490,188	54,887
Inflows:						
Interest & Capital Gains	176,203	85,783	17,627	2,862	7,581	1,647
Transfer from GRF as per Budget	1,003,014	874,585	950,427	1,011,672	1,076,864	1,146,257
Growth Funding	25,000	80,000	130,000	180,000	230,000	280,000
Outflows:						
LTC Capital Program	(9,602,600)	(65,000)	(1,053,960)	-	(950,000)	
Delay spending 2008 program	3,000,000	(3,000,000)				
Firehall#4 debt repayment	-		(799,746)	(799,746)	(799,746)	(799,746)
Estimated Ending Balance	2,875,685	851,053	95,400	490,188	54,887	683,045

The Planned Capital Expenditures outlined in Figure 22 are detailed in the following table.

FINANCIAL PLAN OVERVIEW



Figure 23: Fire Department Capital funded by Fire Department Capital Acquisition Reserve

Project	2009	2010	2011	2012	2013
Public Education Vehicle	15,000				
Firehall #4 Technical & Furnishings		200,000			
Firehall #4 Protective & Safety Equip		83,960			
Equipment Purchase - Firehall #4		70,000			
Firehall #3 Expansion	50,000	700,000			
Firehall #4 Rescue 4				325,000	
Firehall #4 Engine New				625,000	
	65,000	1,053,960	-	950,000	-

8.5 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 of fire equipment is funded through this reserve. Beginning in 2009 some infrastructure sustainability funds will be allocated to this reserve.

Figure 24: Fire Department Equipment Replacement Reserve Projection

	2009	2010	2011	2012	2013
Opening Balance	1,766,196	2,068,399	2,096,954	2,203,989	2,019,743
Inflows:					
Interest & Capital Gains	54,336	68,427	68,534	76,695	60,592
General Revenue	267,867	285,128	303,502	323,059	343,877
Sustainability Funding	70,000	100,000	110,000	121,000	150,000
Outflows:					
Planned Capital Expenditures	(90,000)	(425,000)	(375,000)	(705,000)	-
Estimated Ending Balance	2,068,399	2,096,954	2,203,989	2,019,743	2,574,212

Town Centre Commercial Operation

This section isolates the effect the Town Centre Project has on District finances. 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 principle payments and transfers to the Infrastructure Sustainability Reserve.

Figure 25: Commercial Operation

	2009	2010	2011	2012	2013
Lease Revenues (net of allowances)	1,052,846	1,073,490	1,094,134	1,114,778	1,141,323
Parking Revenues	141,718	141,742	141,766	141,790	141,814
Recoveries and Other Revenue	275,218	275,218	275,218	275,218	275,218
Operating Expenses	-397,747	-397,747	-397,747	-397,747	-397,747
Interest - Commercial Space	-763,708	-739,826	-714,989	-689,158	-662,294
Closing Balance	308,327	352,877	398,382	444,881	498,314

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

Conclusions

The District can expect \$4.3 million in new general revenue in 2009, primarily from growth in the tax base and a 4% tax increase. \$1.7 million goes to protective services issues (mainly RCMP and Fire Master Plan Implementation). The labour category requires \$1.4M or 33% of the new revenue to meet both inflationary and growth issues. Infrastructure sustainability issues receive \$0.4 million of the new revenue. 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 \$56.5 million, and another \$41 million sits in restricted revenues. Other non-financial assets, such as Silver Valley lands and gravel resources, strengthen our long-term position. A significant portion of these reserves and restricted revenues are committed to funding the current capital program.

Where there are new revenues or proceeds, an opportunity exists to set some policy around where this funding is applied. This may include needs and strategic initiatives that Council has identified that continue to be difficult to fund, such as green initiatives, the replacement of our existing aging infrastructure and new large capital investments noted earlier.

The 2009 capital program builds on a very aggressive 2008 capital works program, with an addition of over \$134 million in projects scheduled for 2009 through 2013. A DCC program for 2009 through 2013 worth \$42 million concentrates on transportation and park acquisitions, and utilizes debt financing to advance the schedule. The DCC program utilizes debt and includes 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.

This plan builds on the nearly \$21 million of debt that was approved in 2008. The Debt financing included in 2009 through 2013 is all associated with DCC projects. With the economy slowing and uncertainty ahead, caution should be exercised when considering debt. The debt servicing costs were to be largely funded through Development Cost Charges. These collections have slowed significantly in 2008 and as such we will be monitoring this closely before additional borrowing is considered.

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.

As governments often do in economic slowdowns, the Province intends to accelerate its investment in public infrastructure to stimulate the economy and job market. It will be important for the District to ensure that where it makes sense we take advantage of any infrastructure grants. Often a condition of the grants is to participate or match funding. We should keep this in mind when considering how to best allocate any new revenues, as we may be able to leverage our funding. At the same time, careful consideration of the costs to maintain and replace new assets is warranted.

The District’s business planning practices, financial prudence and relatively healthy reserve funds have and will continue to serve the community well in times of economic slowdown as well as boom.

SUPPLEMENTAL FUNDING FOR EXTRAORDINARY ITEMS



Several projects were unable to be funded from increases in revenues. The District's accumulated surplus has been targeted to provide funding for the following projects:

Item	2009	2010	2011	2012	2013
Operating items approved in prior financial plans:					
BC Disability Games	45,000				
Citizen Satisfaction Survey			15,000		
Park Growth Incremental	50,000				
Other Adjustments:					
Community Dev, Park & Rec Growth	3,357	27,415	-30,772		
Capital Improvements to the Downtown					
Spirit Square - increase funding to \$1.3M	235,000				
Design Work - Downtown Improvements	200,000				
Lougheed (223 St - 224 St)	400,000				
224 St. (Spirit Sq. - DTR)			300,000		
Lougheed (222 St - 223 St)					300,000
	<u>933,357</u>	<u>27,415</u>	<u>284,228</u>	<u>0</u>	<u>300,000</u>

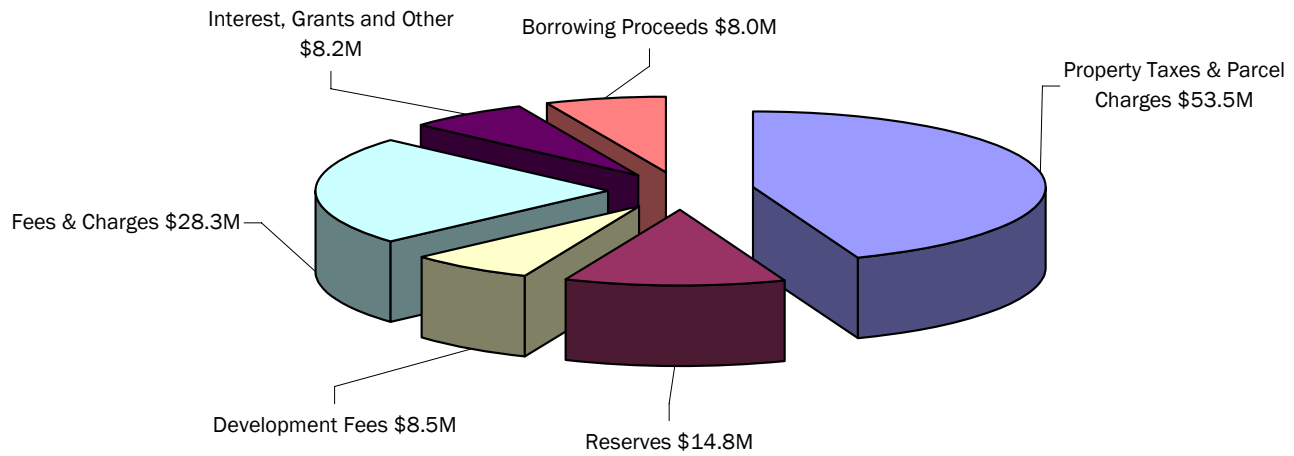
Approved by Council Resolution in 2008

Fibre Network	270,000
---------------	---------

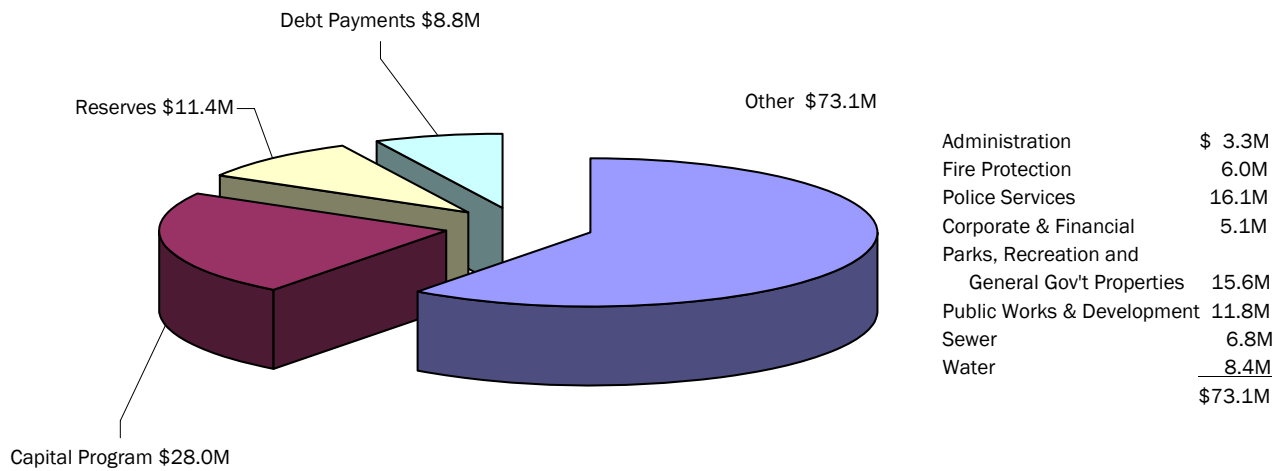
REVENUES AND EXPENDITURES



Projected Revenues \$121.3 Million



Projected Expenditures \$121.3 Million



FINANCIAL PLAN SUMMARY – REVENUES & EXPENDITURES



	Actual 2008	Budget 2008	Budget 2009	Budget 2010	Budget 2011	Budget 2012	Budget 2013
Revenue							
Property taxes	50,028	49,857	53,506	57,392	61,495	65,866	70,110
User fees and other revenue	29,740	26,511	28,312	29,910	31,549	33,327	35,249
Senior government transfers	2,976	16,472	6,359	10,960	11,915	2,352	2,714
Development revenue	7,890	34,201	8,456	13,630	14,668	18,818	12,955
Interest income	4,373	1,695	1,830	1,830	1,830	1,830	1,830
	<u>95,008</u>	<u>128,736</u>	<u>98,463</u>	<u>113,722</u>	<u>121,457</u>	<u>122,193</u>	<u>122,858</u>
Expenditures							
Interest Payments			4,329	4,569	4,632	4,490	4,390
Protective services	25,472	39,869	22,367	25,633	26,447	29,647	29,504
Transportation services	15,409	49,595	26,265	23,920	35,188	18,377	14,821
Recreation and Culture	18,367	40,235	18,412	17,330	18,057	22,019	22,351
Water Utility	8,129	9,756	10,328	13,208	11,791	13,967	13,684
Sewer Utility	6,890	9,047	8,569	16,019	7,894	8,353	8,916
General Government	11,932	16,977	11,014	9,713	10,376	11,303	10,484
Planning, other	5,943	4,423	3,775	3,931	4,093	4,252	4,444
	<u>92,141</u>	<u>169,901</u>	<u>105,059</u>	<u>114,323</u>	<u>118,477</u>	<u>112,408</u>	<u>108,594</u>
Revenues less Expenditure	2,867	- 41,164	- 6,596	- 601	2,980	9,785	14,264
Principle	- 1,826	- 3,867	- 4,444	- 5,521	- 6,390	- 7,074	- 7,136
Borrowing Proceeds	-	21,766	8,023	2,750	5,250	-	-
Change in Fund Balance	<u>1,041</u>	<u>- 23,265</u>	<u>- 3,017</u>	<u>- 3,372</u>	<u>1,840</u>	<u>2,711</u>	<u>7,128</u>

Five-Year Operating Plan Overview

Key Account Balances

2009 Base Budget Increases

Summary of Staffing History and Forecast

Departmental Business Plans

KEY ACCOUNT BALANCES



KEY REVENUE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	ACTUAL				
	2004	2005	2006	2007	2008
Revenue & Taxation					
Taxes - General Revenue (16000-4000)	-33,176	-35,669	-38,860	-42,624	-46,171
Grants in Lieu - Provincial (16000-4060)	-712	-743	-795	-709	-694
Grants in Lieu - Other (16000-4060)	-822	-851	-859	-965	-1,045
MFA Discharge (12400-4380)	-116	-125	-105	-112	-55
Investment Interest (15000-4295)	-677	-892	-894	-1,532	-2,664
Gain/Loss - Property For Resale (15000-4298)	-4,831	-333	-262	-9	-500
Surplus Transferred In (15000-4520)	-3,067	-272	-2,238	-1,832	-549
Prov. Grant (Unconditional) (10000-4253)	-653	-731	-809	-926	-941
Recycling Fees (51000-4220)	-96	-95	-131	-144	-202
Dog Licences (26000-4340)	-155	-136	-122	-185	-268
Property Management					
Commercial Lease Revenue-Tower (multiple)	-	-	-	-288	-1,100
Parking Revenue-Tower Commercial (11800-4310)	-	-	-	-45	-150
Common Cost Recovery - Tower (11800-4310)	-	-	-	-178	-250
Protective Services					
Towing and contract revenue (21000-4230)	-38	-41	-76	-76	-63
False Alarm Fines (21000-4240)	-45	-49	-60	-149	-93
PM Cost Share - RCMP Contract (21000-4258)	-595	-616	-674	-738	-847
Sale of Service (21000-4650)	-	-156	-57	-40	-47
Recreation					
Planet Ice-Ice Rentals (47600-4500)	-161	-142	-146	-148	-165
Leisure Centre Admissions (47500-4110)	-749	-711	-711	-774	-814
Lessons/Prog Fees - Swimming (47500-4320)	-309	-318	-315	-319	-354
Corporate Fitness Revenue (47500-4321)	-174	-151	-141	-137	-110
L.C. - General Program Revenue (47500-4322)	-96	-114	-144	-119	-113
Development Services					
Building Permits (24000-4445)	-1,333	-1,372	-1,909	-2,257	-2,401
Business Licences (53300-4342)	-375	-446	-425	-559	-595
Application Fees - Rezoning (53110-4120)	-88	-94	-144	-93	-80
Application Fees - Subdivision (53110-4122)	-74	-93	-130	-79	-74
Application Fees - Dev Permit (53110-4124)	-81	-135	-116	-131	-122
Subdivision Inspection Fees (32110-4220)	-434	-377	-410	-481	-810
Public Works					
Sales - Gravel (33100-4510)	-58	-14	-12	-	-292
GVTA Grant - Roads (33100-4260, 4261)	-631	-647	-451	-425	-497

KEY ACCOUNT BALANCES



2008	2009	BUDGET			
		2010	2011	2012	2013
-46,137	-49,677	-53,405	-57,359	-61,578	-65,687
-721	-735	-769	-799	-813	-829
-1,008	-1,009	-1,010	-1,010	-1,010	-1,010
-	-	-	-	-	-
-750	-885	-885	-885	-885	-885
-	-	-	-	-	-
-549	-1,091	-39	-284	-	-300
-925	-942	-942	-942	-942	-942
-100	-100	-100	-100	-100	-100
-280	-280	-280	-280	-280	-280
-1,309	-1,053	-1,073	-1,094	-1,115	-1,137
-140	-142	-142	-142	-142	-142
-118	-212	-212	-212	-212	-212
-76	-10	-10	-10	-10	-10
-28	-48	-48	-48	-48	-48
-914	-942	-965	-991	-1,018	-1,042
-	-	-	-	-	-
-146	-146	-146	-146	-146	-146
-760	-760	-760	-760	-760	-761
-310	-310	-310	-310	-310	-310
-145	-145	-145	-145	-145	-145
-102	-102	-102	-102	-102	-102
-1,700	-1,734	-1,734	-1,734	-1,734	-1,734
-500	-550	-550	-550	-550	-550
-93	-106	-108	-111	-113	-115
-93	-106	-108	-111	-113	-115
-89	-147	-150	-153	-156	-159
-315	-315	-315	-315	-315	-315
-457	-500	-500	-500	-500	-500
-674	-674	-674	-674	-674	-674

KEY ACCOUNT BALANCES



KEY EXPENDITURE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	2004	2005	2006	2007	2008
Legislative Services					
Grants & Donations (80B) (13000-6180)	33	34	54	116	503
Training - Council (13000-6400)	5	2	1	-	1
Fire Department					
Fire Fighting Salaries (22000-5501)	-	326	1,312	1,802	2,414
Paid on Call Relief Wages (22000-5505)	-	22	134	190	301
Paid on Call Wages (22000-5600)	778	749	642	617	565
Contract (Emergency 911) (22000-7007)	85	92	84	87	80
Hall #4 - Paid on Call (22041-5600)	-	-	-	-	-
Police Services					
Centralized Dispatch (21140-7051)	704	809	921	970	1,009
Regular Members Contract (21200-7007)	7,517	8,174	8,300	8,777	9,977
Corporate Services					
Insurance (12101-6210)	622	667	695	676	669
Recruiting Costs (12102-7065)	60	46	78	94	82
Fiscal Services					
Contribution to Core Reserve (10000-9020)	2,981	3,084	3,850	5,702	5,793
Transfers to Capital Works Res (10000-9400)	5,947	847	852	632	1,084
Transfers to Fire Dept Cap Acq (10000-9400)	598	677	722	1,026	833
Transfers to General Capital (10000-9400)	-24	4	16	-347	50
Transfers to General Capital (10000-9410)	1,387	768	1,471	10,410	1,086
Contribution to Self-Insurance (12400-9021)	45	45	745	45	45
Transfers to Equip Replc-Ops (33100-9400)	622	688	665	756	869
Other					
Fraser Valley Regional Library (47200-7007)	1,792	1,865	1,969	2,068	2,112
Consulting - Engineering (32100-7005)	169	245	168	219	157
Recycling Contract (51000-7007)	737	795	824	899	870
GVRD Water Purchases (71000-7380)	2,736	3,042	3,640	4,183	4,387
GVRD Sewer Admin Fees (61000-6005)	2,003	2,206	2,450	2,630	2,928

Please refer to each individual section for details.

KEY ACCOUNT BALANCES



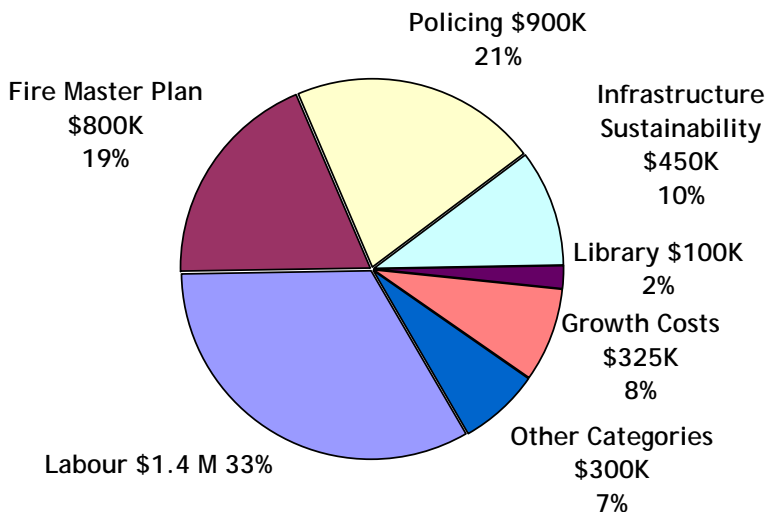
2008	2009	2010	2011	2012	2013
456	61	61	61	62	62
46	16	16	16	16	16
2,604	3,122	3,882	4,676	5,506	6,006
-	358	358	358	358	358
664	563	587	612	634	657
124	114	114	114	114	114
50	-	-	-	-	-
1,009	1,039	1,070	1,103	1,136	1,170
11,053	11,924	12,728	13,647	14,511	15,390
803	763	769	775	782	789
71	49	49	49	49	49
5,793	5,757	5,777	5,798	5,819	5,819
725	739	838	775	838	1,119
833	155	281	392	507	627
-	-	-	-	-	-
2,991	3,104	2,341	2,747	2,568	2,783
45	45	45	45	45	45
869	920	991	1,024	1,103	1,142
2,112	2,218	2,329	2,445	2,568	2,722
256	81	81	81	81	81
937	959	991	1,025	1,055	1,085
5,068	5,562	5,971	6,400	6,831	7,171
2,934	3,079	3,223	3,368	3,513	3,658

2009 BASE BUDGET INCREASES



The 2009 property tax increase is the result of the following service enhancements and capital projects:

Conceptual Overview of Distribution of New Revenue - \$4.3 million, 2009



There were several requests for funds to address emerging issues. More information on each request can be found in the departmental business plans (a separate document used to support the budget decision-making process).

Incremental Adjustments

General Revenue Fund (GRF)	2009	2010	2011	2012	2013
Transfer to Surplus: Prior to Incremental Adjustments	45,994	44,765	45,047	44,120	85,621
Recommended Ongoing Incremental Adjustments:					
Arts Centre	-20,000	-25,000	-30,000	-30,000	-30,000
Bicycle Advisory Committee	-5,000	-10,000	-10,000	-10,000	-10,000
Recommended One Time Incremental Adjustments:					
Affordable Housing	-75,000				
Emergency Program - Supplies	-10,000				
Zoning Bylaw - Legal	-50,000				
BIA Façade Improvements Program	-12,000	-12,000			
BIA Security (funded from Police Services Reserve)	-20,000				
Funding from Police Services Reserve	20,000				
Funding from 2008 Surplus (One Time Adjustments)	147,000	12,000			
Transfer to GRF Surplus	20,994	9,765	5,047	4,120	45,621

Water Revenue Fund	2009	2010	2011	2012	2013
Recommended Ongoing Incremental Adjustments:					
Water Technologist	-100,000	-100,000	-100,000	-100,000	-100,000
Cross Connection Control Program	-100,000	-100,000	-100,000	-100,000	-100,000
Funding from Water Revenue Fund	200,000	200,000	200,000	200,000	200,000

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 2009 through 2011. The years 2002-2008 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)			
	2002	2003	2004	2005	2006	2007	2008	2008	2009	2010	2011
CAO											
CAO Administration	2.7	3.6	5.0	6.9	7.0	6.4	7.0	7.0	7.0	7.0	7.0
Economic Development	0.0	0.0	1.0	2.0	2.6	2.7	2.8	4.0	3.5	3.5	3.5
Human Resources	7.3	6.5	5.9	4.0	4.3	5.0	5.0	5.5	5.5	5.5	5.5
	<u>10.0</u>	<u>10.1</u>	<u>12.0</u>	<u>12.9</u>	<u>13.9</u>	<u>14.1</u>	<u>14.8</u>	<u>16.5</u>	<u>16.0</u>	<u>16.0</u>	<u>16.0</u>
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES											
CDPR Administration	2.5	2.5	2.5	2.2	2.3	3.0	3.0	3.0	3.0	3.0	3.0
Parks & Facilities	19.3	19.0	19.0	19.7	20.5	24.5	24.4	26.3	27.5	27.5	27.5
Recreation	58.7	56.3	57.3	57.7	56.7	58.9	61.2	60.3	59.6	59.8	59.8
Community Services	7.2	8.3	7.5	7.9	9.1	9.4	10.8	9.5	11.0	11.0	11.0
	<u>87.7</u>	<u>86.0</u>	<u>86.3</u>	<u>87.5</u>	<u>88.7</u>	<u>95.8</u>	<u>99.4</u>	<u>99.1</u>	<u>101.1</u>	<u>101.3</u>	<u>101.3</u>
CORPORATE & FINANCIAL SERVICES											
CFS Administration	2.0	1.7	1.5	1.5	1.5	1.8	2.0	2.0	2.0	2.0	2.0
Clerks	6.6	6.3	6.2	6.3	6.5	6.6	6.9	7.3	6.9	6.9	6.9
Finance	14.7	15.9	16.9	16.5	16.6	17.7	17.3	17.9	17.7	17.7	17.7
Information Services	11.0	12.6	11.9	12.1	12.6	13.2	13.4	15.2	14.5	13.3	13.0
Fire Department	8.0	8.0	8.0	12.0	24.1	29.6	35.4	37.0	43.0	50.0	50.0
Police Services	33.8	29.5	32.5	33.3	35.6	37.0	38.6	41.5	43.7	43.7	43.7
	<u>76.0</u>	<u>73.9</u>	<u>77.0</u>	<u>81.7</u>	<u>97.0</u>	<u>105.8</u>	<u>113.6</u>	<u>120.8</u>	<u>127.9</u>	<u>133.6</u>	<u>133.4</u>
PUBLIC WORKS & DEVELOPMENT SERVICES											
PWD Administration	2.0	2.8	2.5	2.5	2.5	2.9	2.4	3.0	3.0	3.0	3.0
Engineering	22.8	22.9	22.6	22.1	24.2	24.8	23.9	28.0	28.1	28.1	28.1
Licenses, Permits & Bylaws	20.1	20.7	21.5	22.4	22.9	24.1	26.0	27.0	28.5	28.5	28.5
Planning	13.8	14.0	12.5	13.2	14.7	16.1	16.1	15.0	17.0	17.0	17.0
Operations	59.3	61.2	64.4	69.1	66.7	69.7	69.2	70.0	68.4	69.4	70.4
	<u>118.0</u>	<u>121.5</u>	<u>123.6</u>	<u>129.3</u>	<u>130.9</u>	<u>137.6</u>	<u>137.6</u>	<u>143.0</u>	<u>145.0</u>	<u>146.0</u>	<u>147.0</u>
	<u>291.8</u>	<u>291.5</u>	<u>298.8</u>	<u>311.5</u>	<u>330.4</u>	<u>353.3</u>	<u>365.4</u>	<u>379.5</u>	<u>390.0</u>	<u>397.0</u>	<u>397.7</u>

STAFFING HISTORY AND FORECAST



Budgeted FTEs per Department 2007 - 2009

The 2009 estimate of 390 full-time equivalents has increased from a budget of 376 in 2008, and 354 in 2007.

DIVISION	New Permanent Positions and Position Changes
CAO	
Human Resources	Payroll Clerk re-classed to Payroll Coordinator
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES	
Community Services	New Youth Program Assistant II
Community Services	Program Assistant reclass to Youth Program Assistant II
Parks & Facilities	Playground Maintenance Worker
Recreation	Technical Support Supervisor to Administrative Coordinator - Recreation
Recreation	Additional Building Service Worker
CORPORATE & FINANCIAL SERVICES	
Finance	Reclass to Accounting Clerk - Revenue
Finance	Part-time to new Accountant I
Information Services	Network Support Specialist to Information Services Support Specialist
Information Services	Computer Support Specialist to Information Services Support Specialist
Fire Department	Two new Fire Captains
Fire Department	Four new Fire Fighters
Police Services	Fleet Maintenance Coordinator Clerk Typist III to Administrative Support Assistant
Police Services	Two Receptionist positions reclassified as Clerk II
Police Services	New Bylaw Enforcement RCMP Liaison position shared with Licensing & Bylaws
PUBLIC WORKS & DEVELOPMENT SERVICES	
Administration	Working Supervisor Customer Service Centre redeployed as Senior Development Technician
Engineering	Two Engineering Technologists are now Engineering Technicians
Licences, Permits & Bylaws	Building Inspector II replaced by a Building Inspector I
Licences, Permits & Bylaws	Bylaw Enforcement RCMP Liaison shared with RCMP
Licenses, Permits & Bylaws	Additional Bylaw Officer position
Operations	New Water Technologist position
Operations	Staff for the Cross Connection Control Program
Planning	Additional Environmental Technician
Planning	Additional Planning Technician
Planning	Planning Assistant II to Mapping and Graphics Technician

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 2008 accomplishments in the division are shown below, followed by the business context relevant to the 2009-2013 planning period.

The subsequent pages in the Office of the CAO section provide information on the departments reporting to this division, including staffing, 2009 workplan highlights and budgets. The departments within this section are Administration, Communications, Economic Development, and Human Resources.

Select 2008 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.
- Continued work with Council on the implementation of the nine strategic focus areas and Vision 2025 as identified in the Corporate Strategic Plan.
- Ensured the delivery of excellent service to our Citizens.
- Creating a dynamic and vibrant downtown.
- Worked with the Economic Advisory Commission and the Economic Development Office to ensure the implementation of a revitalized service delivery model for Economic Development.
- Enhanced the District's emergency planning, response and recovery capability.
- Dealt effectively with major issues or policy items that arose during the year.
- Implemented actions recommended in the 2008-11 Sustainability Report.

- Continued Staff Appreciation events.
- Improved communication with employees.
- Implemented Employee 'Get Moving' Health and Wellness Program.
- Successful announcement of the TransLink Overhaul Facility and British Columbia Institute of Technology Training Facility.
- Worked on special project (Picture BC) in conjunction with the Union of BC Municipalities and Knowledge Network to profile Maple Ridge internationally.
- Worked with a film production company to produce a series of film highlights on Maple Ridge shown at the 2008 Olympics in Beijing, China.
- Worked with the Clerk's Department organizing a regional 2008 Local Government Elections campaign to encourage people to vote.
- Successfully concluded bargaining with both Unions.

Business Context

- Strong entrepreneurial spirit in the community
- Striving to be a Top Performing Municipality (a great place to work)
- Aging workforce 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.

OFFICE OF THE CAO – ADMINISTRATION including COMMUNICATIONS and SUSTAINABILITY



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's Strategic Plan, 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.

2009 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 Manager of Economic Development to ensure the implementation of a revitalized service delivery model for Economic Development. We will continue to work towards the creation of a dynamic and vibrant downtown and enhance the District's emergency planning response and recovery capability.

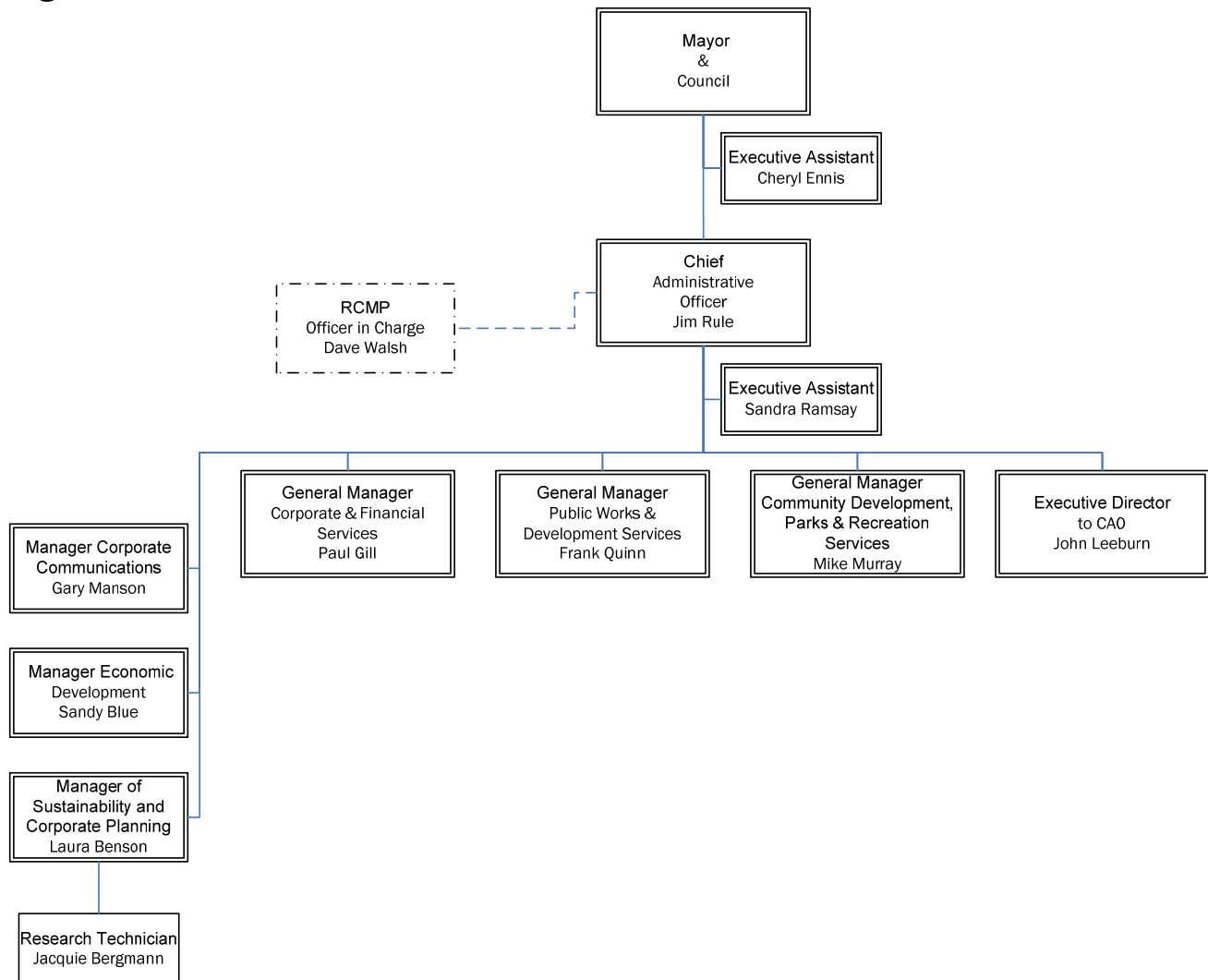
We will continue to implement actions recommended in the 2008-2011 Sustainability Report including the coordination of the implementation of the Sustainability Action Plan and development of an Energy and Emissions Plan.

Ensure that our external customers have easy access to timely, accurate and meaningful information related to planned and current District activities and are also kept informed of positive events in the community; and, to ensure our external customers are aware of the variety of opportunities they have to provide input on matters before Council.

OFFICE OF THE CAO – ADMINISTRATION including COMMUNICATIONS and SUSTAINABILITY



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 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Chief Administrative Officer	0.7	1.0	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	1.0
Manager Corporate Communications	-	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Sustainability and Corporate Planning	-	-	-	-	-	-	0.9	1.0	1.0	1.0
Policy Analyst	-	-	-	0.9	1.0	1.0	0.1	-	-	-
Executive Assistant	2.0	2.1	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0
Research Technician	-	-	-	-	-	0.4	1.0	1.0	1.0	1.0
Full-Time Equivalent	2.7	3.6	5.0	6.9	7.0	6.4	7.0	7.0	7.0	7.0

OFFICE OF THE CAO – ADMINISTRATION including COMMUNICATIONS and SUSTAINABILITY



The base budgets for 2009-2013 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)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expense										
Conventions & Conferences (12100/12101-6051)	6	14	15	19	4	23%	19	19	19	19
Lease Expense (11000-6230)	120	129	122	122	-	-	122	122	122	122
Legal (12101-7030)	15	35	-	-	-	-	-	-	-	-
Lieu Time Payouts (12000-5700)	-	-	55	174	119	216%	178	182	186	190
Memberships (12100-6270)	18	26	28	29	1	3%	29	29	29	29
Miscellaneous (12101-6275)	8	8	10	10	-	-	10	10	10	10
Publications (12101-6335)	-	-	1	1	-	-	1	1	1	1
Salaries (12100/12101-5500)	322	472	474	499	25	5%	519	541	560	580
Seminars/Prof Meetings/Train'g (12100/12101-6050)	-	2	4	4	-	-	4	4	4	4
Studies & Projects (10000-6380)	65	71	165	112	-54	-32%	112	112	112	112
Total Expense	554	757	873	967	94	11%	992	1,018	1,041	1,066

Comments:

- Conventions & Conferences – Funding was reallocated to accommodate additional staff.
- 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 2008 budget was distributed to departments that had lieu time payout before the 2008 May budget being adopted. The 2009 budget does not show this as distributed because it was adopted in January.
- Salaries – Budget is in line with the wage and benefit cost contingency.

Financial Plan – Legislative Services

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expense										
Committee Costs (13000-6045)	-	-	4	4	-	-	4	4	4	4
Conventions & Conferences (13000-6051)	14	21	28	21	-7	-26%	21	21	21	21
Grants & Donations (13000-6180)	116	503	456	61	-395	-87%	61	61	62	62
Miscellaneous (13000-6275)	10	11	8	8	-	-	8	8	8	8
Public Relations (13000-7060)	10	5	19	11	-8	-42%	11	11	11	11
Salaries (13000-5500)	327	359	340	451	111	33%	467	482	504	519
Training (13000-6400)	-	1	46	16	-31	-66%	16	16	16	16
Utilities - Telephone (13000-6520)	4	4	7	7	-	-	7	7	7	7
Total Expense	481	904	907	578	-330	-36%	594	609	632	647

Comments:

- Grants & Donations – The 2008 budget contained the Maple Ridge Secondary School running track expansion.
- Salaries – As is the practice, Council remuneration was reviewed in the last year of the term which resulted in a significant increase. The balance is an increase in staff salary that is in line with the wage and benefit cost contingency.
- Training – 2008 budget contained funding from prior years for projects that were not yet completed.

OFFICE OF THE CAO – ADMINISTRATION including COMMUNICATIONS and SUSTAINABILITY



Financial Plan – Communications

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Expense										
Advertising (12105-6010)	24	29	40	30	-10	-25%	30	30	30	30
Consulting (12105-7005)	36	36	35	35	-	-	35	35	35	35
Miscellaneous (12105-6275)	3	5	5	5	-	-	5	5	5	5
Publicity & Promotions (12105-6330)	23	2	20	20	-	-	20	20	20	20
Salaries (12105-5500)	111	121	110	115	5	5%	120	125	129	134
Supplies - Software (12105-6280)	-	1	3	3	-	-	3	3	3	3
Website Services (12105-8033)	8	-	-	-	-	-	-	-	-	-
Total Expense	205	194	212	208	-5	-2%	212	217	222	226

Comments:

- Advertising - 2008 budget included funding of \$10,000 to increase voter turnout.



Services Provided

Maple Ridge Economic Development assists business owners and those interested in starting or growing a business here by providing information, resources and identifying the required government licenses and permits. Continually seeking out potential opportunities and leads, we utilize comprehensive marketing strategies to encourage business in Maple Ridge. To accommodate the thriving film industry Economic Development provides a “one-stop” Film Production Liaison service to assist with location scouting and permits.

2009 Workplan Emphasis

2009 is a building block year for Maple Ridge Economic Development. We’re developing a high calibre team and ensuring that the systems, processes, and measurement tools are in place to achieve the goals in our work plan.

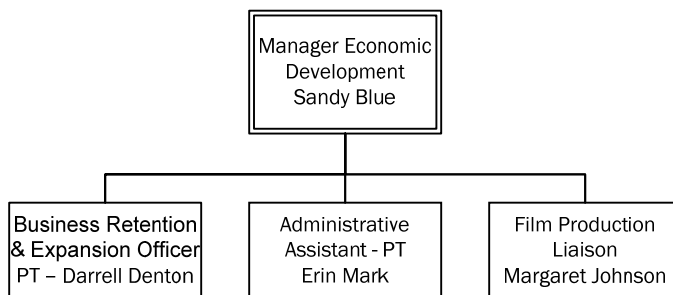
The two primary goals are attracting Commercial and Industrial business investment and the creation of high value local jobs. As detailed in the Town Centre Area Plan, we are encouraging revitalization of our Town Centre. Working with our Economic Advisory Commission we have identified our priority target sectors, as: High Tech, Advanced Manufacturing, Advanced Education, and Tourism (accommodation and infrastructure).

The Business Plan focuses on using a collaborative, inclusive approach whereby we work with partners to harness the power of their networks and connections to our mutual benefit. By working together and building on our strengths, we significantly increase the likelihood of achieving our goals of strengthening our competitiveness to attract investment. This includes building awareness, attracting additional high value jobs to Maple Ridge and creating an increasingly more vibrant community. These partnerships include national, regional, and local agencies such as – The Economic Developers Association of Canada (EDAC), The Economic Development Association of BC (EDABC) and its investment attraction arm LinxBC; Metro Vancouver Commerce; and agencies such as Tourism BC, Tourism Vancouver Coast and Mountains, the School District and Fraser Health.

Performance Measurement (Appendix C)

- Build a sustainable community that includes a balance of land use types
- Attract film productions through excellent customer service, cost competitiveness, and a streamlined process

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Director Economic Development	-	-	0.7	-	-	-	-	-	-	-
Manager Economic Development	-	-	-	-	-	-	0.8	1.0	1.0	1.0
Business Retention & Expansion Officer	-	-	0.2	1.0	1.0	0.7	-	0.8	0.8	0.8
Administrative Assistant	-	-	0.2	1.0	0.8	1.0	1.0	0.7	0.7	0.7
Film Production Liaison	-	-	-	-	0.7	1.0	1.0	1.0	1.0	1.0
Full-Time Equivalent	-	-	1.0	2.0	2.6	2.7	2.8	3.5	3.5	3.5

The base budgets for 2009-2013 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)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Contributions from Others (12106-4820)	-150	-153	-153	-153	-	-	-153	-153	-	-
Federal Grant (Conditional) (12106-4250)	-49	-147	-284	-	284	-100%	-	-	-	-
Miscellaneous Income (12106-4390)	-3	-3	-	-	-	-	-	-	-	-
Permits (12106-4445)	-13	-10	-5	-5	-	-	-5	-5	-5	-5
Prov. Grant (Unconditional) (12106-4253)	-	-10	-50	-	50	-100%	-	-	-	-
Sale of Service (12106-4600)	-9	-14	-10	-10	-	-	-10	-10	-10	-10
Total Revenue	-224	-337	-502	-168	334	-67%	-168	-168	-15	-15
Expense										
Advertising (multiple)	64	226	47	47	-	-	47	47	47	47
Committee Costs (12106-6045)	1	6	1	1	-	-	1	1	1	1
Contract (12106-7007)	35	35	35	35	-	-	35	35	35	35
Conventions & Conferences (12106-6051)	1	18	21	21	-	-	21	21	21	21
Cost of Goods Sold (12106-7300)	9	5	-	-	-	-	-	-	-	-
Grants & Donations (12106-6180)	175	153	153	165	12	8%	165	153	-	-
Memberships (12106-6270)	1	8	1	1	-	-	1	1	1	1
Miscellaneous (12106-6275)	-	-	1	1	-	-	1	1	1	1
Postage & Courier (12106-6305)	-	-	2	2	-	-	2	2	2	2
Salaries (12106-5500)	174	223	275	281	6	2%	290	299	308	317
Studies & Projects (12106-6380)	66	-	399	15	-384	-96%	15	15	15	15
Supplies (12106-6300)	2	15	2	2	-	-	2	2	2	2
Wages (12106-5600)	3	9	-	-	-	-	-	-	-	-
Total Expense	531	698	938	572	-366	-39%	581	578	433	442
TOTAL ECONOMIC DEVELOPMENT	307	361	436	404	-32	-7%	413	410	418	427

Comments:

- Contributions from Others – Business Improvement Area levy charge to businesses in the downtown area.
- Federal Grant – Grant from the Union of British Columbia Municipalities for community tourism.
- Grants and Donations – Remittances of the levy for the Business Improvement Area.
- Studies & Projects – 2008 budget contained funding from prior years to complete work.



Services Provided

The Human Resources Department is a small group of employees dedicated to providing our coworkers with a comprehensive suite of human resource services to help them be engaged in their work and maximize their individual contribution to the District’s goals. We start by recruiting and promoting the best people into the job. Then we enable clear understanding of expectations and provide opportunities for feedback and input through the performance planning process. Development is supported through internal and external training and project opportunities.

The negotiation and day to day administration of the Collective Agreement (including grievance and classification administration) is another key service.

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 programs.

2009 Workplan Emphasis

Continuing with the Top Performing Municipality (TPM) priorities of enhancing leadership capacity and increasing cross-functional involvement, we will support and monitor the BCIT accredited leadership program and will also implement the Office Administration Certificate

through Vancouver Community College. We will also offer a series of practical supervisory courses to augment the leadership theory certificate.

This year we will be piloting, in a couple of departments, 360° performance feedback to assess how this method of input fits with our organization.

In recent years we have noticed a disturbing trend of increased WCB and sick leave costs. Consequently, reducing time-loss due to accidents or illness will be a key focus in 2009.

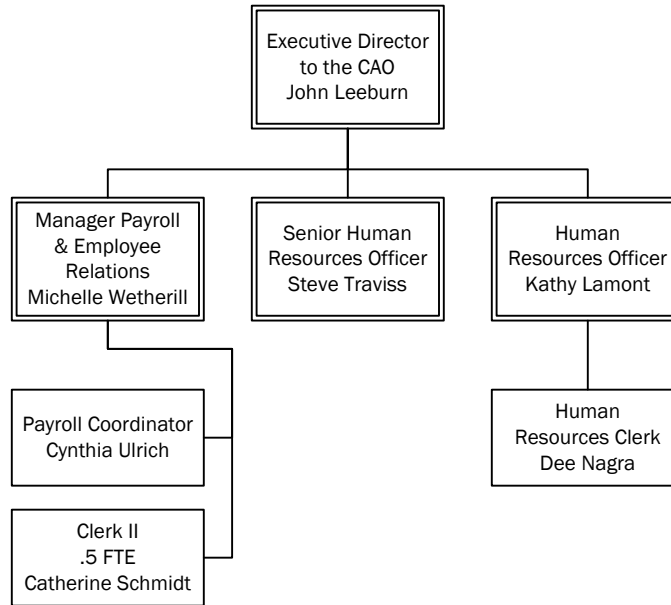
We will continue to take an active role in the employee “grass-roots” group that is championing sustainable practices in the work place. The work group has implemented and is working on initiatives in the areas of the 3R’s waste reduction, alternative commuter transportation and energy reduction

Technology enhancements in the areas of employee on-line access to their pay, benefits and vacation/lieu banks and revising the recruitment section of the District’s website are also important deliverables this year

Performance Measurement (Appendix C)

- Provide staff with training that will broaden their scope of job skills, enhancing effectiveness in their respective roles

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Director of Communications & HR	-	0.5	1.0	-	-	-	-	-	-	-
Director of Corporate Support	1.0	0.5	-	-	-	-	-	-	-	-
Mgr Payroll & Employee Relations	-	-	-	-	-	0.4	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	1.0
Human Resources Officer	1.9	1.3	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0
Human Resources Assistant	1.0	0.5	-	-	-	-	-	-	-	-
Payroll Coordinator	-	-	-	-	-	-	0.5	1.0	1.0	1.0
Payroll Clerk	0.6	0.9	0.8	1.0	1.0	0.9	0.5	-	-	-
Human Resources Clerk	-	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Clerk II	2.6	1.3	0.3	0.2	0.1	0.3	0.6	0.5	0.5	0.5
Other	0.2	0.5	0.8	-	0.2	0.3	-	-	-	-
Full-Time Equivalent	7.3	6.5	5.9	4.0	4.3	5.0	5.0	5.5	5.5	5.5

OFFICE OF THE CAO – HUMAN RESOURCES



The base budgets for 2009-2013 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)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Miscellaneous Income (12102-4390)	-3	-	-	-	-	-	-	-	-	-
Total Revenue	-3	-	-	-	-	-	-	-	-	-
Expense										
Consulting (12102-7005)	4	28	7	19	12	174%	19	19	19	19
Cost of Goods Sold (12102-7300)	6	-	-	-	-	-	-	-	-	-
Counselling (12102-7010)	13	17	16	16	-	-	16	16	16	16
Labour Relations (12102-6220)	28	22	30	30	-	-	30	30	30	30
Memberships (12102-6270)	1	1	1	1	-	-	1	1	1	1
Miscellaneous (12102-6275)	17	17	17	13	-4	-25%	13	13	13	13
Municipal Functions (12102-5532)	15	21	18	18	-	-	18	18	18	18
Program Costs (multiple)	65	58	76	73	-3	-4%	73	73	73	73
Programs (47500-100-4321)	-	5	-	-	-	-	-	-	-	-
Recruiting Costs (12102-7065)	94	82	71	49	-23	-32%	49	49	49	49
Retirement Expenditures (12102-5531)	5	6	-	-	-	-	-	-	-	-
Salaries (12102-5500)	489	579	568	633	65	11%	666	694	718	744
Severance - Termination (12102-5530)	-	3	-	-	-	-	-	-	-	-
Special Promotional Projects (12102-6331)	30	36	36	31	-5	-14%	31	31	31	31
Studies & Projects (12102-6380)	17	3	604	-	-604	-100%	-	-	-	-
Training (multiple)	182	195	169	196	27	16%	204	213	221	228
Total Expense	966	1,073	1,613	1,078	-535	-33%	1,120	1,155	1,188	1,221
TOTAL HUMAN RESOURCES	963	1,073	1,613	1,078	-535	-33%	1,120	1,155	1,188	1,221

Comments:

- Consulting, Miscellaneous, Programs, Special Costs – The addition of benefits consulting in 2009 was funded by reductions in these four accounts.
- Recruiting Costs – Previous budgets contain funding from previous years to address specific recruiting costs.
- Salaries – The increased budget in 2009 is due to a reclassification; the balance is in line with the wage and benefit cost contingency.
- Training – The training budget is a function of total salaries and increases over time.

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. The departments within this section are CDPR Administration, Parks & Facilities, Recreation, Community Services (incl. Social Planning) and Emergency Services.

The subsequent pages in the CDPR section provide information on the various departments, including staffing, 2009 Workplan highlights and budgets. The departments within this section are CDPR Administration, Parks & Facilities, Recreation, Community Services (incl. Social Planning) and Emergency Services.

Select Division 2008 Accomplishments

- Process commenced on the Parks, Recreation, and Cultural Plan update. A Request for Proposal was awarded and Public Workshop and focus group meetings began.
- Completed a Parks Acquisition and Development Funding Strategy within the context of the Master Plan and negotiations are in progress with SD42 on joint site acquisition.
- 2008 Random Customer Satisfaction Survey was completed.
- Continued discussions with Katzie and Kwantlen on the Blue Mountain Sustainability Study based on Memorandum of Understanding.
- Assumed control of Pitt Meadows Arena Operation and hired interim operator pending settlement of outstanding legal issues.
- Provided staff support to Spirit of BC Committee Sport Tourism Coordinator hired.
- Participated in establishment of the BC Games for the Physically Disabled Organizing Committee.
- Addressed Field Lighting Change at Rotary Field resulting in a change in hours of operation.
- Obtained Spirit Square Grant and completed community consultation, established phasing, completed design and tendering.
- Completed Randy Herman Centre construction.
- Managed CERI Project restoration on North Alouette following over cut.
- Finalized Whonnock Lake Expropriation and construction of lake level control structure.

Business Context

During the process of developing the 2009–2013 plan several challenges have been noted which require some discussion.

- *Pressure for new unforeseen facilities and landscaped areas:*
As growing communities both Pitt Meadows and Maple Ridge are benefiting by some very positive energy and significant opportunities. Pressure is growing on several fronts in areas not previously

contemplated in the Parks, Recreation and Cultural Master Plan adopted in 2001. In some cases they have also not been anticipated in our long term financial plan.

- Projects like the Pitt Meadows Seniors Pavilion, South Bonson Amenity Building, the Hammond Stadium upgrade, the Maple Ridge Museum, the third Artificial Turf Field, and others have received some level of endorsement from the Commission and one or both Councils. The acquisition of the Pitt Meadows Arenas was recently added to that list. Downtown beautification (Spirit Squares) and traffic calming with several new landscape areas have also not been considered. The scale of all these projects is significant from both the capital and operating perspective and determining how and when to fund them is challenging. We are also cognizant of growing pressure on some of our current facilities like the fitness areas within both the Pitt Meadows Family Recreation Centre and the Maple Ridge Leisure Centre. This will only intensify as the populations in both communities increases with the enhanced pace of higher density residential growth now being experienced.
- *Employee Retention and Succession Planning:* Front line staff working in regular and evening shifts are becoming more difficult to recruit and retaining some senior staff may become more challenging as retirements occur at this and other municipal governments. Training and succession planning at all levels of the organization have become even more important aspects of our work.
- *Infrastructure Repair and Replacement:* Taking care of what we already have is particularly challenging in the face of demands for new facilities and services. Our customers and citizens understandably expect our equipment and buildings to work. Breakdowns related to mechanical systems which are long past their life expectancy are not acceptable and our facility infrastructure is significantly under-funded at present. A plan is in place to increase the level of funding over the term of the five year plan.



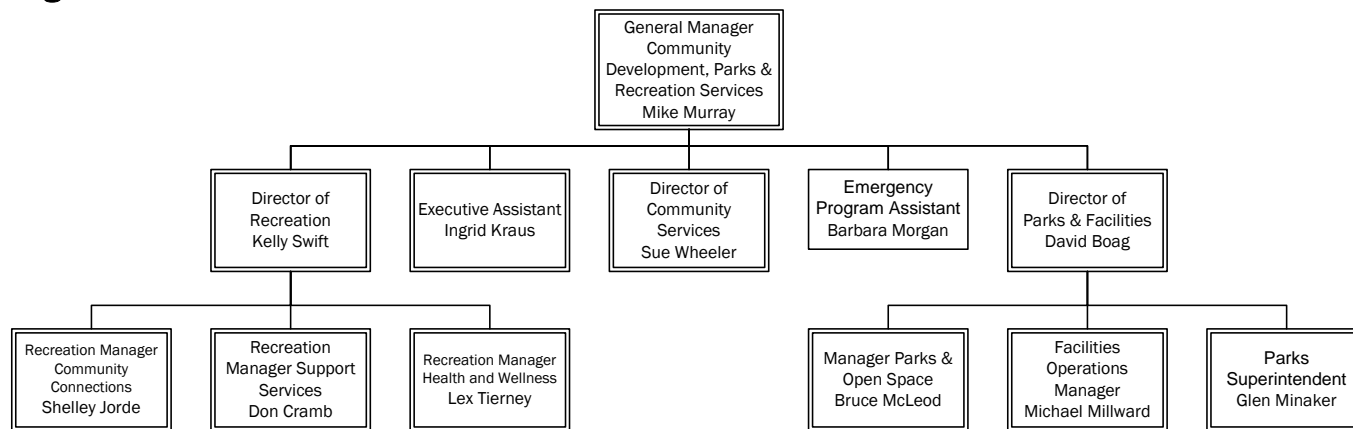
Services Provided

The Community Development, Parks & Recreation Services (CDPR) Administration section’s role is to ensure coordination of resources in management and development of parks, delivery of leisure services, act 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.

2009 Workplan Emphasis

We will continue implementation of the Parks, Recreation, and Cultural Master Plan to ensure appropriate services are available for present and future customers and citizens to live healthy lifestyles. We will be implementing the Maple Ridge Public Art Policy and Plan as well as Protocol Agreements with the Katzie and Kwantlen First Nations with particular emphasis on the development of a sustainability plan for Blue Mountain. We will also be supporting and hosting the 2009 BC Disability Games.

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 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Administration

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
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	1.0	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	0.2	0.3	1.0	1.0	1.0	1.0	1.0
Full-Time Equivalent	2.5	2.5	2.5	2.2	2.3	3.0	3.0	3.0	3.0	3.0

CDPR – ADMINISTRATION



The base budgets for 2009-2013 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)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
PM - Cost Recovery (41200-4236)	-48	-67	-66	-62	4	-7%	-63	-68	-67	-68
Total Revenue	-48	-67	-66	-62	4	-7%	-63	-68	-67	-68
Expense										
Conventions & Conferences (41200-6051)	7	12	12	12	-	-	12	12	12	12
Other Outside Services (41000/41200-7051)	5	26	20	5	-16	-78%	5	20	5	5
Salaries (41200-5500)	239	257	252	263	11	5%	274	326	408	464
Special Projects (40000-6385)	-	44	38	-	-38	-100%	-	-	-	-
Supplies (41200-6300)	3	1	3	3	-	-	3	3	3	3
Total Expense	254	340	325	283	-42	-13%	294	361	428	484
TOTAL CDPR-ADMIN	206	273	259	221	-38	-15%	230	293	361	415

Comments:

- Other Outside Services – A citizen’s satisfaction survey is carried out every three years.
- Salaries – Budget is in line with the wage and benefit cost contingency. In 2011 through 2013 there is a balance of the growth funding \$40,757, \$112,500, and \$157,500. The balance of what had been committed has already been distributed to address costs associated with growth.
- Special Projects – 2008 budget contained funding for the Fraser Riverfront Master Plan.

Financial Plan – CDPR Support

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expense										
Bank Charges (47500-6030)	28	28	28	28	-	-	28	28	28	28
Federal Grant (Conditional) (41300-4250)	-	-2	-	-	-	-	-	-	-	-
Insurance (41210-6210)	84	89	90	102	12	13%	102	102	102	102
Memberships (41000/41100-6270)	4	5	5	5	-	-	5	5	5	5
Miscellaneous (multiple)	17	23	14	15	1	5%	15	15	15	15
Public Relations	-	-	0	0	-	-	0	0	0	0
Salaries (multiple)	1,331	1,687	1,631	1,830	199	12%	1,905	1,982	2,049	2,120
Service Severance Costs (41400/42000-5150)	32	32	43	43	-	-	43	43	43	43
SS Allocation (41000-5425)	-1,693	-2,125	-1,909	-2,072	-163	9%	-2,144	-2,218	-2,284	-2,353
Supplies (multiple)	43	42	45	45	-	-	45	45	45	45
Supplies - Software (41100-6280)	73	71	99	89	-10	-10%	89	89	89	89
Vehicle Costs (41100/41400-6430)	29	34	26	33	7	25%	33	34	35	36
Wages (41210-5600)	84	104	106	100	-6	-6%	104	109	112	116
Total Expense	32	-12	177	217	39	22%	224	232	238	245

Comments:

- Salaries – Increase in 2009 is due to reclassifications and staff transfers from other areas. The balance is in line with the wage and benefit cost contingency.
- SS Allocation – The Support Services area, which is shown under the heading CDPR Support, increased in cost. The Support Services costs are allocated out to each area in Community Development Parks & Recreation Services.



Services Provided

The Community Services Department is comprised of three functions: Social Planning, Neighbourhood Development and Youth Services. The Social Planning section provides support to the Social Planning Advisory Committee which focuses on improving the social well-being of the community by building community capacity through Social Services 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 Centres. 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.

2009 Workplan Emphasis

We will be creating opportunities to educate, role model, and inspire other municipal departments, community partners, and youth about sustainability and the importance of the balance between the social, economic, and environmental realms. We will develop and implement programs that respond to the needs of pre-school and school age children. We will promote Parks and Leisure Services and the benefits of recreation and recognize early child development, the middle years, and pre-teens and teens (12-15 years) as a community and Parks and Leisure priority. We will work with community Partners to encourage the delivery of integrated; prevention focused Youth Services that will meet the needs of youth in this community.

The Youth Services team will work together to ensure quality, consistent Youth Services programming with a focus on building an awareness of individual benefits and encouraging Youth Council participation. We will encourage youth participation in leisure opportunities by working together and by supporting the initiatives of community partners and Neighbourhood groups.

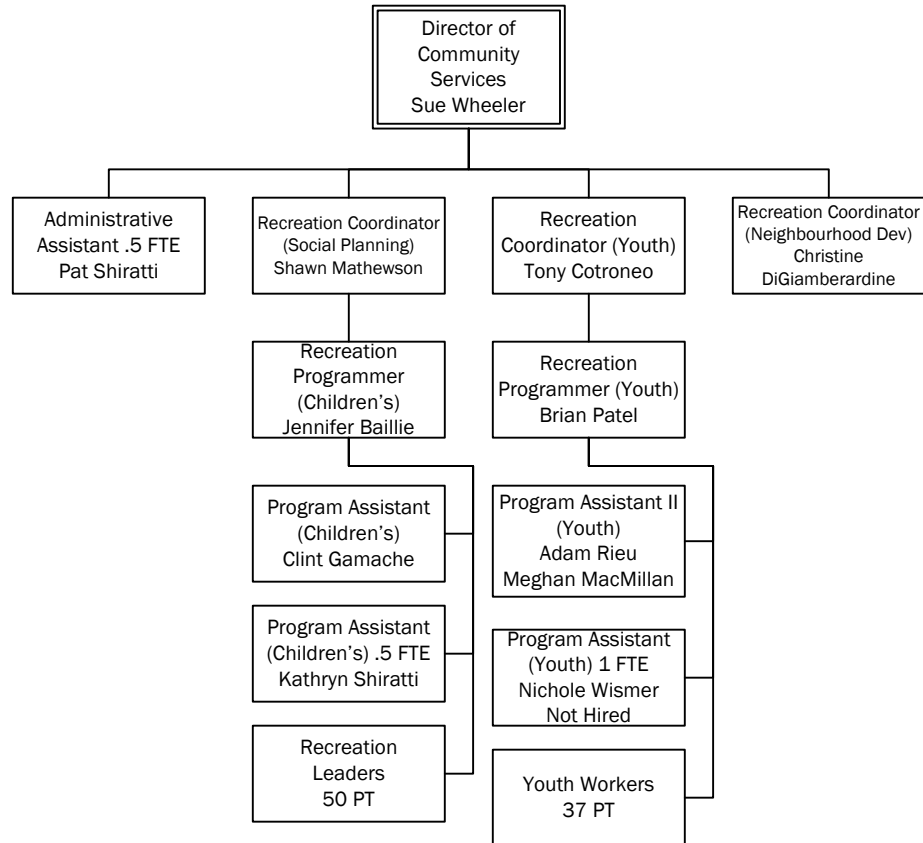
We will further enhance the quality of life of residents by supporting the development of neighbourhoods and support meaningful neighbourhood input to community planning. We will support and encourage opportunity that contribute to building capacity leading to the development of a neighbourhood network focused on creating healthy connected neighbourhoods. We will support community initiatives such as the efforts to create a long term community garden plan and a neighbourhood seed grant program designed to encourage opportunities for neighbourhoods to connect. We will work with other municipal departments to facilitate neighbourhood input processes to community planning and design of community projects.

We will support the Maple Ridge Social Planning Advisory Committee (SPAC) in responding to Council's request for information or recommendations concerning broad social concerns that affect residents of Maple Ridge. We will provide support to strengthen maintain a collaborative social services network that encourages sharing of information between Council and local service providers, agencies, and other levels of government. We will support and encourage the work of SPAC to enhance the quality of life of the residents of the community through Social Planning initiatives. We will provide recommendations and information to Council on matters concerning the planning and development of Municipal strategies to meet community social needs.

Performance Measurement (Appendix C)

- Support the Building Community Solutions Steering Committee in their goal of encouraging the development of healthy neighbourhoods
- Support SPAC to work with the social service network, community organizations, neighbourhoods, and citizens to develop a Social Sustainability Strategic Plan
- Support the work of Substance Misuse Prevention Standing Committee of the Child, Youth and Family Network to address the recommendations outlined in the 2007 Substance Misuse Prevention report.
- Support community social service networks in a collaborative process to access additional resources to address community needs, issues, and priorities

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Director of Community Services	-	-	-	-	0.1	1.0	1.0	1.0	1.0	1.0
Recreation Manager - Central	1.0	1.0	1.0	1.0	0.9	-	-	-	-	-
Recreation Coordinator	1.0	1.3	1.2	1.4	2.0	2.2	3.0	3.0	3.0	3.0
Recreation Programmer	1.0	0.9	1.0	2.0	2.1	1.9	1.8	2.0	2.0	2.0
Administrative Assistant	-	-	-	-	-	-	-	0.5	0.5	0.5
Youth Program Assistant II	0.5	0.5	0.3	0.6	0.7	-	0.7	2.0	2.0	2.0
Program Assistant	3.7	4.6	4.1	2.9	3.4	4.3	4.3	2.5	2.5	2.5
Full-Time Equivalent	7.2	8.3	7.5	7.9	9.1	9.4	10.8	11.0	11.0	11.0

CDPR – COMMUNITY SERVICES



The base budgets for 2009-2013 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Social Planning

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
PM - Cost Recovery (52500-4236)	-	-	-11	-11	-	-	-12	-13	-13	-14
Prov. Grant (Conditional) (52500-4252)	-7	-4	-	-	-	-	-	-	-	-
Total Revenue	-7	-4	-11	-11	-	-	-12	-13	-13	-14
Expense										
Program Costs (52500-6325/6326)	33	8	-	-	-	-	-	-	-	-
Salaries (52500-5500)	87	78	144	156	12	9%	163	170	175	182
Special Promotional Projects (52500-6331)	2	7	20	-	-20	-100%	-	-	-	-
SS Allocation (52500-5425)	37	42	38	41	3	9%	43	44	46	47
Studies & Projects (52500-6380)	1	17	38	85	47	124%	10	10	10	10
Total Expense	160	152	240	283	43	18%	216	224	231	239
TOTAL SOCIAL PLANNING	153	148	229	272	43	19%	204	212	218	225

Comments:

- Special Promotional Projects, Salaries, Studies & Projects – 2008 budget contains funding for a variety of SPAC and neighbourhood building initiatives that were not completed in 2007, and were carried forward.

Financial Plan – Youth

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Lease Revenue (45022-4310)	-12	-12	-10	-10	-	-	-10	-10	-10	-10
Lessons / Program Fees (multiple)	-31	-22	-32	-33	-1	2%	-33	-33	-33	-33
Other Grant (Conditional) (45025-4258)	-	-103	-	-31	-31	-	-31	-31	-31	-31
PM - Cost Recovery (45020-4236)	-126	-142	-138	-150	-12	8%	-158	-167	-175	-183
Program Fees (multiple)	-4	-51	-14	-46	-32	225%	-46	-46	-46	-46
Programs (multiple)	-163	-206	-209	-240	-31	15%	-240	-240	-240	-240
Programs - Special Events (multiple)	-63	-102	-50	-84	-34	68%	-84	-84	-84	-84
Prov. Grant (Conditional) (45020/45025-4252)	-135	-54	-	-	-	-	-	-	-	-
Prov. Grant (Unconditional) (45021-4253)	-	-25	-13	-13	-	-	-13	-13	-13	-13
Rentals (45022-4500)	-	-2	-	-1	-1	-	-1	-1	-1	-1
Total Revenue	-534	-719	-466	-606	-140	30%	-615	-624	-631	-639
Expense										
Maintenance - Brushing (47500-8057)	374	396	393	392	-1	-	326	326	325	325
Maintenance - Buildings (45022-8060)	18	23	17	17	-	-	17	17	17	17
Maintenance - General (multiple)	90	69	66	65	-1	-2%	65	65	65	65
Program Costs (multiple)	370	450	293	314	21	7%	325	334	342	350
Salaries (multiple)	1,036	1,251	1,042	1,122	80	8%	1,167	1,215	1,255	1,298
SS Allocation (45020-5425)	85	127	115	124	9	8%	129	133	137	141
Supplies (45022-6300)	4	2	4	4	-	-	4	4	4	4
Travel (45026-6410)	10	15	7	13	6	89%	13	13	13	13
Utilities - Gas & Hydro (47500-6510)	1	3	5	5	-	-	5	5	5	5
Wages (41250/45025-5600)	55	110	65	147	82	126%	153	159	164	170
Total Expense	2,043	2,446	2,006	2,203	197	10%	2,203	2,271	2,327	2,388
TOTAL YOUTH	1,509	1,727	1,540	1,597	57	4%	1,589	1,647	1,696	1,749

Comments:

- Program Fees / Program Costs / Salaries / Wages – These accounts were increased as wages associated with running grant funded programs went up. The balance is in line with the wage and benefit cost contingency



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, and 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 the 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, sport fields, 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.

2009 Workplan Emphasis

We will be focusing on leadership in sustainability and reducing our impact on the environment in a variety of ways by making changes to the way we complete our work on a day to day basis. For example, we will encourage our staff not to leave vehicles idling when parked or waiting at rail crossings etc, help to raise organisational awareness about recycling of products in the parks operations area with regard to cardboard, paper, metals objects and organic materials, instead of introducing them to the landfill system. This will include mulching leaves on lawn areas instead of removing them from the site whenever possible.

We will monitor and manage the water consumption associated with hanging baskets, sport fields, and ornamental display areas. Collect detailed information and develop a specification for the installation of a central computerized irrigation control system with rain sensors to minimize water usage and the need to travel to each location to make adjustments, which will mini-

mize the impact of sports fields on the environment by carefully monitoring water consumption and fertilizers use. We will also continue to deliver tree care leaflets to residential areas where new Boulevard trees have been planted to enlist their assistance to provide water etc for the new trees to help ensure their survival during extremely warm weather conditions.

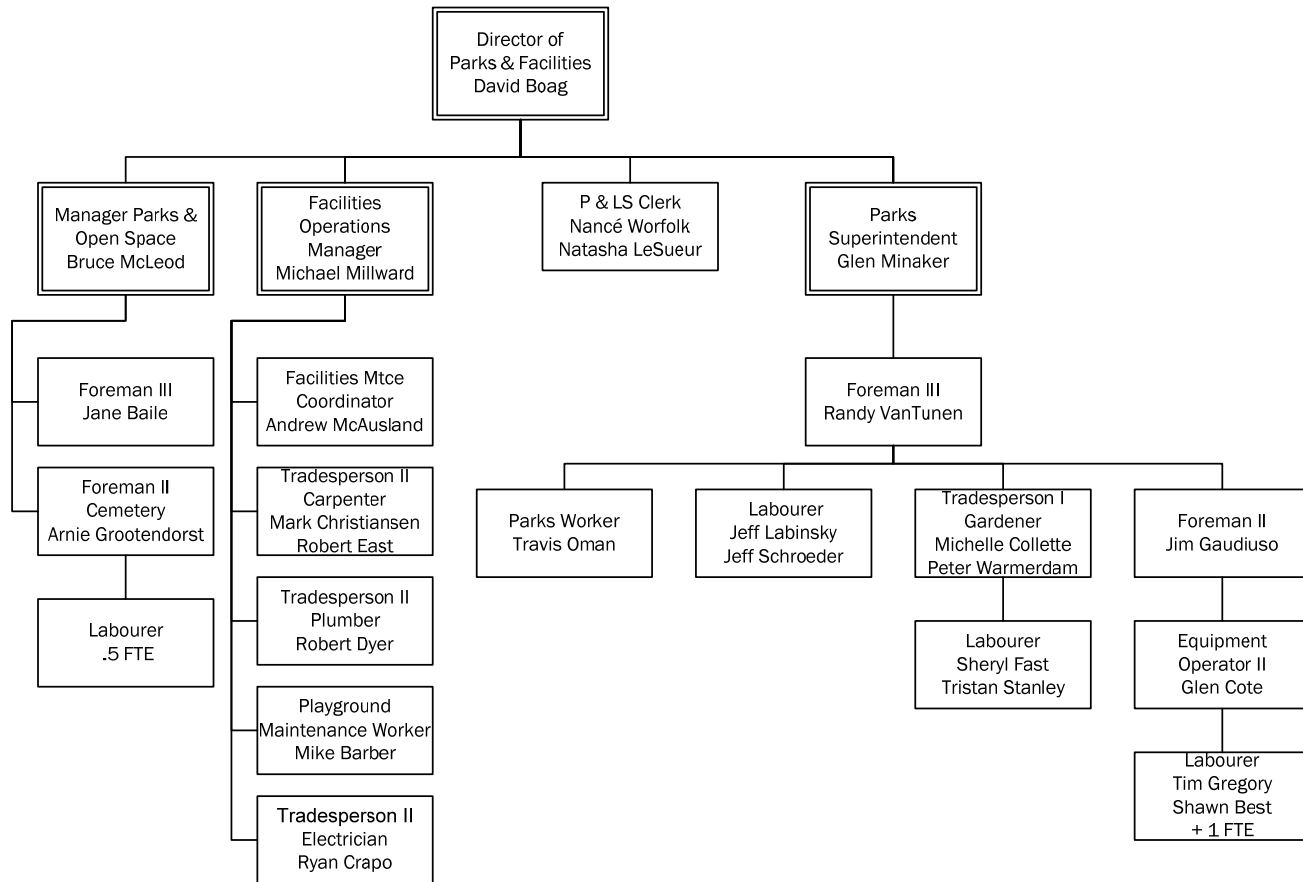
We will endeavour to use alternative groundcover species wherever possible on boulevards and medians to reduce the need for grass mowing, and also apply mulch products to shrub display borders in order to reduce the frequency and staff/travel time associated with weeding and cultivation. We work closely with our environmental stewardship groups to reduce our impact on the environment through effective management of greenbelts/conservation areas, such as invasive species management and working with the Campaign for the Reduction of Pesticides on an education program and hot line to raise awareness on the restricted use of pesticides. The habitat restoration work at Whonnock Lake Park will also be a high priority project for 2009.

The facilities section will be completing the review and award of contracts and installation of high energy efficient equipment in the Maple Ridge Leisure Centre (Boiler replacement/Heat recovery system), as well as investigating the potential for other new energy efficiency initiatives. They will also ensure that only proven green cleaning products are used for the ongoing care and maintenance of our buildings, and conduct reviews of additional green products that may become available.

Performance Measurement (Appendix C)

- Provide new park areas in consultation with residents to determine needs and ensure maximum use of facilities
- Promote individual and community responsibility for the stewardship of natural resources
- Extend the useful life of facilities by managing preventative maintenance and repair/replace lifecycle programs

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Director Parks & Facilities	1.0	1.0	1.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parks & Open Space Manager	1.0	1.0	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Operations Manager	1.0	1.0	1.0	1.0	0.3	1.0	1.0	1.0	1.0	1.0
Parks Superintendent	-	-	-	-	-	-	-	1.0	1.0	1.0
Facilities Maintenance Coordinator	1.0	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	-	-	-	-	-	-	-
Parks & Leisure Services Clerk	-	-	-	1.2	1.8	2.0	1.7	2.0	2.0	2.0
Playground Maintenance Worker	1.0	1.0	1.0	1.0	1.0	-	0.7	1.0	1.0	1.0
Foreman III	1.0	1.0	1.7	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Foreman II - Cemetery	1.0	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0
Foreman II	1.0	1.0	1.0	1.0	1.0	1.7	1.2	1.0	1.0	1.0
Tradesperson Foreman	1.0	0.9	-	-	-	-	-	-	-	-
Tradesperson II - Carpenter	1.0	0.3	0.4	1.0	1.0	1.7	1.8	2.0	2.0	2.0
Tradesperson II - Electrician	1.0	1.0	0.2	-	-	-	-	1.0	1.0	1.0
Tradesperson II - Gardener	1.0	1.0	1.0	0.8	1.0	0.3	-	-	-	-
Tradesperson II - Plumber	-	-	-	-	-	0.5	1.0	1.0	1.0	1.0
Tradesperson I - Carpenter	-	-	-	-	0.5	0.1	-	-	-	-
Tradesperson I - Gardener	1.0	1.0	1.0	1.0	1.8	1.7	1.7	2.0	2.0	2.0
Equipment Operator II	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0
Parks Worker	-	-	-	-	-	-	0.7	1.0	1.0	1.0
Truck Driver II	1.0	1.0	1.0	1.0	1.0	1.0	0.1	-	-	-
Labourer	3.8	4.4	5.2	4.8	4.3	7.8	7.6	7.5	7.5	7.5
Full-Time Equivalent	19.3	19.0	19.0	19.7	20.5	24.5	24.4	27.5	27.5	27.5

CDPR – PARKS & FACILITIES



The base budgets for 2009-2013 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)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Lease Revenue (43500-4310)	-164	-154	-155	-155	-	-	-155	-155	-155	-155
PM - Cost Recovery (multiple)	-380	-458	-456	-478	-22	5%	-505	-536	-561	-587
User Fees (multiple)	-73	-108	-61	-61	-	-	-61	-61	-61	-61
Total Revenue	-617	-720	-672	-694	-22	3%	-720	-752	-777	-803
Expense										
Burden (Salaries) (42000-5100)	-50	-11	26	-	-26	-100%	-	-	-	-
Contract (43200-7007)	3	5	8	8	-	-	8	8	8	8
Maintenance (multiple)	1,789	2,100	1,991	2,090	99	5%	2,212	2,359	2,475	2,594
Other Outside Services (10000-7051)	55	109	126	146	20	16%	126	126	126	126
SS Allocation (43500-5425)	357	446	401	435	34	9%	450	466	480	495
Utilities (43500-6500)	1	-	-	-	-	-	-	-	-	-
Total Expense	2,155	2,649	2,552	2,679	127	5%	2,795	2,957	3,088	3,221
TOTAL PARKS	1,538	1,929	1,880	1,985	105	6%	2,075	2,206	2,311	2,419

Comments:

- Maintenance - General – Includes funding to maintain additional assets from growth.
- Other Outside Services – 2009 budget includes additional security for celebrations and events in the community.
- 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)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expense										
Insurance (11000-6210)	12	13	35	37	2	6%	37	37	37	37
Maintenance - Buildings (47700/52000-8060)	353	244	415	252	-163	-39%	252	267	267	267
Salaries (11000-5500)	52	57	49	58	9	18%	60	62	65	67
SS Allocation (11500-5425)	186	234	210	228	18	9%	236	244	251	259
Taxes - Rental Properties (10000/11500-4530)	38	53	55	58	3	5%	60	62	64	67
Total Expense	641	601	764	632	-132	-17%	645	673	684	697
TOTAL FACILITIES	641	601	764	632	-132	-17%	645	673	684	697
INFRASTRUCTURE										
	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Expense										
Infrastructure (multiple)	116	130	107	63	-44	-41%	115	115	115	115
Lifecycle (multiple)	317	443	382	463	81	21%	484	510	511	512
Total Expense	433	573	489	526	37	8%	599	625	626	627
TOTAL INFRASTRUCTURE	433	573	489	526	37	8%	599	625	626	627

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 – 2008 budget contained operating costs for the Randy Herman Public Safety Building; those costs are now reported in Police Services.
- Salaries – The 2009 increase in budget is due to reclassifications; the balance is in line with the wage and benefit cost contingency.
- 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 – Library

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Lease Revenue (47200-4310)	-6	-6	-	-	-	-	-	-	-	-
Rentals (47200-4500)	-1	-1	-2	-2	-	-	-2	-2	-2	-2
Total Revenue	-7	-7	-2	-2	-	-	-2	-2	-2	-2
Expense										
Contract (47200-7007)	2,068	2,112	2,112	2,218	106	5%	2,329	2,445	2,568	2,722
Maintenance - Buildings (47200-8060)	163	181	155	156	1	-	156	156	156	156
Operating Capital (47200-9050)	-	8	6	6	-	-	6	6	6	6
SS Allocation (47200-5425)	34	42	38	41	3	9%	43	44	46	47
Total Expense	2,265	2,343	2,311	2,422	110	5%	2,534	2,652	2,775	2,931
TOTAL LIBRARY	2,258	2,336	2,309	2,420	110	5%	2,532	2,650	2,773	2,929

Financial Plan – Cemetery

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Fees (52100-4220)	-111	-122	-129	-129	-	-	-129	-129	-129	-129
Plots (52100-4450)	-71	-100	-129	-192	-63	49%	-192	-192	-192	-192
Recovery - Other (52100-4372)	-27	-31	-14	-14	-	-	-14	-14	-14	-14
Total Revenue	-209	-253	-272	-335	-63	23%	-335	-335	-335	-335
Expense										
Maintenance - General (52100-8056)	169	182	175	181	6	4%	188	194	200	206
Purchases (52100-7380)	5	4	10	10	-	-	10	10	10	10
SS Allocation (52100-5425)	42	53	48	52	4	8%	54	55	57	59
Total Expense	216	239	233	243	10	4%	251	260	268	275
TOTAL CEMETERY	7	-14	-39	-92	-53	136%	-84	-75	-68	-60

Comments:

- Plots – Plot fees were increased to fund debt payments associated with borrowing to expand the cemetery. Debt payments are shown in Fiscal Services.



Services Provided

The Recreation Department operates public facilities and a broad range of recreation programs and services in collaboration with community organizations and agencies, including the School District, not for profit groups, and the business community. Facilities include multi-use fitness and aquatic centres, seniors' recreation centre, ice arenas, library, arts centre and theatre, community halls and curling club. Programs include drop-in or pre-registered aquatic, fitness, skating, aerobic and others. Services include scheduling of ice and sport fields; recruitment, training and celebration of volunteers; support for the development of festivals; and community planning tables for sport and activity initiatives. 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.

2009 Workplan Emphasis

Work with community includes development of a steering committee and criteria to implement a public art policy; development of a senior's inter-agency network; implementation of an Age-Friendly Community audit; development of recommendations related to the implementation of Universal Design Guidelines; collaboration with community partners to evolve and host volunteer recruitment, support and appreciation initiatives as well as the launch of a new volunteer software and training program; support for a wide range and number of events and festivals and tourism initiatives; and a review of the festival grant policy to integrate the concept of sustainability.

Recreation and sport initiatives include establishing a Sport Council among sport service providers; the development of a Sport Tourism Strategy; the development of an Active Transportation Plan, development of a program to support transitional health initiatives; and pursuit of grant opportunities related to these projects. A stakeholder consultation process will take place following the acquisition of Pitt Meadows Arena, including the establishment of a steering committee to input criteria toward design upgrades and the selection of a long-term operator through an RFP process.

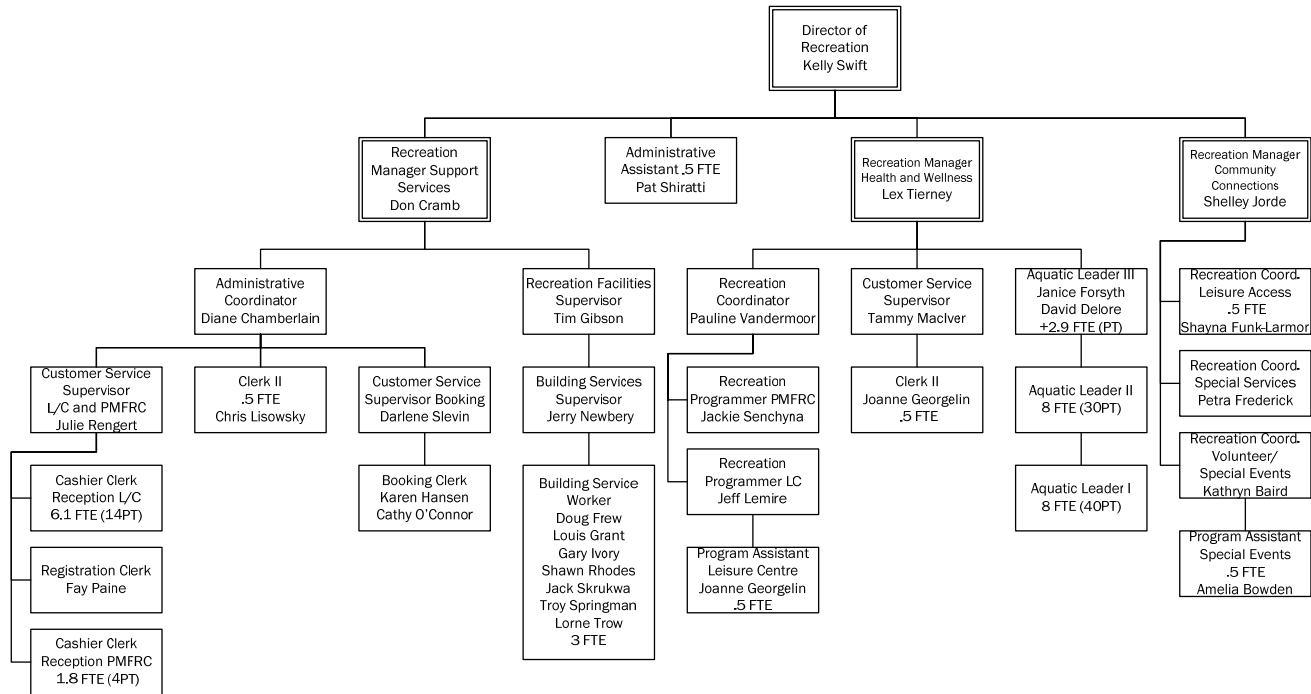
Facility based goals include projects that reduce the carbon footprint of recreation facilities such as boiler replacements in the Leisure Centre and other green initiatives; aesthetic improvements that improve customer experiences such as locker replacements, change-room cleanliness and washroom upgrades; a facility space audit for the Pitt Meadows Family Recreation Centre; the development of a comprehensive facility based safety, maintenance and training program; planning for the development of the South Bonson Community Centre; and technology upgrades for CLASS registration systems and installation of an admission gate at the Leisure Centre. A first-time marketing strategy for recreation services will also be developed following a customer consultation and research process.

Performance Measurement (Appendix C)

- Create a community culture where active living is part of daily life
- Increase participation of those not currently involved in leisure activities due to financial barriers
- Ensure appropriate services are available for present and future customers and citizens to live healthy lifestyles
- Support and promote citizen volunteer participation as a valuable leisure and recreation activity
- Promote independence and a sense of responsibility for the delivery of leisure services by community groups



Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Director of Recreation	-	-	-	-	0.1	1.0	1.0	1.0	1.0	1.0
Manager Marketing & Customer Serv	1.0	0.7	1.0	1.0	0.9	-	-	-	-	-
Recreation Mgr Community Connections	1.0	1.0	1.0	1.0	1.0	1.0	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
Recreation Manager Support Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Coordinator - Rec	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Recreation Coordinator	3.4	3.5	3.5	3.6	4.0	4.2	3.3	3.4	3.4	3.4
Recreation Facility Supervisor	-	-	-	-	-	-	0.6	1.0	1.0	1.0
Technical Support Supervisor	1.0	1.0	0.9	1.0	0.5	1.0	-	-	-	-
Office Supervisor	1.0	1.0	0.5	-	-	-	-	-	-	-
Aquatic Leader III	4.7	4.6	5.1	4.9	4.9	4.2	3.4	3.8	3.8	3.8
Recreation Programmer	0.8	0.2	1.0	1.4	1.0	1.9	2.0	2.0	2.0	2.0
Administrative Assistant	-	-	-	1.0	1.0	0.8	1.5	0.5	0.5	0.5
Building Services Supervisor	-	0.9	1.0	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	3.0
Working Supervisor Bldg Serv.	1.1	1.1	1.0	1.0	-	-	-	-	-	-
Booking Clerk	2.0	2.0	1.8	1.7	1.4	1.8	2.0	2.0	2.0	2.0
Program Assistant	0.2	0.7	0.6	-	-	0.1	0.6	1.0	1.0	1.0
Clerk II	1.9	1.8	1.6	0.3	-	0.7	0.7	0.8	0.8	0.8
Cashier Clerk Receptionist	9.2	8.9	8.6	8.1	8.1	8.6	8.3	7.0	7.0	7.0
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	12.2	10.7	9.5	8.8	7.1	9.1	9.2	10.4	10.4	10.4
Aquatic Leader I	5.7	5.3	6.0	6.7	8.6	6.8	8.0	6.1	6.1	6.1
Building Service Worker	10.1	9.9	10.4	10.4	11.3	10.9	11.6	11.5	11.7	11.7
Other	0.7	-	-	-	0.3	-	-	-	-	-
Full-Time Equivalent	58.7	56.3	57.3	57.7	56.7	58.9	61.2	59.6	59.8	59.8

Contract staff are not represented.

CDPR – RECREATION



The base budgets for 2009-2013 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Leisure Centre

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Admin Fee (47500-4100)	-	-8	-8	-9	-1	6%	-9	-9	-9	-9
Admissions (47500-4110/4111)	-799	-839	-786	-786	-	-	-786	-786	-786	-787
Lease Revenue (47500-4310)	-82	-78	-67	-67	-	-	-67	-67	-67	-67
Lessons / Program Fees (47500-4320)	-319	-354	-310	-310	-	-	-310	-310	-310	-310
Miscellaneous Income (47500-4390)	-5	-15	-3	-9	-6	200%	-9	-9	-9	-9
PM - Cost Recovery (47500-4236)	-267	-329	-347	-358	-11	3%	-376	-396	-412	-430
Programs (multiple)	-256	-241	-287	-287	-	-	-287	-287	-287	-287
Recovery - Other (47500-4372)	-	-20	-	-	-	-	-	-	-	-
Rentals (multiple)	-68	-71	-82	-77	5	-7%	-77	-77	-77	-77
Total Revenue	-1,796	-1,955	-1,890	-1,902	-12	1%	-1,921	-1,940	-1,957	-1,975
Expense										
Cost of Goods Sold (47500-7300)	4	8	-	6	6	-	6	6	6	6
Miscellaneous (47500-6275)	-4	-	-	-	-	-	-	-	-	-
Non-Productive Time (47550-5800)	31	28	38	39	1	2%	40	41	42	43
Program Costs (multiple)	337	366	376	388	12	3%	391	394	397	400
Programs - Emergency Services (47500-6328)	76	74	67	67	-	-	69	71	73	75
Publicity & Promotions (47500-6330)	-	62	73	73	-	-	73	73	73	73
SS Allocation (47500-5425)	262	388	348	378	30	9%	391	405	417	429
Supplies (multiple)	73	82	70	69	-1	-1%	69	69	69	69
Taxes - Rental Properties (47500-4530)	10	-	3	-	-3	-100%	-	-	-	-
Wages (multiple)	1,183	1,210	1,272	1,195	-77	-6%	1,242	1,293	1,336	1,382
Total Expense	1,972	2,218	2,247	2,215	-32	-1%	2,282	2,353	2,413	2,478
TOTAL LEISURE CENTRE	176	263	357	313	-44	-12%	361	412	456	503

Comments:

- SS Allocation – The Support Services area, which is shown under the heading CDPR Support, increased in cost. The Support Services costs are allocated out to each area in Community Development Parks & Recreation Services.
- Wages – Decreased when a position was transferred into CDPR Support.

Financial Plan – Seniors

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Lease Revenue (47300-4310)	-20	-20	-20	-20	-	-	-20	-20	-20	-20
PM - Cost Recovery (47300-4236)	-34	-41	-39	-45	-6	16%	-49	-50	-51	-52
Total Revenue	-54	-61	-59	-65	-6	10%	-69	-70	-71	-72
Expense										
Contract (45010/47300-7007)	167	181	170	200	30	18%	204	207	211	214
Maintenance - General (47300-8056)	-	-	-	-	-	-	14	15	15	16
SS Allocation (47300-5425)	34	53	48	52	4	8%	54	55	57	59
Total Expense	201	234	218	252	34	16%	272	278	283	289
TOTAL SENIORS	147	173	159	187	28	18%	203	207	212	217

Comments:

- Contract – The 2009 increase reflects a fee for service agreement with the Pitt Meadows Senior's Pavilion.

CDPR – RECREATION



Financial Plan – Outdoor Pools

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Admissions (47400/47410-4110)	-24	-19	-33	-33	-	-	-33	-33	-33	-33
Lessons / Program Fees (47400-4320)	-6	-8	-	-	-	-	-	-	-	-
PM - Cost Recovery (47410-4236)	-18	-21	-20	-20	-	-	-20	-21	-22	-23
Total Revenue	-48	-48	-52	-52	-	-	-53	-54	-54	-55
Expense										
Maintenance - General (47400/47410-8056)	37	48	39	39	-	-	39	40	40	40
Program Costs (47410-6325)	29	24	28	25	-3	-12%	26	27	28	29
Salaries (47410-5500)	1	1	2	2	-	-	2	2	2	2
SS Allocation (47400-5425)	34	42	38	41	3	9%	43	44	46	47
Utilities (47410-6500)	-	-	1	1	-	-	1	1	1	1
Wages (47410-5600)	22	23	27	26	-1	-5%	27	28	29	30
Total Expense	123	138	135	134	-1	-1%	138	142	145	148
TOTAL OUTDOOR POOLS	75	90	83	82	-1	-1%	85	88	90	93

Financial Plan – Heritage

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Admissions (48000-4110)	-	-	-2	-2	-	-	-2	-2	-2	-2
PM - Cost Recovery (48000-4236)	-32	-40	-41	-46	-5	12%	-50	-51	-52	-53
Total Revenue	-32	-40	-43	-48	-5	12%	-52	-53	-54	-55
Expense										
Contract (48000-7007)	117	155	155	179	24	16%	198	202	206	210
Maintenance - General (48000-8056)	10	16	9	9	-	-	9	9	9	9
Maintenance - Grounds (48000/48010-8065)	23	15	25	24	-1	-3%	24	24	24	24
SS Allocation (48000-5425)	17	27	24	26	2	8%	27	28	29	29
Total Expense	167	213	213	239	26	12%	258	263	268	273
TOTAL HERITAGE	135	173	170	190	20	12%	206	210	214	218

Comments:

- Contract – The 2009 budget increase is from increased funding to the Maple Ridge Historic Society and the Pitt Meadows Heritage and Museum Society.

Financial Plan – Arts

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Lease Revenue (47700-4310)	-80	-80	-80	-80	-	-	-80	-80	-80	-80
PM - Cost Recovery (47700-4236)	-99	-108	-102	-108	-6	6%	-111	-114	-116	-119
Total Revenue	-179	-188	-182	-188	-6	3%	-191	-194	-196	-199
Expense										
Contract (multiple)	544	558	555	592	37	7%	608	625	636	648
Maintenance - General (47700-8056)	9	8	6	6	-	-	7	7	7	7
SS Allocation (47700-5425)	51	74	67	73	6	8%	75	78	80	82
Total Expense	604	640	628	671	42	7%	690	709	723	737
TOTAL ARTS	425	452	446	482	36	8%	499	516	527	538

Comments:

- Contract – At the time that the budget was being adopted, the contract was still being renegotiated.

CDPR – RECREATION



Financial Plan – Pitt Meadows Heritage Hall

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Admissions (47610-4110)	-30	-27	-24	-24	-	-	-24	-24	-24	-24
PM - Cost Recovery (41210-4236)	-18	-20	-26	-27	-1	5%	-28	-29	-30	-31
Total Revenue	-48	-47	-50	-51	-1	2%	-52	-53	-54	-55
Expense										
Maintenance - Buildings (47010-8060)	90	86	114	116	2	2%	119	123	126	129
SS Allocation (47610-5425)	34	48	43	47	4	8%	48	50	51	53
Utilities (47610-6500)	1	1	1	1	-	-	1	1	1	1
Total Expense	125	135	158	164	6	4%	169	174	178	183
TOTAL PM HERITAGE HALL	77	88	108	113	5	4%	117	121	124	128

Financial Plan – Arenas

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Admissions (multiple)	-32	-35	-25	-31	-6	24%	-31	-31	-31	-31
Lease Revenue (47010/47100-4310)	-32	-	-27	-27	-	-	-27	-27	-27	-27
Lessons / Program Fees (47010/47600-4320)	-60	-64	-41	-58	-17	40%	-58	-58	-58	-58
PM - Cost Recovery (47100/47600-4236)	-93	-130	-102	-113	-11	11%	-114	-114	-115	-115
Programs - Special Events (47010-4324/4325)	-6	-964	-	-	-	-	-	-	-	-
Rentals (multiple)	-152	-208	-181	-181	-	-	-181	-181	-181	-181
Total Revenue	-375	-1,401	-375	-409	-34	9%	-409	-410	-410	-411
Expense										
Lease Expense (47010-6230)	-	79	68	68	-	-	68	68	68	68
Maintenance - General (47100/47600-8056)	28	6	-	-	-	-	-	-	-	-
Program Costs (multiple)	664	663	651	723	72	11%	723	723	723	723
Programs - Emergency Services (47010-6328)	-	1,071	-	-	-	-	-	-	-	-
SS Allocation (47100/47600-5425)	51	74	67	73	6	8%	75	78	80	82
Supplies (47000/47600-6300)	6	10	11	13	2	18%	13	13	13	13
Total Expense	749	1,903	797	877	80	10%	880	882	885	887
TOTAL ARENAS	374	502	422	468	46	11%	470	472	474	476

Comments:

- Revenues and costs associated with the arena in Pitt Meadows are not yet known and will be updated in future financial plans.

Financial Plan – Pitt Meadows Family Rec Centre

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Admissions (41250-4110)	-2	-	-	-	-	-	-	-	-	-
Fees (41250-4220)	-1	-2	-3	-3	-	-	-3	-3	-3	-3
Lease Revenue (41250-4310)	-31	-26	-32	-18	14	-43%	-18	-18	-18	-18
PM - Cost Recovery (41250-4236)	-97	-130	-109	-119	-10	9%	-123	-127	-131	-135
Program Fees (41250-4231)	-52	-68	-46	-50	-4	9%	-50	-50	-50	-50
Program Fees (46550-4230)	-	-	-	-	-	-	-10	-10	-10	-10
Programs (41250-4322)	-70	-75	-79	-79	-	-	-79	-79	-79	-79
Rentals (41250-4501/4502)	-19	-26	-17	-16	1	-4%	-16	-16	-16	-16
Rentals (46500/46550-4500)	-28	-28	-29	-29	-	-	-72	-72	-72	-72
Total Revenue	-300	-355	-315	-314	1	-	-372	-376	-380	-384
Expense										
Contract (46500-7007)	13	13	15	15	-	-	15	15	15	15
Maintenance - Buildings (46550-8060)	-	-	-	16	16	-	57	57	57	57
Maintenance - General (multiple)	173	215	164	167	3	2%	172	177	180	185
Program Costs (multiple)	103	105	112	123	11	9%	180	181	183	184
Salaries (41250-5500/5503)	72	113	143	148	5	3%	154	160	166	171
SS Allocation (41250-5425)	203	303	272	295	23	9%	306	316	325	335
Supplies (multiple)	20	21	24	24	-	-	24	24	24	24
Wages (46550-5600)	-	-	-	4	4	-	80	80	80	80
Utilities (46500-6500)	2	2	11	11	-	-	11	11	11	11
Wages (41250-5601/5602)	21	23	-	-	-	-	-	-	-	-
Total Expense	607	795	741	803	61	8%	998	1,021	1,041	1,062
TOTAL PMFRC	307	440	427	489	62	15%	626	645	661	678

Comments:

- Lease – There is a decrease in revenue because a portion of space currently leased will be converted into space for municipal use.

Financial Plan – Special Events

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Miscellaneous Income (45030-4390)	-4	-1	-	-	-	-	-	-	-	-
PM - Cost Recovery (45030-4236)	-19	-32	-32	-38	-6	18%	-53	-53	-53	-54
Prov. Grant (Conditional) (45030-4252)	-1	-2	-	-	-	-	-	-	-	-
Total Revenue	-24	-35	-32	-38	-6	18%	-53	-53	-53	-54
Expense										
Salaries (45030-5500)	-	-	-	-	-	-	-	-	-	-
Software Maintenance (41100-7070)	2	-	3	3	-	-	3	3	3	3
Special Events (45030-6360)	54	97	98	94	-4	-4%	49	49	49	49
SS Allocation (45030-5425)	51	74	67	73	6	8%	75	78	80	82
Total Expense	107	171	168	170	2	1%	128	131	133	135
TOTAL SPECIAL EVENTS	83	136	136	133	-4	-3%	75	77	79	81

CDPR – RECREATION



Financial Plan – Special Services

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Lessons / Program Fees (45010/45015-4320)	-39	-44	-40	-40	-	-	-40	-40	-40	-40
Other Grant (Conditional) (45015-4258)	-	-33	-	-	-	-	-	-	-	-
PM - Cost Recovery (45010-4236)	-40	-54	-55	-57	-2	4%	-59	-61	-63	-65
Prov. Grant (Conditional) (45010-4252)	-34	-28	-33	-34	-1	2%	-34	-34	-34	-34
Total Revenue	-113	-159	-128	-131	-3	2%	-133	-135	-137	-139
Expense										
Program Costs (45015-6325/6326)	40	67	53	41	-12	-22%	41	41	41	41
Programs - Subsidized Admiss. (45015-6329)	1	2	13	13	-	-	13	13	13	13
Salaries (multiple)	151	200	189	195	6	3%	203	211	217	225
SS Allocation (45010-5425)	51	74	67	73	6	8%	75	78	80	82
Supplies (multiple)	4	7	3	15	12	390%	15	15	15	15
Wages (45010/45015-5600)	37	42	33	32	-1	-3%	32	32	32	32
Total Expense	284	392	358	369	11	3%	379	390	399	408
TOTAL SPECIAL SERVICES	171	233	230	238	8	3%	246	254	262	269

Comments:

- Program Costs, Supplies – Program costs have been reallocated to supplies.

Financial Plan – Community Recreation

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Admin Fee (46000-4100)	-9	-	-	-	-	-	-	-	-	-
Admissions (46005/47010-4110)	-56	-	-	-	-	-	-	-	-	-
Other Grant (Conditional) (46000-4258)	-11	-	-	-	-	-	-	-	-	-
PM - Cost Recovery (46000-4236)	-65	-7	-7	-	7	-100%	-	-	-	-
Recovery - Other (46000-4372)	-4	-	-	-	-	-	-	-	-	-
Total Revenue	-145	-7	-7	-	7	-100%	-	-	-	-
Expense										
Miscellaneous (multiple)	61	2	-	-	-	-	-	-	-	-
Program Costs (46000-6325)	-	-	-	-	-	-	-	-	-	-
Publicity & Promotions (46000/46005-6330)	58	28	38	-	-38	-100%	-	-	-	-
Salaries (multiple)	145	-	-	-	-	-	-	-	-	-
SS Allocation (46000-5425)	152	-	-	-	-	-	-	-	-	-
Total Expense	416	30	38	-	-38	-100%	-	-	-	-
TOTAL COMMUNITY REC	271	23	31	-	-31	-100%	-	-	-	-

Comments:

- This entire area has been reallocated.



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 Management Committee is chaired by the Emergency Program Coordinators and is comprised of a Chief Administrative Officers (CAO) per community, the Emergency Program Assistant and other members as appointed by the CAOs.

The 2009 Emergency Management Committee is comprised of two Chief Administration Officers, Emergency Program Coordinators and Fire Chiefs. One General Manager of Community Development and Parks and Recreation, one Director of Operations and Development Services and one Emergency Program Assistant.

The Emergency Program Coordinators are responsible for planning and developing the EPC BCERMS Program. They also provide input into the coordination of JMPEP initiatives with each Municipality. In addition to the Emergency Management Committee, representatives from the Municipal Departments and Volunteers Services are involved. Meetings and training of the Emergency Management Committee are held on a regular basis jointly and separately. An Emergency Program Manual is kept updated and distributed to the appropriate departments within the municipalities.

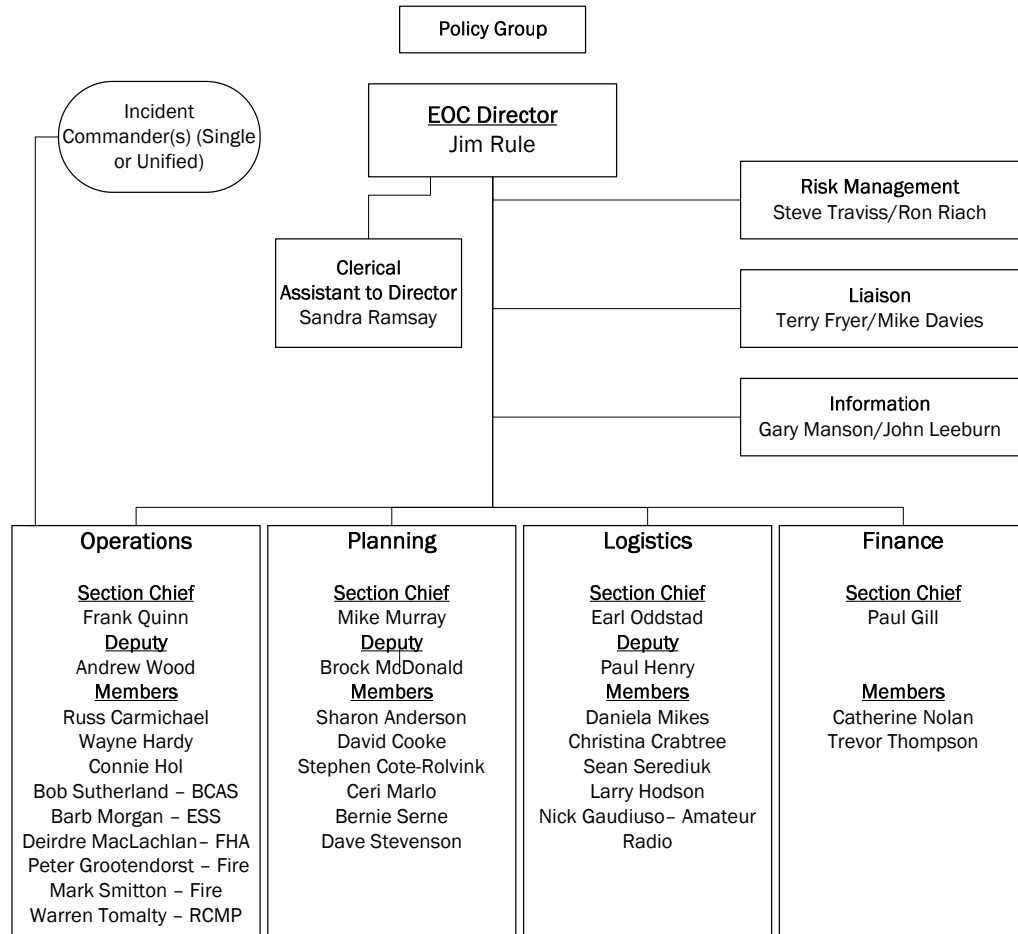
2009 Workplan Emphasis

We will continue to present the public education program to ensure residents are prepared to cope with an emergency event. We will continue developing a comprehensive Emergency Recovery Plan to include specific responses such as fire, flood, and storms. We will provide the opportunity for Municipal staff, Council and ESS Volunteers to be trained in the BC Emergency Response Management System to enable them to respond in a united and consistent format as all of BC. We will continue to recruit new volunteers to assist in ESS activations. We will perform a Critical Infrastructure Analysis, update the Municipal website to include current information on emergency response, and develop an in-house phase one contingency plan for a pandemic.

Performance Measurement (Appendix C)

- Ensure adequate commitment to Municipal Emergency Program staff and volunteer development

Organization Chart



The base budgets for 2009-2013 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)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
PM - Cost Recovery (23000-4236)	-	-11	-12	-12	-	-	-13	-13	-14	-14
Prov. Grant (Conditional) (multiple)	-11	-25	-9	-5	4	-44%	-5	-5	-5	-5
Recovery - Other (23000-4372)	-2	-	-	-	-	-	-	-	-	-
Total Revenue	-13	-36	-21	-17	4	-19%	-18	-18	-19	-19
Expense										
Conventions & Conferences (23000-6051)	2	1	3	3	-	-	3	3	3	3
Program Costs (23000-6325/6326)	72	80	59	58	-1	-2%	49	50	51	52
Salaries (23000-5500)	54	60	61	63	2	3%	65	68	70	73
SS Allocation (23000-5425)	17	21	19	21	2	9%	21	22	23	24
Total Expense	145	162	142	144	2	1%	138	143	147	151
TOTAL EMERGENCY	132	126	121	127	6	5%	121	125	128	132

The Corporate & Financial Services Division (CFS) guides the District's activities from financial, governance and technology perspectives, and provides support to the Police and Fire Departments. A brief summary of some of the 2008 accomplishments in the division are shown below, followed by the business context relevant to the 2009-2013 planning period.

The subsequent pages in the CFS section will provide some information on the departments reporting to this division, including staffing, 2009 Workplan highlights and budgets. The departments within this section are CFS Administration, Clerk's, Finance, Information Services, Fire, and Police.

Select Division 2008 Accomplishments

- Worked with the RCMP to pilot the Community Safety Officer program in our community.
- Provided performance measurement results to Council and public in a timely fashion.
- Increased website content with a view to reducing telephone calls and counter enquiries.
- Conducted systematic fees and charges reviews for Planning, Parks & Leisure Services and Development Cost Charges.
- Commenced the renovation and addition to Fire Hall 1 and designed and tendered the replacement of three fire trucks.
- Continued implementation of the Fire Department Master Plan including the hiring of six additional firefighters.
- Purchased a Sprinkler Protection Trailer and Interface Initial Attack Trailer.
- Recruited and trained an additional 12 paid-on-call firefighters.
- Negotiated first International Association of Fire Fighters Collective Agreement.
- Conducted new Cadets Panel interviews and developmental training.
- Continued work on the Drug Awareness Resistance Education program (DARE) in local elementary school involving 28 Auxiliary Constables.
- Supported the position of By-Law/RCMP Liaison Officer to facilitate a collaborative working relationship.
- Formed a Detachment "Grow Operation" Team which has enabled the Detachment to respond quickly and efficiently to grow operations without decreasing on-road resources.
- Worked cooperatively with volunteers such as Citizen's On Patrol, Bike Patrol, Speed Watch, Block Watch.

- Utilized the ICBC Bait Car Program with several successes.
- Continued partnership with the Youth Diversion Program with a noticeable reduction in youth recidivism.
- Successfully conducted the Local Government Election after establishing a "Get Out the Vote" campaign.
- Collaborated with Information Services to develop a plan to introduce a standard document management system.
- Obtained elector approval for five Loan Authorization Bylaws
- Completed the purchase of properties for District needs for parks, roads and trails.
- Completed implementation of the new Tax and Utility software and continued implementation of the Tangible Capital Assets accounting.
- Continued Investment Portfolio Management and reviewed the financial components of contracts.
- Implemented the long-term Financial Sustainability Plan.
- Successfully migrated the Capital Program administration from Engineering to the Finance Department.
- Implemented a succession plan in the Information Services Department.
- Made several improvements to operating systems and equipment including; a new SUN Solaris operating system, a new taxation management system, installed new printers and photocopiers, and implemented AMANDA property system improvements.

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 whose eventual retirement will mean a 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?



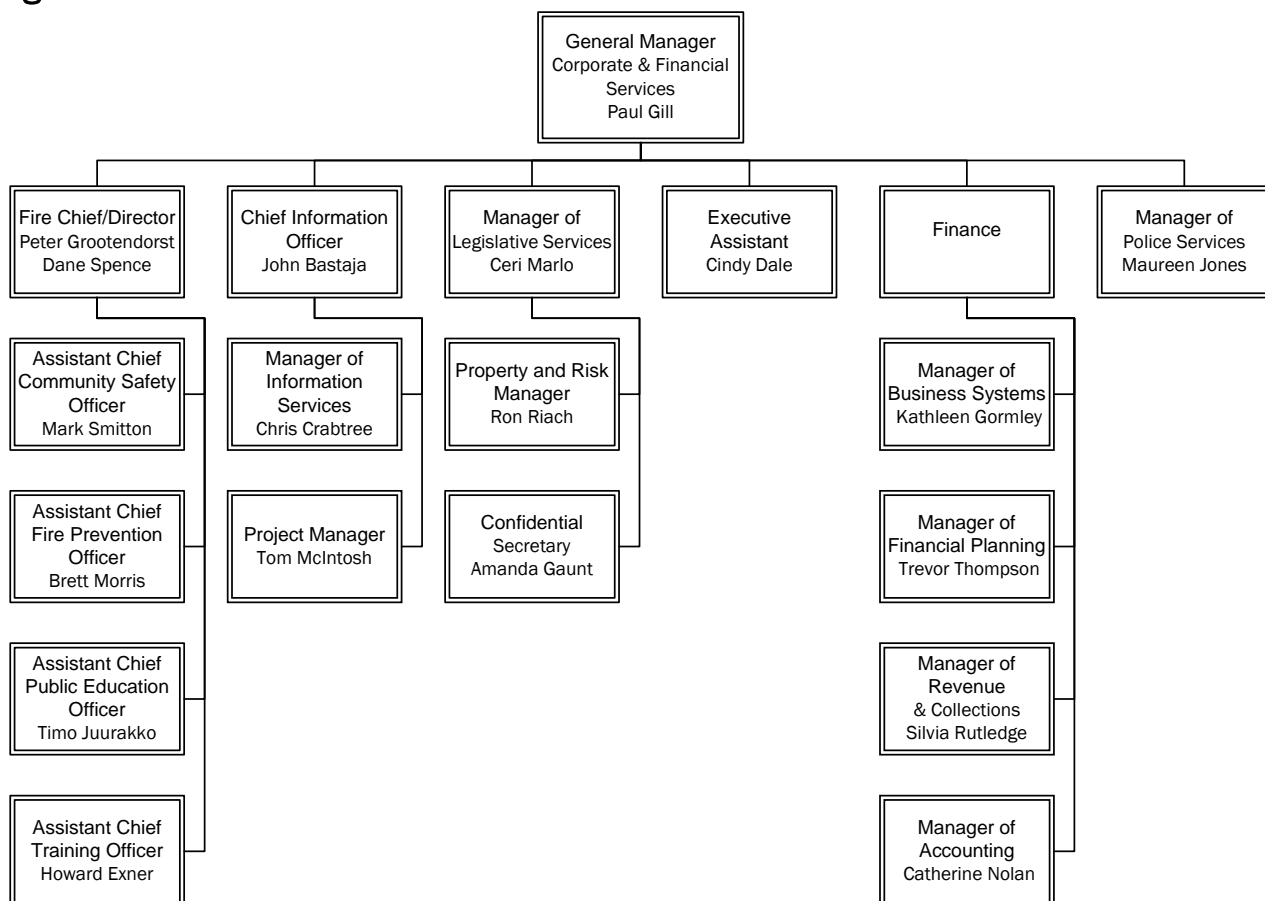
Services Provided

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.

2009 Workplan Emphasis

We will evolve our Business Planning process to make sure it continues to meet our needs including improved performance reporting. We will provide Council with information in a systematic manner to assist in their decision making. We will assist the Fire Department in the roll out of the Master Plan, with particular attention to our funding capacity. We will provide both the RCMP and Police Services with municipal support and assistance on financial matters as well as assist in RCMP contract negotiations.

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 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
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	0.7	0.5	0.5	0.5	0.8	1.0	1.0	1.0	1.0
Full-Time Equivalent	2.0	1.7	1.5	1.5	1.5	1.8	2.0	2.0	2.0	2.0

The base budgets for 2009-2013 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)

Expense	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Expense										
Conventions & Conferences (12000-6051)	11	18	25	25	-	-	25	25	25	25
Legal (41000-7030)	21	12	-	-	-	-	-	-	-	-
Memberships (12000-6270)	2	2	2	1	-1	-52%	1	1	1	1
Miscellaneous (12100-6275)	1	1	2	2	-	-	2	2	2	2
Salaries (12000-5500)	266	197	163	246	83	51%	248	360	412	464
Total Expense	301	230	191	273	82	43%	275	388	439	491

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 2009 increase in budget includes divisional growth funding of \$75,000 the balance is in line with the wage and benefit cost contingency. Comparing to 2008, 2009 to 2013 respectively, \$75,000, \$70,000, \$175,000, \$220,000, and \$265,000 is included to address costs associated with growth.



Services Provided

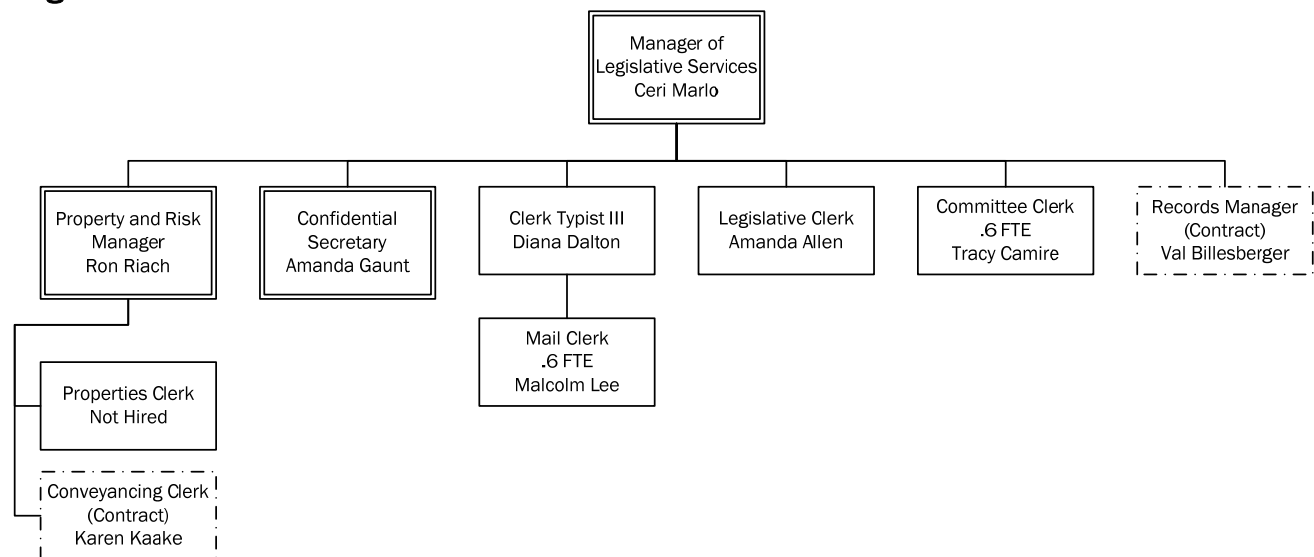
The Clerk's Department is responsible for supporting the legislative matters and decisions of Council, including agenda preparation, recording of official minutes, administration and certification of bylaws, and the execution of all legal documentation. The Department is the liaison between the District's 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 administers 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 tax-

payer, 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.

2009 Workplan Emphasis

We will provide resources and training for our newly elected Council and develop policy and process for review of policies by Council during each term of office. We will increase the use of technology for services to Advisory Committees and standardize the use of the LGMA classification system for document management for electronic and paper records. We will continue to use data to reduce and transfer risk and review our current insurance provider. We will also review policies for municipal land and roads and develop a database of properties needed for future use (excluding those to be obtained through development).

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Manager of Legislative Services	-	-	-	-	0.0	1.0	1.0	1.0	1.0	1.0
Municipal Clerk	1.0	1.0	1.0	1.0	1.0	-	-	-	-	-
Property and Risk Manager	1.0	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0
Confidential Secretary	1.0	1.0	1.0	1.0	1.0	0.8	1.0	1.0	1.0	1.0
Assistant Municipal Clerk	0.5	-	-	-	-	-	-	-	-	-
Committee Clerk	0.7	0.7	0.4	0.5	0.6	0.5	0.7	0.7	0.7	0.7
Legislative Clerk	-	1.0	1.0	1.1	1.4	1.2	1.4	1.0	1.0	1.0
Clerk II	1.0	0.1	-	-	-	-	-	-	-	-
Clerk Typist III	-	0.7	1.3	1.2	1.0	1.0	1.0	1.0	1.0	1.0
Information Clerk	1.0	0.3	-	-	-	-	-	-	-	-
Mail Clerk	0.3	0.5	0.5	0.6	0.6	0.7	0.8	0.6	0.6	0.6
Properties Clerk	-	-	-	-	-	-	-	0.7	0.7	0.7
Other	-	-	-	-	-	0.2	-	-	-	-
Full-Time Equivalent	6.6	6.3	6.2	6.3	6.5	6.6	6.9	6.9	6.9	6.9

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

CFS – CLERK'S



The base budgets for 2009-2013 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Clerks Department

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Fees (11800/35000-4220)	-45	-150	-140	-142	-2	1%	-142	-142	-142	-142
Lease Revenue (multiple)	-579	-1,437	-1,508	-1,352	156	-10%	-1,376	-1,401	-1,425	-1,429
Rentals (multiple)	-190	-175	-181	-175	6	-4%	-175	-164	-164	-164
Salaries Recovery (14000-5400)	-13	-2	-25	-25	-	-	-25	-25	-25	-25
Total Revenue	-827	-1,764	-1,854	-1,693	161	-9%	-1,718	-1,731	-1,756	-1,760
Expense										
Advertising (12103/13500-6010)	1	9	107	2	-105	-98%	2	77	2	2
Advertising - Recovery (12000-6011)	-4	-3	-4	-4	-	-	-4	-4	-4	-4
Application Fees (12103-4120)	-1	-2	-	-	-	-	-	-	-	-
Audit Fees (11800-7000)	3	5	-	-	-	-	-	-	-	-
Coffee / Etc. (12101-6040)	31	29	27	27	-	-	27	27	27	27
Consulting (12103-7005)	-	18	-	-	-	-	-	-	-	-
Contract (13500-7007)	-	52	-	-	-	-	-	-	-	-
Copying (12103-6095)	31	44	37	37	-	-	37	37	37	37
Insurance (multiple)	673	694	805	790	-15	-2%	795	802	808	815
Insurance Recovery (12101-6209)	-314	-325	-374	-416	-42	11%	-422	-429	-435	-442
Insurance-Adj Fee / Deductible (14000-6211)	-65	26	25	25	-	-	25	25	25	25
Legal (12000/12103-7030)	88	36	176	226	50	28%	176	176	176	176
Maintenance - Buildings (11800-8060)	134	390	-	373	373	-	373	373	373	373
Maintenance - General (14000-8056)	62	48	41	42	1	1%	42	42	42	42
Memberships (12103-6270)	2	2	2	2	-	-	2	2	2	2
Miscellaneous (12103-6275)	15	3	17	17	-	-	17	17	17	17
Other Outside Services (11800-7051)	-	-	398	-	-398	-100%	-	-	-	-
Overhead - reallocation (12103-6311)	-26	-2	-35	-49	-14	39%	-49	-49	-49	-49
Postage & Courier (12101-6305)	39	51	38	39	1	4%	41	42	43	45
Program Costs (14000-6325)	8	17	13	13	-	-	13	13	13	13
Property Tax Expenses (10000/11800-6310)	-3	-	123	-	-123	-100%	-	-	-	-
Recovery - Professional Fees (53110-7099)	3	2	4	4	-	-	4	4	4	4
Risk Management Expense (12101-6490)	-	-	2	2	-	-	2	2	2	2
Salaries (multiple)	413	467	530	576	46	9%	600	622	642	664
Stationery (12000-6370)	15	20	14	27	13	93%	27	27	27	27
Studies & Projects (12103/14000-6380)	42	44	71	23	-48	-68%	23	23	23	23
Supplies (13500-6300)	-	9	-	-	-	-	-	-	-	-
Taxes - Rental Properties (multiple)	62	66	59	62	3	6%	62	65	58	58
Total Expense	1,209	1,700	2,077	1,818	-258	-12%	1,794	1,896	1,835	1,857
TOTAL CLERKS	382	-64	223	125	-97	-44%	76	165	79	97

Comments:

- Advertising – Election costs occur once every three years.
- Insurance – The cost of insurance has decreased.
- Legal – The budget is centralized in the Clerk's Department. As legal expenses are incurred they are charged to the departments initiating the cost.
- Lease Revenue, Maintenance Buildings, Other Outside Services & Property Tax Expenses – Office tower costs and revenues have been adjusted to better reflect how they are reported.
- Salaries – The increased budget in 2009 is due to reclassifications; the balance is in line with the wage and benefit cost contingency.
- Stationery – The 2009 budget has been updated to reflect actual costs.



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 cashing services. In addition, the Department is responsible for reporting financial matters to the Audit and Finance Committee.

manage our investment portfolio in a manner that maximizes our return without compromise to safety and liquidity and review and as necessary revise corporate financial policies. We will host workshops for Council and staff that will inform and improve the financial management decision-making process. We will issue tax notices, utility bills, licences, etc. by specific dates in the most cost efficient and cost-effective method to the benefit of all stakeholders. We will prepare operating statements, consolidated financial reports, and conduct quarterly financial operating reviews and prepare an analysis of reserve funds/accounts showing fund balances and additional planned transfers. We will prepare a five-year financial plan and develop a financial strategy (model) to better address infrastructure sustainability.

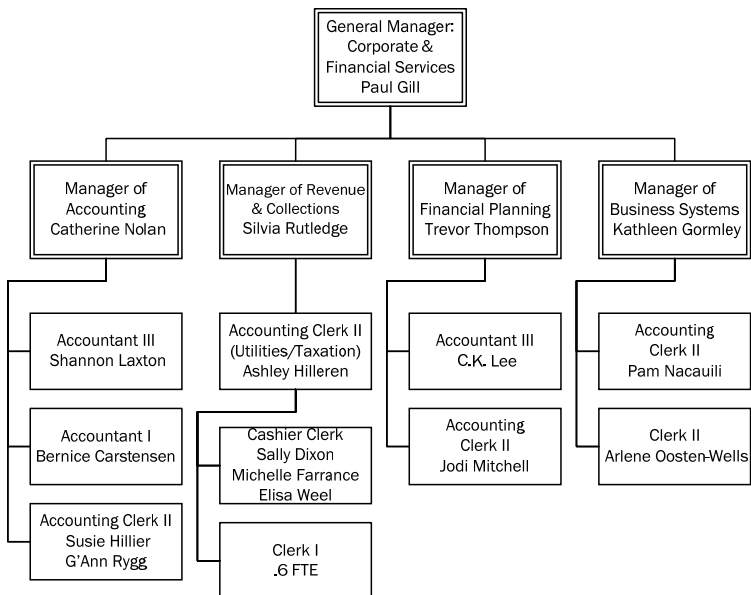
2009 Workplan Emphasis

We will be conducting ongoing reviews of internal control procedures. We will provide published documents that provide a comprehensive and clear overview of the District’s financial performance and resources. We will

Performance Measurement (Appendix C)

- Maximize our return on investment while maintaining safety and liquidity
- Provide high quality municipal services to citizens and customers in a cost-effective and efficient manner

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Director of Finance	1.0	1.0	1.0	1.0	1.0	0.6	-	-	-	-
Senior Finance Manager	1.0	0.3	-	-	-	-	-	-	-	-
Manager of Accounting	-	-	-	-	0.2	1.0	1.0	1.0	1.0	1.0
Manager of Financial Planning	-	-	-	-	0.2	1.0	1.0	1.0	1.0	1.0
Municipal Accountant	1.0	1.0	1.0	1.0	1.0	1.0	0.3	-	-	-
Manager of Business Systems	-	-	-	-	0.2	1.0	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	1.7	1.3	1.6	0.8	0.9	2.0	2.0	2.0	2.0	2.0
Accountant II	1.3	0.9	0.7	-	-	-	-	-	-	-
Accountant I	0.7	-	-	-	-	0.3	1.0	1.0	1.0	1.0
Accounting Clerk - Revenue	-	-	-	-	-	0.6	1.0	1.0	1.0	1.0
Accounting Clerk II	2.1	3.2	4.0	3.9	4.7	4.2	3.6	5.1	5.1	5.1
Cashier Clerk Finance	2.0	2.6	3.0	3.0	2.9	3.2	3.3	3.0	3.0	3.0
Clerk II	2.0	1.9	2.0	2.3	1.4	1.0	1.0	1.0	1.0	1.0
Clerk I	1.0	0.9	0.7	0.7	0.7	0.9	1.1	0.6	0.6	0.6
Full-Time Equivalent	14.7	15.9	16.9	16.5	16.6	17.7	17.3	17.7	17.7	17.7

The base budgets for 2009-2013 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)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Expense										
Advertising (15000-6010)	2	2	4	4	-	-	4	4	4	4
Audit Fees (12210-7000)	75	50	50	50	-	-	50	50	50	50
Memberships (12200-6270)	5	4	6	4	-2	-26%	4	4	4	4
Miscellaneous (12200-6275)	9	10	17	17	-	-	17	17	17	17
Postage & Courier (15000-6305)	19	13	22	22	-	-	22	22	22	22
Recovery - Professional Fees (12210-7099)	-11	-11	-11	-11	-	-	-11	-11	-11	-11
Salaries (multiple)	1,150	1,123	1,479	1,254	-225	-15%	1,316	1,372	1,429	1,474
Salaries Recovery (12210-5400)	-225	-225	-225	-225	-	-	-225	-225	-225	-225
Stationery (12200-6370)	9	4	10	10	-	-	10	10	10	10
Studies & Projects (12200/12210-6380)	5	6	-	5	5	-	5	5	5	5
Total Expense	1,038	976	1,352	1,130	-222	-16%	1,192	1,249	1,305	1,350
Debt										
Debt - Interest (multiple)	2,495	2,437	3,378	4,145	767	23%	4,384	4,448	4,306	4,206
Debt - Principal (multiple)	1,830	1,767	3,808	4,444	636	17%	5,521	6,390	7,074	7,136
Overdraft Interest (12400-9060)	178	184	184	184	-	-	184	184	184	184
Total Debt	4,503	4,388	7,370	8,773	1,403	19%	10,090	11,022	11,564	11,527
TOTAL FINANCE	5,541	5,364	8,722	9,903	1,181	14%	11,282	12,270	12,870	12,877

Comments:

- Salaries – The 2008 budget contains funding committed to meeting the requirements of Tangible Capital Asset reporting.
- Debt – Interest and Principal – The increase is reflective of additional capital projects funded by debt approved in 2008. These include the animal shelter, Firehall, River Road drainage, the bridge at 240 Street and Kanaka Creek and the park/school sites.

Financial Plan – Financial Services -Tax Revenue

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Collections (multiple)	-34,116	-35,320	-35,218	-36,210	-992	3%	-37,201	-38,193	-39,185	-40,177
Grants in Lieu (multiple)	-1,674	-1,739	-1,729	-1,744	-15	1%	-1,779	-1,809	-1,823	-1,823
Local Improvement Program (multiple)	-19	-208	-19	-19	-	-	-19	-19	-19	-19
Parcel Charges - Blue Box (16000-4011)	-645	-694	-705	-737	-32	5%	-778	-816	-856	-898
Parcel Charges - Recycling (16000-4010)	-622	-651	-654	-708	-54	8%	-748	-785	-825	-867
Taxes - General (16000-4000)	-42,624	-46,171	-46,137	-49,677	-3,540	8%	-53,405	-57,359	-61,578	-65,687
Total Revenue	-79,700	-84,783	-84,462	-89,096	-4,634	5%	-93,930	-98,981	-104,287	-109,470
Expense										
Interest Paid on Tax Prepaymnt (16000-4001)	149	127	96	130	34	35%	130	130	130	130
Remittance (multiple)	34,116	35,320	35,218	36,210	992	3%	37,201	38,193	39,185	40,177
Total Expense	34,265	35,447	35,314	36,340	1,026	3%	37,331	38,323	39,315	40,307
TOTAL FIN.SRV-TAX REV	-45,435	-49,336	-49,148	-52,757	-3,608	7%	-56,599	-60,658	-64,972	-69,164

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 a general tax increase of 3%, a further 1% for infrastructure sustainability, and \$600,000 plus growth for the Fire Service Improvement Levy.

Financial Plan – Financial Services -Transfers

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Transfers										
Appropriation of Surplus (10000-9010)	-	3	3	19	16	545%	11	6	5	46
Bad Debts (15000-6026)	2	9	5	5	-	-	5	5	5	5
Bank Charges (12400-6030)	15	19	13	13	-	-	13	13	13	13
Contingency (12400-8099)	16	84	893	55	-838	-94%	146	270	396	577
Contribution from own Reserves (10000/12400-4840)	-6,076	-6,645	-6,678	-6,860	-182	3%	-6,992	-7,513	-7,333	-7,028
Contribution to own Reserves (multiple)	13,792	8,710	7,471	8,087	616	8%	8,590	9,524	10,070	10,672
Contribution to Self-Insurance (12400-9021)	45	45	45	45	-	-	45	45	45	45
Interest Transfers (multiple)	234	272	440	440	-	-	440	440	440	440
Investment Earnings - Res Acct (multiple)	-234	-272	-570	-570	-	-	-570	-570	-570	-570
Purchasing Card Clearing (multiple)	30	16	-	-	-	-	-	-	-	-
Transfer - MRMH (12400-4950)	-10,513	-	-	-	-	-	-	-	-	-
Transfer in from RCP (12400-4841)	-1,491	-3,610	-3,610	-401	3,209	-89%	-132	-165	-	-
Transfer to Capital Funds (multiple)	10,410	1,086	2,991	3,104	113	4%	2,341	2,747	2,568	2,783
Transfers In (multiple)	-232	-158	-181	-1,037	-856	473%	-2,390	-3,386	-3,967	-3,970
Transfers Out (multiple)	1,425	8,557	1,558	894	-664	-43%	1,118	1,167	1,345	1,745
Total Transfers	7,423	8,116	2,380	3,793	1,413	59%	2,623	2,583	3,016	4,758

Comments:

- Transfers are mostly used to fund the capital program.

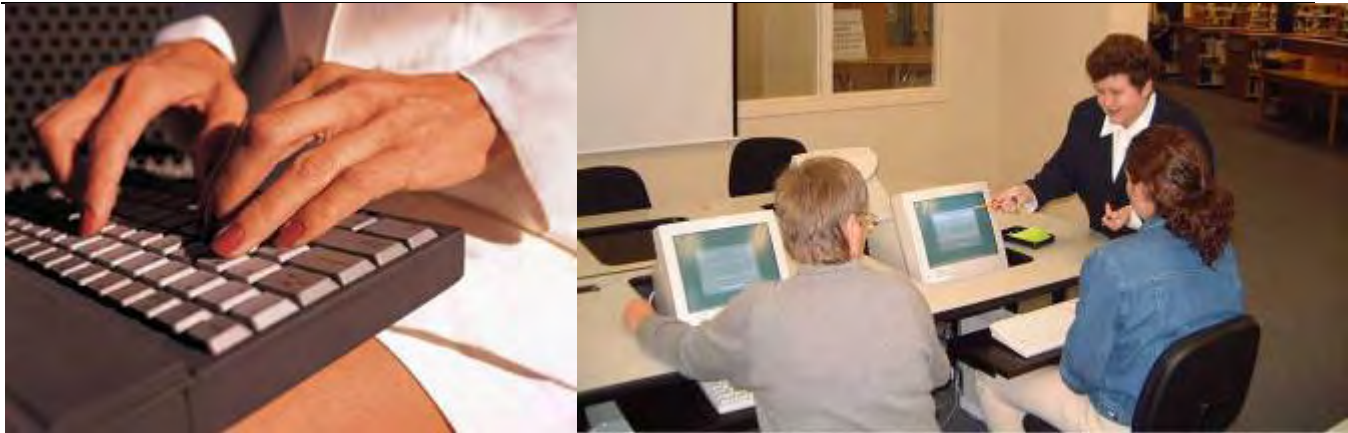
Financial Plan – Financial Services - Other Revenue

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Admin Fee (15000/30000-4100)	-56	-80	-35	-35	-	-	-35	-35	-35	-35
Auction Proceeds (15000-4410)	-14	-18	-20	-20	-	-	-20	-20	-20	-20
Contributions from Others (10000-4820)	-7	-6	-2,584	-2,504	80	-3%	-2,504	-2,504	-2,504	-2,504
Default (multiple)	-	-	1,370	-	-1,370	-100%	-	-	-	-
Discount on Payables (15000-4170)	-9	-9	-8	-8	-	-	-8	-8	-8	-8
Federal Grant (Conditional) (15000-4250)	-5	-	-	-	-	-	-	-	-	-
Gain/Loss - Property 4 Resale (15000-4298)	-9	-500	-	-	-	-	-	-	-	-
Gifts & Donations - Capital (15000-4395)	-505	-100	-	-	-	-	-	-	-	-
Gifts & Donations -Non-Capital (10000/15000-4396)	-133	-	-	-	-	-	-	-	-	-
Information Fees (15000-4280)	-144	-119	-150	-120	30	-20%	-120	-120	-120	-120
Interest (10000/15000-4290)	-180	-199	-200	-200	-	-	-200	-200	-200	-200
Interest - A/R (15000/16000-4291)	2	-1	-1	-1	-	-	-1	-1	-1	-1
Interfund (10000-GRF-1250)	4,026	4,129	-	-	-	-	-	-	-	-
Investment Interest (10000/15000-4295)	-1,532	-2,664	-750	-885	-135	18%	-885	-885	-885	-885
Lease Revenue (10000-4310)	-18	-	-56	-56	-	-	-56	-56	-56	-56
M.F.A. Discharge (12400-4380)	-112	-55	-	-	-	-	-	-	-	-
Miscellaneous Income (15000-4390)	-110	-82	-35	-36	-1	1%	-36	-36	-36	-36
Municipal Plate Fees (15000-4221)	-19	-22	-22	-22	-	-	-22	-22	-22	-22
Prov. Grant (Unconditional) (10000-102-4253)	-926	-941	-925	-942	-17	2%	-942	-942	-942	-942
Surplus (15000-4520)	-1,832	-549	-549	-1,091	-542	99%	-39	-284	-	-300
Tax Penalties (15000-4440)	-438	-526	-465	-485	-20	4%	-505	-505	-505	-505
Transfers In (10000-GRF-4910)	-112	-19	-	-	-	-	-	-	-	-
Total Revenue	-2,133	-1,761	-4,430	-6,404	-1,974	45%	-5,372	-5,617	-5,333	-5,633
TOTAL FIN.SRV-OTHER REV	-2,133	-1,761	-4,430	-6,404	-1,974	45%	-5,372	-5,617	-5,333	-5,633

Comments:

- Contribution from Others – The School District is responsible for 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 market rates, the amount invested, reserve balances and the accounting treatment of interest earnings.
- Surplus – The items that are being funded through accumulated surplus for 2009 include:
 - \$835,000 for downtown improvement
 - \$11,135 for succession planning
 - \$3,357 for growth funding
 - \$50,000 for parks growth
 - \$45,000 for the BC Disability Games
 - \$12,000 for the Business Improvement Area
 - \$75,000 for affordable housing
 - \$10,000 for Emergency Social Services
 - \$50,000 for legal costs (zoning)



Services Provided

Information Services is responsible for managing corporate computer systems and supporting infrastructure. The corporate computer systems include hardware, software, and data resources, but also the governance framework to ensure that investments in information technology continues to provide value to the organization.

2009 Workplan Emphasis

The Department will commence work on the replacement of all Municipal desktop computers, and upgrades to the telephone and cell phone systems.

New software systems planned for implementation this year include: help desk, fleet management, cemetery management, performance reporting, volunteer management, and dog licensing. Existing software systems

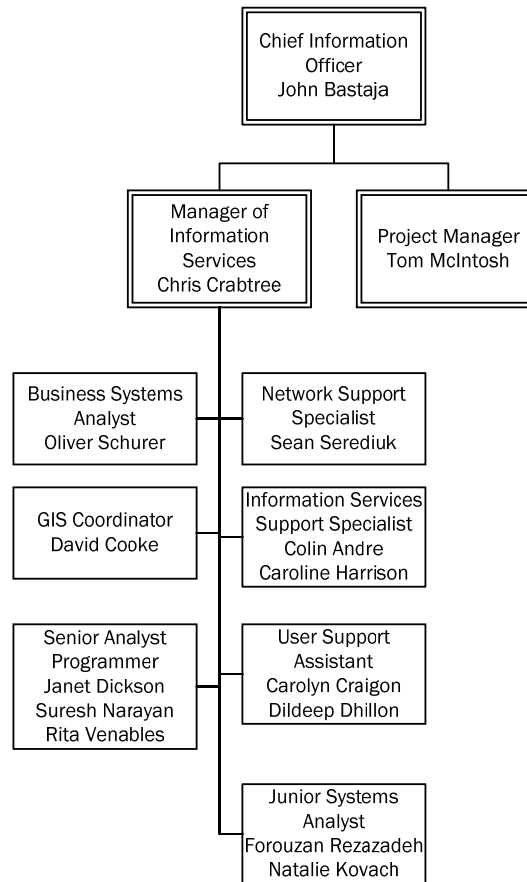
scheduled for upgrades or enhancements include: remote access, web mapping, economic development, the financials system, parks and recreation management, the property system, Human Resources, taxation and billing,

Research and collaborative effort will be spent on developing responses in the document management area, and capital works management field, as well as disaster recovery and project management.

Performance Measurement (Appendix C)

- Ensure citizens and customers have easy access to timely, accurate, and meaningful information regarding District activities and issues
- Provide prompt and effective assistance to information technology users in response to a call for help

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
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 Services	1.0	1.0	0.6	0.7	1.0	1.0	1.0	1.0	1.0	1.0
Project Manager	-	-	1.0	1.0	1.0	1.0	1.0	1.0	0.3	-
Business Systems Analyst	1.0	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	1.0
Network Support Specialist	1.0	1.0	1.0	1.0	1.5	1.7	1.0	1.0	1.0	1.0
Senior Analyst Programmer	2.0	2.0	2.0	2.0	2.3	3.0	3.0	2.5	1.0	1.0
Systems Analyst	2.0	2.0	2.0	1.3	0.7	-	-	0.5	2.0	2.0
Info Services Support Specialist	-	-	-	-	-	-	0.9	2.0	2.0	2.0
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	-	-	-
Junior Systems Analyst	-	-	-	-	-	-	1.5	1.5	1.0	1.0
User Support Assistant	-	-	0.4	0.9	1.1	2.0	1.5	2.0	2.0	2.0
User Support Clerk	1.0	0.7	-	-	-	-	-	-	-	-
Other	1.0	0.7	-	-	-	-	-	-	-	-
Full-Time Equivalents	11.0	12.6	11.9	12.1	12.6	13.2	13.4	14.5	13.3	13.0

The base budgets for 2009-2013 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)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Expense										
Consulting (12310-7005)	38	83	126	32	-94	-75%	32	32	32	32
Desktop Software Maintenance (12310-8031)	25	-	-	-	-	-	-	-	-	-
Equipment Maintenance (12310-8030)	49	35	71	71	-	-	71	71	71	71
Interest Transfers (12300-ERR-9402)	-	-	5	5	-	-	5	5	5	5
Memberships	-	-	0	0	-	-	0	0	0	0
Salaries (12310-5500)	1,097	1,205	1,285	1,278	-7	-1%	1,271	1,291	1,343	1,393
Salaries Recovery (12310-5400)	-160	-185	-295	-250	45	-15%	-250	-254	-248	-270
Software Maintenance (12310-7070)	447	422	478	512	34	7%	493	516	536	556
Supplies (12310-6300)	20	23	12	15	3	25%	15	15	15	15
Training (12320-6400)	6	15	10	10	-	-	10	10	10	10
Transfers Out (12300-ERR-9400)	307	307	307	307	-	-	307	307	307	307
Utilities (12310-6500)	16	16	25	25	-	-	17	9	9	9
Utilities - Telephone (12000/12310-6520)	75	81	83	75	-8	-10%	71	71	71	71
Vehicle Charges (12300-7400)	2	2	2	2	-	-	3	3	3	3
Total Expense	1,922	2,004	2,110	2,083	-27	-1%	2,045	2,075	2,154	2,202

Comments:

- Consulting – The 2008 budget includes funding for specific projects not completed in 2007.
- Desktop Software Maintenance – Increase based on additional technology investment within the capital program.
- Salaries Recovery – The amount of staff time recovered from capital projects is expected to decline.
- Utilities Telephone – Costs area expected to be reduced with the introduction of new phone technology and infrastructure.

Capital Works Program – Information Services

Technology	2009	2010	2011	2012	2013
Attendance Management Program	-	-	-	-	90,000
CCTV - Library and Backbone	39,500	-	-	-	-
Computer Room Upgrades	-	-	41,221	-	-
Corporate Antivirus Replacement	10,000	-	-	-	-
Council Chamber Digital Video Management System	10,000	-	-	-	-
Council Chamber Multimedia Upgrade	-	25,000	-	-	-
Document Processing System - Phase 1	75,000	75,000	-	-	-
Document Processing System - Phase 2	-	-	63,000	-	-
Economic Dev - Office Outfitting	8,500	-	-	-	-
Equipment Purchase - Blade Server	-	-	21,000	-	-
Equipment Purchase - Load Balancer	-	35,000	-	-	-
Equipment Purchase - New Web Server	-	-	25,245	-	-
Equipment Purchase - SMS Redundancy	-	-	-	-	38,225
Equipment Purchase - UPS Upgrade	-	-	16,170	-	-
Equipment Replacement - Info Serv	854,285	377,733	499,433	1,170,186	100
Fibre Optic Network - Downtown Ring Phase 3	-	-	100,000	180,000	-
Fibre Optic Network - Firehall #4 Phase 4	-	-	-	-	250,000
Fibre Optic Network - Transit Exchange	-	46,400	-	-	-
Fleet Management Software	-	70,000	-	-	-
Infrastructure growth (20 desktops, 5 laptops)	40,000	-	-	-	-
Infrastructure Management Phase 1	50,000	-	-	-	-
Integrated Cash System	-	-	-	-	50,000
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 - #7074 (Kanaka - 240)	-	27,433	-	-	-
IT Strategic Plan Update	-	-	50,000	-	-
Management Reporting Software Phase 2	-	-	-	-	40,000
Network Monitoring	-	17,325	-	-	-
Phone System Replacement	395,000	-	-	-	-
Public Access Community Kiosks	-	38,750	-	-	-
ROSS financials upgrade	212,000	-	-	-	-
Volunteer Software (Impact)	13,000	-	-	-	-
Technology Total	1,707,285	801,664	862,173	1,447,461	468,325



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, 35 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.

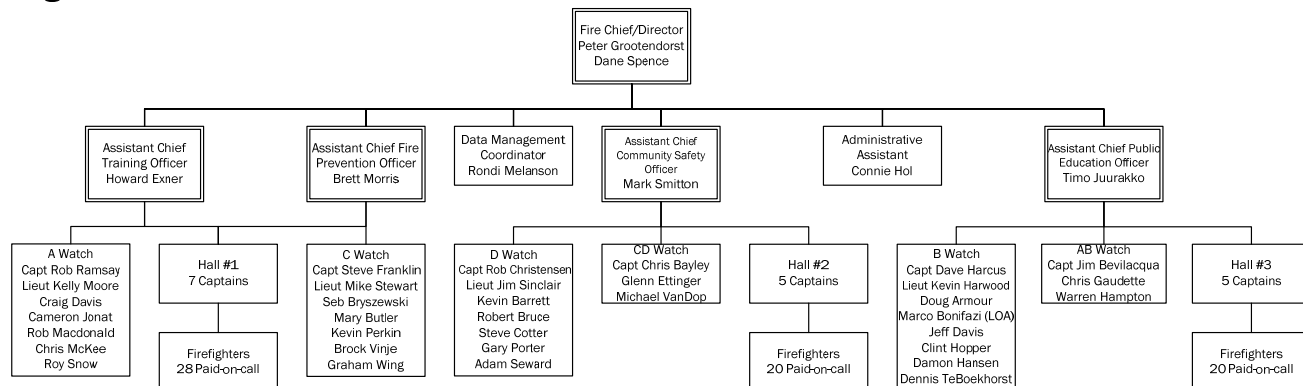
2009 Workplan Emphasis

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. We will commence construction of Fire Hall #4. We will reduce the severity of fires and emergencies through adequate response times and manpower and reduce the number and seriousness of emergency incidents through an aggressive program of proactive inspections and public education. Through the Community Wildfire Protection Plan we will introduce legislative tools to enhance fire safety in the interface.

Performance Measurement (Appendix C)

- Reduce the severity of fires through adequate response times and personnel
- Reduce the number and seriousness of emergency incidents through an aggressive program of proactive inspections and public education
- Charities Committee held several events throughout the year

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
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	6.0	6.0	6.0
Fire Lieutenant	-	-	-	-	-	4.0	3.8	4.0	4.0	4.0
Firefighter	-	-	-	3.0	12.0	13.5	19.5	25.0	32.0	32.0
Administrative Assistant	-	-	1.0	1.0	1.1	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	-	-	-	-	-	-	-	-
Full-Time Equivalent	8.0	8.0	8.0	12.0	24.1	29.6	35.4	43.0	50.0	50.0

- 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.

CFS – FIRE DEPARTMENT



The base budgets for 2009-2013 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)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Fees (22000-4220)	-50	-91	-43	-50	-7	16%	-50	-50	-50	-50
Miscellaneous Income (22000-4390)	-1	-2	-	-	-	-	-	-	-	-
Prov. Grant (Conditional) (22000-4252)	-15	-	-	-	-	-	-	-	-	-
Salaries Recovery (22000-5400)	-5	-4	-	-	-	-	-	-	-	-
Sale of Service (22000-4600/4650)	-7	-17	-	-	-	-	-	-	-	-
Total Revenue	-78	-114	-43	-50	-7	16%	-50	-50	-50	-50
Expense										
Contract (22000-7007)	87	80	124	114	-10	-8%	114	114	114	114
Equipment (22000/22075-7340)	132	144	137	179	42	30%	171	171	171	171
Equipment Maintenance (22000-8030)	32	39	48	75	27	56%	59	59	59	59
Holiday Coverage (22000-5505)	190	301	-	358	358	-	358	358	358	358
Insurance (22000-6210)	20	32	20	21	1	5%	21	21	21	21
Interest Transfers (22000-ERR-9402)	-	-	51	51	-	-	51	51	51	51
Legal (22000-7030)	-	-	2	2	-	-	2	2	2	2
Memberships (22000-6270)	4	3	2	3	1	45%	3	3	3	3
Miscellaneous (multiple)	66	31	23	30	7	29%	30	30	30	30
Operating Repairs (22000-8080)	187	179	126	135	9	7%	135	135	135	135
Other Outside Services (22000-7051)	3	2	1	1	-	-	1	1	1	1
Professional Fees - Other (22000-7050)	23	24	38	23	-15	-40%	23	23	23	23
Program Costs (multiple)	93	85	75	69	-6	-8%	74	74	74	74
Salaries (multiple)	2,626	3,350	3,410	4,023	613	18%	4,840	5,673	6,538	7,076
Seminars/Prof Meetings/Train'g (22000-6050)	20	19	23	23	-	-	23	23	23	23
Service Severance Costs (22000-5150)	50	49	66	66	-	-	66	66	66	66
Special Events (22000-6360)	14	14	15	15	-	-	15	15	15	15
Special Projects (22000-6385)	8	-	17	12	-5	-29%	-	-	-	-
Studies & Projects (22000-6380)	6	16	-	-	-	-	-	-	-	-
Supplies (multiple)	132	218	235	195	-40	-17%	195	195	195	195
Transfers Out (22000-ERR-9400)	265	265	265	338	73	27%	387	416	435	456
Vehicle Costs (22000-6430)	124	154	110	149	39	35%	153	158	162	167
W.C.B. (Non-employees) (22000-7080)	10	15	13	13	-	-	13	13	13	13
Wages (22000/22041-5600)	617	565	714	563	-151	-21%	587	612	634	657
Total Expense	4,709	5,585	5,514	6,457	943	17%	7,321	8,213	9,123	9,709
TOTAL FIRE PROTECTION	4,631	5,471	5,471	6,407	936	17%	7,271	8,163	9,073	9,659

Comments:

- Equipment Maintenance / Program Costs / Supplies - Fire Hall #4 construction postponed until 2010, but much of the costs associated with hiring Paid-on-Call Firefighters will start in 2009.
- Fees - Fees have been increased to reflect actual collections.
- Professional Fees - Decreased testing in 2009-2013.
- Salaries & Wages - Majority of increase is additional career firefighters. The balance of the variance is an increase to Paid-on-Call rates and the wage and benefit cost contingency.
- Vehicle Costs - The 2009 budget has been updated to reflect actual costs.



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 safety. The detachment currently has 109 members, with 82 assigned to Maple Ridge, with 3 Community Safety Officers in Maple Ridge, 21 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 an active volunteer base who dedicate themselves to RCMP programs such as Citizens on Patrol, Citizens Bike Patrol, Speed Watch, Block Watch, and Auxiliaries.

2009 Workplan Emphasis

We will continue our work with youth in the community by targeting enforcement in youth “hot spots,” providing Drug Awareness Resistance Education program training and presentations, maintaining two Community Safety Officer’s in School Liaison roles, and by working closely with the Youth Diversion Program and Youth Services.

The Marihuana Enforcement Team will continue work on enforcement of marihuana cultivation which is a direct link to Organized Crime, by training on Forward Looking Infra Red (FLIR), public education, and continuing the Electrical Fire Safety program in Pitt Meadows.

We will participate in Traffic 2010 initiatives to reduce serious injury accidents by concentrating on road checks for impaired driving and by providing member training on impaired and criminal crash investigations.

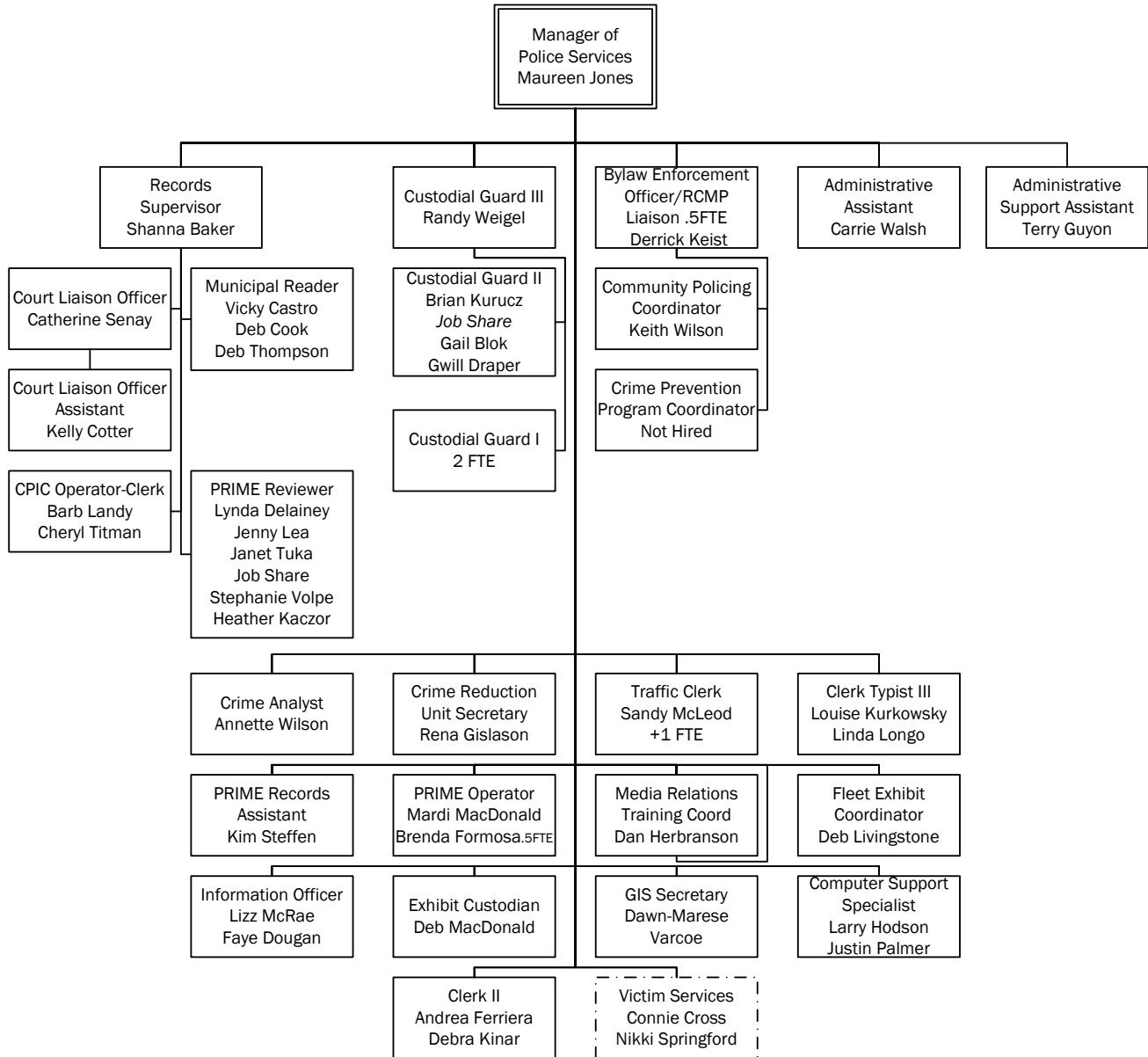
We will develop and implement strategies to address community crime problems by targeting “hot” spots, using Community Safety Officers in downtown core and in schools, enhanced patrols in “hot spots” with a focus on Foot Patrols, especially in the summer months, and using PRIME for remote report writing.

We will take an active role in sustainability initiatives and ensure the safety of our staff working the Randy Herman Centre.

Performance Measurement (Appendix C)

- Reduce the number of property crime offences
- Proactively assist in the development and safety of youths in our community
- Encourage volunteer involvement in the Crime Prevention programs

Organization Chart



CFS – POLICE SERVICES



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Municipal Staff Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
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	1.0
Court Liaison Officer	1.0	1.0	1.0	1.0	1.3	1.3	1.3	1.0	1.0	1.0
Bylaw Enforce Officer/RCMP Liaison	-	-	-	-	-	-	-	0.5	0.5	0.5
Computer Support Specialist	1.0	1.0	2.0	1.4	2.0	2.0	2.0	2.0	2.0	2.0
Records Supervisor	-	-	-	-	0.4	0.9	1.0	1.0	1.0	1.0
Crime Prevention Program Coord.	-	-	-	-	0.4	0.9	0.9	1.0	1.0	1.0
RCMP Volunteer Services Coord.	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	4.7	0.7	0.8	0.1	-	-	-	-	-	-
Media Relations Training Coord.	-	-	-	-	0.4	1.0	1.0	1.0	1.0	1.0
Municipal Reader	1.0	1.0	1.0	2.0	2.0	1.9	2.1	3.0	3.0	3.0
CPO Coordinator	0.5	0.7	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Support Assistant	-	-	-	-	-	0.8	1.0	1.0	1.0	1.0
Court Liaison Officer Assistant	-	-	-	-	-	-	0.1	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/Exhibit Coordinator	-	-	-	-	0.5	1.0	1.0	1.0	1.0	1.0
Fleet Mtce Coord Clerk Typist III	-	-	1.0	1.0	1.0	0.2	-	-	-	-
PRIME Assistant	-	-	-	-	-	-	0.1	1.0	1.0	1.0
User Support Clerk	-	0.1	-	-	-	-	-	-	-	-
Clerk Typist III	1.5	1.8	1.0	1.0	1.0	1.8	2.0	2.0	2.0	2.0
CPIC Operator-Clerk	1.6	1.8	1.9	2.0	1.7	2.0	2.5	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	2.0	2.0	2.0	2.3	2.3	2.2	2.1	2.0	2.0	2.0
Operator/Reviewer (Prime/CIIDS)	1.7	3.8	3.6	4.1	5.0	4.3	-	-	-	-
PRIME Reviewer	-	-	-	-	-	-	4.3	4.0	4.0	4.0
Traffic Clerk	1.2	0.9	1.3	1.4	1.8	1.4	1.3	1.0	1.0	1.0
Clerk II	-	-	-	-	-	1.0	1.6	2.0	2.0	2.0
Clerk Typist II	-	0.4	0.9	1.3	1.3	0.5	-	-	-	-
PRIME Operator	2.8	1.5	1.4	1.2	1.3	1.5	1.7	1.5	1.5	1.5
Clerical Assistance	-	-	-	-	-	-	-	1.2	1.2	1.2
Receptionist	3.1	3.3	3.5	2.9	2.0	1.3	1.0	-	-	-
Custodial Guard III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Custodial Guard II	2.0	2.0	2.0	2.0	1.5	2.0	1.6	2.0	2.0	2.0
Custodial Guard I	1.8	1.7	2.0	2.6	2.8	1.9	2.5	2.0	2.0	2.0
Other	-	-	-	-	-	-	0.5	2.5	2.5	2.5
Senior Telecom Operator	1.9	-	-	-	-	-	-	-	-	-
Full-Time Equivalent	33.8	29.5	32.5	33.3	35.6	37.0	38.6	43.7	43.7	43.7
RCMP Approved Positions	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	
Maple Ridge - Regular Contract	68.3	72.3	76.3	79.3	81.3	86.3	82.3	82.3	84.3	
Maple Ridge - Community Safety Officers	-	-	-	-	-	-	3.0	3.0	3.0	
Maple Ridge - Integrated Teams										
Dogs, Forensic ID, Traffic Reconstruction**	-	-	-	-	-	-	5.0	5.0	5.0	
Emergency Response Team*	-	-	-	-	2.3	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	3.1	
Total Maple Ridge	68.3	75.4	79.4	82.4	86.7	91.7	95.7	95.7	97.7	
Pitt Meadows - Regular Contract	17.4	17.4	17.4	18.4	19.4	19.4	20.4	20.4	21.4	
Pitt Meadows - Integrated Teams*,**	-	0.5	0.5	0.5	0.9	0.9	2.0	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	96.6	100.6	104.6	110.3	115.3	121.4	121.4	124.4	

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

** New integrated teams and Pitt Meadows are estimates only

CFS – POLICE SERVICES



The base budgets for 2009-2013 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)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Fines (21000-4240)	-149	-93	-28	-48	-20	71%	-48	-48	-48	-48
Lease Revenue (21000-4310)	-28	-31	-27	-27	-	-	-27	-27	-27	-27
Other Grant (Conditional) (21000-4258)	-738	-847	-914	-942	-28	3%	-965	-991	-1,018	-1,042
Program Fees (21000-4230)	-76	-63	-76	-10	66	-87%	-10	-10	-10	-10
Prov. Grant (Conditional) (21150-102-4252)	-55	-83	-56	-53	4	-6%	-53	-53	-53	-53
Recovery (21130-5300)	-24	-35	-32	-32	-	-	-32	-32	-32	-32
Sale of Service (21000-4600/4650)	-204	-225	-146	-146	-	-	-146	-146	-146	-146
Total Revenue	-1,274	-1,377	-1,279	-1,258	21	-2%	-1,280	-1,306	-1,334	-1,357
Expense										
Auxiliary Program (21120-7015)	13	3	48	25	-24	-49%	25	25	25	25
Contract (21000/21100-7007)	48	50	54	55	1	2%	56	57	58	58
Equipment (21122/21150-7340)	2	2	5	6	1	11%	6	6	6	6
Insurance (21000-6210)	17	18	18	21	3	18%	21	21	21	21
Lease Expense (21100/21140-6230)	72	47	45	46	1	2%	47	48	48	48
Maintenance - Buildings (21100-8060)	10	134	-	163	163	-	164	164	164	165
Maintenance - General (21100-8056)	125	133	150	150	-	-	150	150	150	151
Meals (21130-6260)	12	11	7	12	5	71%	12	12	12	12
Memberships	-	-	0	0	-	-	0	0	0	0
Operating Repairs	-	-	0	0	-	-	0	0	0	0
Other Outside Services (21140/21150-7051)	976	1,013	1,009	1,039	30	3%	1,070	1,103	1,136	1,170
Professional Fees - Other	-	-	0	0	-	-	0	0	0	0
Program Costs (21120-6325)	31	25	27	28	1	2%	28	28	28	28
Publications (21100-6335)	-	-	2	2	-	-	2	2	2	2
Salaries (multiple)	115	124	191	198	7	3%	206	214	221	229
Supplies (21000/21100-6300)	47	68	23	30	7	30%	30	30	30	30
Training (multiple)	10	8	16	17	1	5%	17	18	18	18
Utilities - Telephone (21100-6520)	49	46	45	45	-	-	45	45	45	45
Vehicle Charges (21150-7400)	-	4	-	-	-	-	-	-	-	-
Wages (multiple)	1,983	2,282	2,396	2,450	54	2%	2,538	2,628	2,732	2,810
Total Expense	3,510	3,968	4,038	4,287	250	6%	4,418	4,551	4,697	4,818
Expense - Rcmp Contract										
Contract (21200-7007)	8,777	9,977	11,053	11,924	871	8%	12,728	13,647	14,511	15,390
Total Expense - Rcmp Contract	8,777	9,977	11,053	11,924	871	8%	12,728	13,647	14,511	15,390
TOTAL POLICE SERVICES	11,013	12,568	13,811	14,954	1,142	8%	15,865	16,892	17,874	18,851

Comments:

- Auxiliary Program – 2008 budget contained funding from prior years for projects that were not yet completed.
- Other grant (conditional) – This is the shared Police Housing and Support cost recovered from Pitt Meadows.
- Other Outside Services – Reflects increased rates in centralized dispatch (ECOMM).
- Salaries / Wages – Additional increase over expected salary and benefit costs is from four new staff positions.
- RCMP Contract – Includes cost increases and additional members. The increase in members is forecast as none in 2009, two in 2010 through 2011, three in 2012 and two in 2013. The Police Services Reserve is used to redirect a portion of prior years Contract saving back into assist in covering policing costs. The figures include existing regional initiatives IHIT (Integrated Homicide Investigation Team) and ERT (Emergency Response Team), Forensic Identification Services, Police Dog Services, and Traffic Reconstruction.

The Public Works & Development Services Division (PWDS) 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 2008 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 PWDS section will provide some information on the departments reporting to this division, including staffing, 2009 Workplan highlights and budgets. The departments within this section are PWDS Administration; Engineering; Licences, Permits and Bylaws; Planning, Operations; and our partnership with Ridge Meadows Recycling Society.

Select Division 2008 Accomplishments

- Gravel strategy implemented.
- Abernethy Way conceptual design awarded.
- Sewer Agreement for 256 Street area completed.
- Golden Ears Bridge substantially underway.
- Financial Planning for Major Transportation Routes.
- Emergency Response.
- Implemented Infrastructure Replacement Program.
- Alouette Rivers Flood Management Task Force report and implementation of recommendations.
- Construction of first roundabout in Maple Ridge.
- Pavement degradation policy review.
- Completed several local Area Service projects – 267 water main, Academy Park, 202 Street and Barnsdale Street sanitary sewers.
- Cottonwood Connector (118 Avenue to Dewdney Trunk Road).
- Golden Ears Bridge support and liaison.
- Grant applications were made for River Road and Road 13 Diking District improvements and the Hammond Pump Station.
- 240 Street Bridge (South Alouette River) Feasibility Study and road safety improvements.
- Proactive bylaw enforcement in the downtown core including development of a Standards of Maintenance Bylaw, addressing minimum standards for rental properties, amending the Untidy/Unsightly Bylaw and reducing the amount of time from 14 days to 7 days for response/action from the property owner.
- Implemented a comprehensive dog licencing program.
- Inspector training on new green building code regulations and reviewed energy efficiency initiatives.
- Conducted successful Builders Forums.
- Completed the Town Centre Plan including the Parking Strategy for the Town Centre and adopted a Town Centre development permit focused on sustainability issues.

- Assisted the Agricultural Advisory Committee to initiate the Agricultural Plan.
- Completed garden suites study and reviewed assistance measures for modular home owners.
- Participated on the provincial/UBCM Green Communities Committee.
- Follow-up of court order for rehabilitation on Morse Creek .
- Process for Liveable Region Strategic Plan amendments with Metro Vancouver.
- Reviewed the Community Gaming Facility proposal and the Translink/BCIT facility project and participated on a community committee.
- Conducted a comprehensive Fleet analysis using the E3 Fleet Green Guidelines to meet environmental performance levels based on satisfying the best management practices set out through E3 Fleet
- Landslide repair on Spilsbury and on 284 Street.
- Replaced or repaired large diameter culverts. 203 Avenue, Hammond Road,, 266 Street, Cunningham and Green road construction in cooperation with landowners on 224 Street and 144 Avenue for access during flood events.
- Infiltration investigation Alco Park, Gunns Pump Station area.
- Transferred connections and eliminated redundant watermain on 240 south of Dewdney Trunk followed by Asphalt road resurfacing on Dewdney Trunk from 232 Street to 240 Street.
- Ridge Meadows Recycling continued with their successful program by recycling 100 tons of TV's & Computers, providing real employment for 30 people with disabilities, expanding Apartment collection with new truck, completing Waste Composition study, and recycling 10,137 tons of potential waste.

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



Services Provided

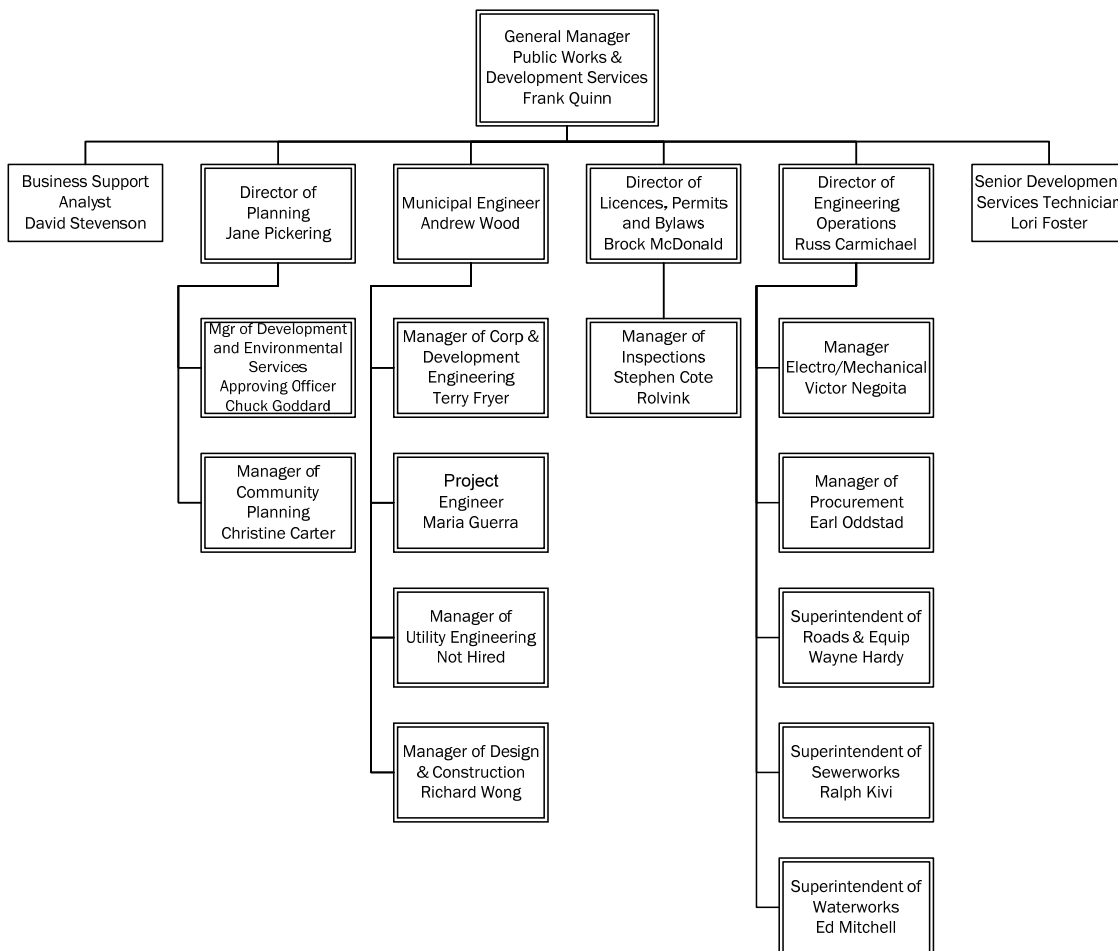
The Public Works and Development Services (PWDS) Administration section guides the District’s activities with respect to the administration and implementation of municipal policies, bylaws, and services pertaining to the management of development, building construction, infrastructure, growth, renewal, 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.

2009 Workplan Emphasis

We will 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 Infrastructure Replacement Program.

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 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
GM Public Works & Dev Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive Assistant	-	-	-	-	-	0.9	1.0	1.0	1.0	1.0
Working Supervisor CSC	1.0	1.0	0.5	0.5	0.5	0.2	-	-	-	-
Business Support Analyst	-	0.8	1.0	1.0	1.0	0.8	-	-	-	-
Senior Development Serv Tech	-	-	-	-	-	-	0.4	1.0	1.0	1.0
Full-Time Equivalent	2.0	2.8	2.5	2.5	2.5	2.9	2.4	3.0	3.0	3.0

The base budgets for 2009-2013 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – PWDS Administration

All figures represent \$'000 (thousands)

Expense	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Conventions & Conferences (31010-6051)	24	21	29	29	-	-	29	29	29	29
Legal (31010-7030)	51	29	-	-	-	-	-	-	-	-
Memberships (multiple)	14	11	18	18	-	-	18	18	18	18
Salaries (31010/32020-5500)	297	286	315	399	84	27%	408	527	585	643
Supplies (31010/32000-6300)	3	6	4	4	-	-	4	4	4	4
Total Expense	389	353	366	450	84	23%	459	578	636	694

Comments:

- **Salaries** - The 2009 variance includes divisional growth funding of \$75,000 the balance is in line with the wage and benefit cost contingency. Comparing to 2008, 2009 to 2013 respectively, \$75,000, \$70,000, \$175,000, \$220,000, and \$265,000 have been committed to begin addressing costs associated with growth.



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.

2009 Workplan Emphasis

We will undertake a number of studies and implement plans including: Alouette River hydrotechnical model (BC Hydro), Maintenance and Transportation Training Centre area drainage design, Dyking District management review, a Climate Change infrastructure impact review, and a number of Safety District studies.

We will be constructing several capital projects including road and bridge improvements on Abernethy Way, 240 Street, 232 Street, Albion Industrial Park access, walkway improvements, accessibility program. Capital projects will also include a sewer extension to 256 Street employment lands, Academy Park sewer Local Area

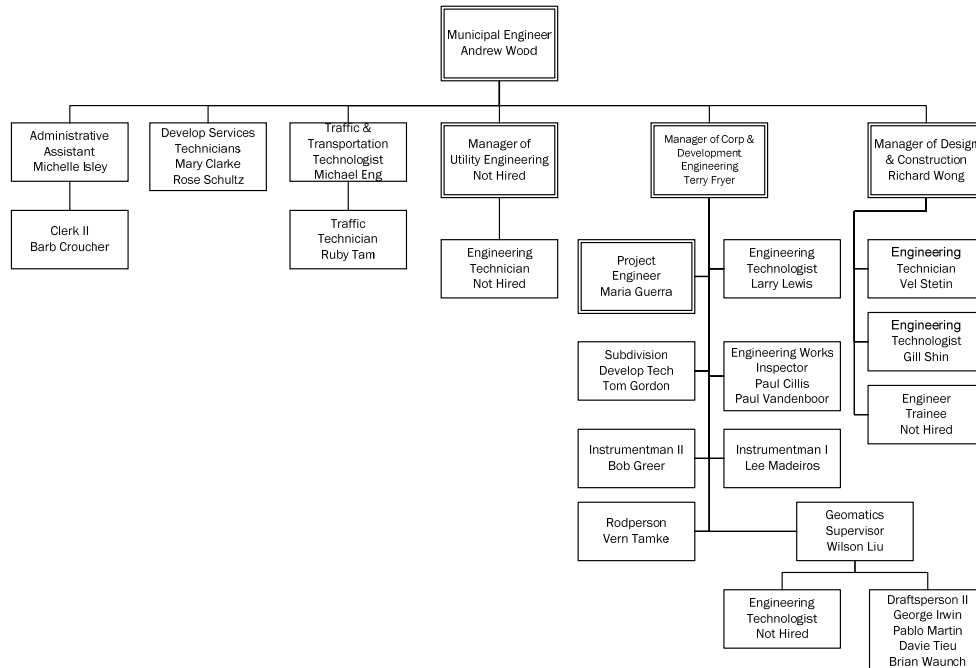
Service and River Road storm sewer. We will undertake 263 Street water reservoir analysis and design and 203 Street/Maple Meadows Way railway safety improvements.

We will examine transit priority measures for application in Maple Ridge: including developing an Active Transportation Plan, submitting a Fraser Sewerage Area boundary adjustment report to Metro Vancouver, improving storm water management planning and practices, and promoting the Albion West Coast Express Station (by TransLink).

Performance Measurement (Appendix C)

- Reduce the number of deaths, injuries, and property damage caused by traffic accidents
- Improve traffic safety on our road network for all users, including pedestrians and cyclists
- Ensure infrastructure serves the community in a manner that maintains health, safety, and quality of life

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Municipal Engineer	1.0	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	0.3	-	-	-
Director of Engineering Projects	1.0	1.0	0.3	-	-	-	-	-	-	-
Manager of Corp & Dev Engineering	-	-	-	-	0.0	1.0	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	0.6	0.7	0.7	-	-	-	-	1.0	1.0	1.0
Project Engineer Water	-	-	-	-	-	-	-	1.0	1.0	1.0
Senior Project Engineer	-	-	-	-	-	0.5	1.0	-	-	-
Geomatics Supervisor	-	0.9	1.0	1.0	1.0	1.0	1.0	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	1.0
Engineering Technician	-	-	-	-	-	-	1.0	2.0	2.0	2.0
Drafting Supervisor	1.0	-	-	-	-	-	-	-	-	-
Dev Cost Charge Coordinator	1.0	0.1	-	-	-	-	-	-	-	-
Engineering Technologist	4.2	3.9	4.5	4.2	4.0	3.1	2.0	3.0	3.0	3.0
Engineer Trainee	-	0.3	-	-	0.8	1.0	1.0	1.0	1.0	1.0
Traffic Technician	-	0.7	0.9	1.0	1.0	1.0	0.8	1.0	1.0	1.0
Engineering Works Inspector	1.0	1.0	1.0	1.0	1.0	2.0	1.8	2.0	2.0	2.0
Draftsperson II	4.0	3.9	3.5	3.9	4.0	4.1	4.0	4.0	4.0	4.0
Instrumentman II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	0.9	1.0	1.0	1.1	1.0	1.0	1.0	1.0	1.0
Engineering Assistant II	-	-	-	0.3	0.3	-	0.3	-	-	-
Instrumentman I	0.8	1.0	1.0	0.4	1.0	1.0	1.0	1.0	1.0	1.0
Subdivision Development Tech	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dev Services Technician	-	1.4	2.0	2.3	2.2	2.1	1.7	2.0	2.0	2.0
Clerk II	2.2	1.1	0.5	1.0	1.0	1.0	1.0	1.1	1.1	1.1
Rodperson	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Other	-	-	0.2	-	-	-	-	-	-	-
Full-Time Equivalent	22.8	22.9	22.6	22.1	24.2	24.8	23.9	28.1	28.1	28.1

The base budgets for 2009-2013 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Engineering Department

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Collections (32100-4130/4131)	-18	-8	-	-	-	-	-	-	-	-
Fees (multiple)	-481	-810	-315	-335	-20	6%	-335	-335	-335	-335
Permits (32100/33100-4445)	-18	-87	-10	-132	-122	1220%	-132	-132	-132	-132
Prov. Grant (Unconditional) (32000-4253)	-2	-6	-	-	-	-	-	-	-	-
Sales (multiple)	-19	-359	-482	-525	-43	9%	-525	-525	-525	-525
Soil Deposit Fees (32100-4219)	-39	-44	-	-	-	-	-	-	-	-
Vegetation Removal (33100-4470)	-	-50	-	-	-	-	-	-	-	-
Total Revenue	-577	-1,364	-807	-992	-185	23%	-992	-992	-992	-992
Expense										
Consulting (32100-7005)	219	157	256	81	-175	-68%	81	81	81	81
Miscellaneous (32100/32110-6275)	9	10	12	24	12	100%	12	12	12	12
Other Outside Services (32100-7051)	9	9	10	10	-	-	10	10	10	10
Salaries (multiple)	1,742	1,852	2,054	2,260	206	10%	2,354	2,452	2,534	2,624
Salaries Recovery (32100-5400)	-704	-739	-737	-919	-182	25%	-957	-995	-1,029	-1,066
Salary Transfers (32100-5450)	-	-	-197	-206	-9	4%	-213	-221	-227	-234
Service Severance Costs (32100-5150)	45	42	56	56	-	-	56	56	56	56
Supplies (32100-6300/6302)	32	61	30	30	-	-	30	30	30	30
Utilities - Telephone (32100/33100-6520)	7	8	5	5	-	-	5	5	5	5
Vehicle Charges (32100-7400)	45	49	56	60	4	8%	62	64	66	68
Total Expense	1,404	1,449	1,545	1,402	-144	-9%	1,441	1,494	1,538	1,586

Comments:

- Fees – The increase in the 2009 budget is associated with gravel fees for environmental monitoring.
- Permits and Sales – The increase in gravel revenue is based on contract. Sales have been set at minimum guaranteed levels.
- Consulting – 2008 budget included the Alouette River Task Force information package as a one time expense.
- Miscellaneous – Two gravel pit flyovers in 2009 instead of the usual one per year.
- Salaries – Increase in the 2009 budget is from a Water Engineer position which was transferred from the Water Utility; the balance is in line with the wage and benefit cost contingency.
- Salaries Recovery and Salary Transfer – Changes are largely driven by the Water Engineer position transfer. The balance is otherwise in line with expected increases from wage and benefit contingencies.



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.

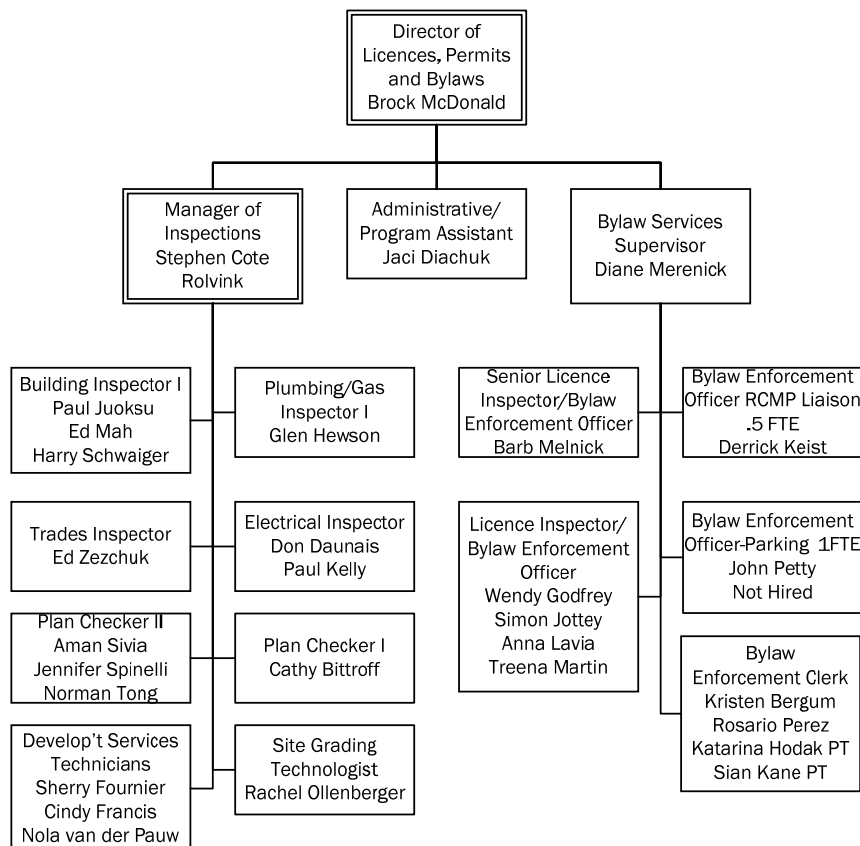
2009 Workplan Emphasis

We will be assisting with the development of a new animal shelter, comprehensive dog licensing program, and corresponding new animal services business plan. We will collaborate with the Business Improvement Association, the RCMP, and the Salvation Army on Homeless initiatives and continue proactive bylaw enforcement in the downtown core. We will amend the Maple Ridge Building Bylaw and coordinate and host a semi-annual builders' forum.

Performance Measurement (Appendix C)

- Ensure public compliance with Municipal bylaws
- Process permit applications in an efficient and effective manner

Organization Chart



PWDS – LICENCES, PERMITS AND BYLAWS



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
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	1.0	1.0	1.0	1.0	1.0	0.9	-	-	-	-
Bylaw Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Site Grading Technologist	-	-	-	-	-	-	0.1	1.0	1.0	1.0
Building/Electrical Inspector I	1.7	1.7	1.0	0.2	-	-	-	-	-	-
Building Inspector I	1.6	1.9	2.0	2.0	2.0	2.0	2.7	3.0	3.0	3.0
Electrical Inspector	-	-	-	0.8	2.0	2.2	2.1	2.0	2.0	2.0
Plumbing/Gas Inspector I	1.6	1.2	1.1	1.0	1.1	1.3	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	1.0
Sr Licence Inspector/Bylaw Officer	-	-	-	-	-	-	0.3	1.0	1.0	1.0
Bylaw Enforce Officer/RCMP Liaison	-	-	-	-	-	-	0.2	0.5	0.5	0.5
Licence Inspector/Bylaw Officer	2.0	2.0	2.4	3.7	4.2	4.2	4.5	4.0	4.0	4.0
Plan Checker II	2.0	2.0	2.0	2.0	2.1	2.8	2.6	3.0	3.0	3.0
Plan Checker I	-	-	-	-	-	0.4	1.0	1.0	1.0	1.0
Bylaw Officer	-	-	-	-	-	-	0.1	1.0	1.0	1.0
Administrative/Program Assistant	1.0	1.0	1.0	0.8	1.0	0.8	1.0	1.0	1.0	1.0
Building Clerk	1.0	0.5	-	-	-	-	-	-	-	-
Bylaw Enforcement Clerk	-	0.4	2.7	2.9	2.6	2.7	3.1	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	3.0
Enforcement Clerk	-	0.2	0.3	-	-	-	-	-	-	-
Clerk II	4.6	3.0	0.3	-	-	-	-	-	-	-
Other	-	-	-	0.2	-	-	-	-	-	-
Full-Time Equivalent	20.1	20.7	21.5	22.4	22.9	24.1	26.0	28.5	28.5	28.5

PWDS – LICENCES, PERMITS AND BYLAWS



The base budgets for 2009-2013 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)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Admin Fee (24000-4100)	-9	-7	-8	-8	-	-	-8	-8	-8	-8
Fees (24000-4220)	-1	-1	-	-	-	-	-	-	-	-
Miscellaneous Income (24000-4390)	-7	-3	-1	-1	-	-	-1	-1	-1	-1
Permits (24000-4445)	-2,257	-2,401	-1,700	-1,734	-34	2%	-1,734	-1,734	-1,734	-1,734
Sale of Service (24000-4650)	-4	-16	-6	-6	-	-	-6	-6	-6	-6
Total Revenue	-2,278	-2,428	-1,715	-1,749	-34	2%	-1,749	-1,749	-1,749	-1,749
Expense										
Advertising (24000-6010)	-	-	2	2	-	-	2	2	2	2
Legal (24000-7030)	9	-	-	-	-	-	-	-	-	-
Memberships (24000-6270)	2	3	2	2	-	-	2	2	2	2
Salaries (24000/24010-5500)	989	1,077	1,156	1,188	32	3%	1,237	1,289	1,332	1,379
Supplies (24000-6300)	52	65	47	47	-	-	47	47	47	47
Vehicle Charges (24000-7400)	36	41	44	47	3	7%	48	50	51	53
Wages (24010-5600)	34	17	16	17	1	5%	18	18	19	20
Total Expense	1,122	1,203	1,267	1,303	36	3%	1,354	1,408	1,453	1,502
TOTAL INSPECTIONS	-1,156	-1,225	-448	-446	2	-	-394	-340	-296	-247

Comments:

- 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.

Financial Plan – Licences and Bylaws

All figures represent \$'000 (thousands)

	2007 Actuals	2008 Actuals	2008 Budget	2009 Budget	Budget Δ \$	Budget Δ %	2010 Budget	2011 Budget	2012 Budget	2013 Budget
Revenue										
Administration Fee (25000-4651)	-9	-13	-5	-5	-	-	-5	-5	-5	-5
Business Licences (53300-4342)	-559	-595	-500	-550	-50	10%	-550	-550	-550	-550
Fees (27000-4220)	-58	-56	-50	-50	-	-	-50	-50	-50	-50
Fines (multiple)	-79	-82	-49	-78	-29	60%	-78	-78	-78	-78
Licences (26000-4340)	-185	-268	-280	-280	-	-	-280	-280	-280	-280
Recovery - Other (25000-4372)	-15	-27	-5	-10	-5	100%	-10	-10	-10	-10
Total Revenue	-905	-1,041	-889	-973	-84	9%	-973	-973	-973	-973
Expense										
Contract (multiple)	281	293	307	286	-21	-7%	294	302	311	319
Disposal (26000-7310)	-	-	15	15	-	-	15	15	15	15
Legal (53300-7030)	9	29	-	-	-	-	-	-	-	-
Licences / Permits (26000-6250)	6	-	-	-	-	-	-	-	-	-
Miscellaneous (26000-6275)	8	9	11	11	-	-	11	11	11	11
Program Costs (53300-6325)	2	1	-	-	-	-	-	-	-	-
Publicity & Promotions (53300-6330)	3	6	4	4	-	-	4	4	4	4
Salaries (multiple)	650	763	819	920	101	12%	958	997	1,029	1,065
Studies & Projects (25000/53300-6380)	-	-	24	-	-24	-100%	-	-	-	-
Supplies (multiple)	91	120	47	53	6	12%	53	53	53	53
Vehicle Charges (25000-7400)	18	14	18	20	2	11%	21	21	22	22
Total Expense	1,068	1,235	1,244	1,307	64	5%	1,354	1,402	1,444	1,489
TOTAL BYLAW	163	194	355	334	-21	-6%	380	428	470	515

Comments:

- Business Licenses – The 2009 fees have been increased to more closely reflect actual revenues.
- Contract –The 2009 budget includes a \$30,000 reduction from a discontinued parking enforcement contract as it is now performed by staff. The balance is the change in cost of the SPCA contract.
- Salaries – The 2009 budget includes the addition of a Bylaws Enforcement Officer which has been funded by reduced contract costs and increased parking fines. A full time Bylaw Enforcement Officer/RCMP Liaison was also added, and is funded by RCMP Contract savings. The balance is the wage and benefit cost contingency.
- Studies & Projects –The 2008 budget contains funding for specific studies that were not completed in 2007.



Services Provided

The Planning Department is responsible for pursuing Council’s direction in land use policy creation, the management of a variety of development applications, and environmental management. 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.

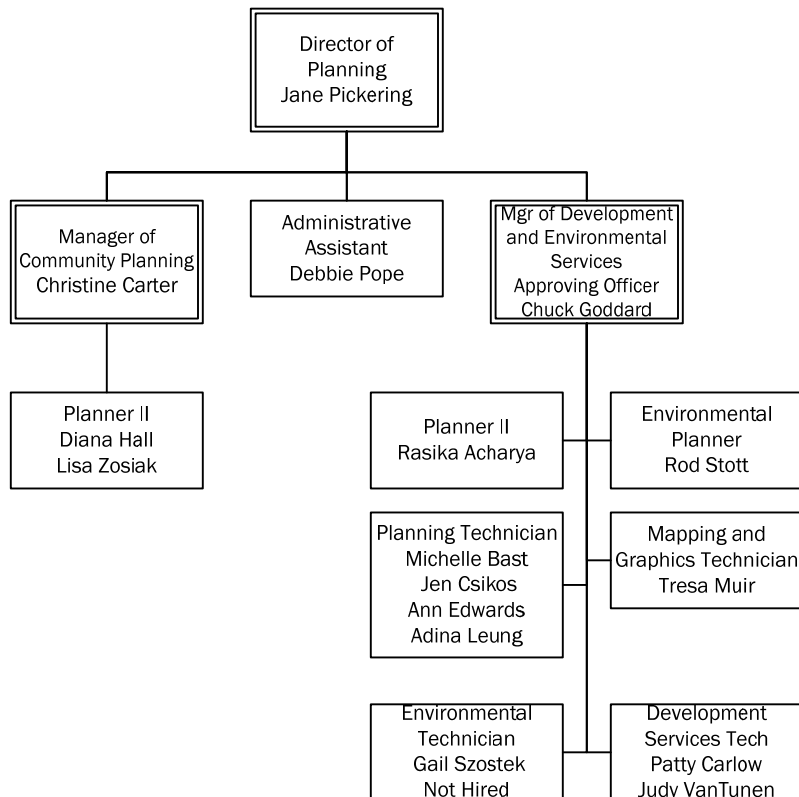
2009 Workplan Emphasis

We will be working on several strategies and plans including: review of the Zoning Bylaw, preparation of phase two of the Environmentally Sensitive Areas project, preparation of an Agricultural Plan with the Agricultural Advisory Committee, implementation of the Garden Suites project, and implementation of the Town Centre plan.

Performance Measurement (Appendix C)

- Encourage residential development in the Regional Town Centre
- Identify and protect environmental features and areas that require special recognition and management to promote sound environmental practices

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Director of Planning	1.0	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	1.0
Mgr of Dev't and Environment Serv	0.5	0.9	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Environmental Planner	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Planner II	1.8	2.0	2.5	2.3	2.4	3.0	3.0	3.0	3.0	3.0
Planner I	0.9	0.6	-	-	-	-	-	-	-	-
Senior Planning Technician	0.6	0.1	-	-	-	-	-	-	-	-
Senior Environmental Tech	0.6	0.1	-	-	-	-	-	-	-	-
Environmental Technician	0.4	0.9	1.0	1.0	1.0	1.0	1.3	2.0	2.0	2.0
Planning Landscape Technician	1.0	1.0	0.7	-	-	-	-	-	-	-
Planning Technician	1.4	1.9	2.1	2.9	3.0	3.8	3.9	4.0	4.0	4.0
Mapping and Graphics Technician	-	-	-	-	-	-	-	1.0	1.0	1.0
Planning Assistant II	1.0	1.0	1.0	0.8	1.0	1.0	0.9	-	-	-
Administrative Assistant	1.8	1.0	1.0	1.0	1.1	1.3	1.0	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	2.0
Clerk II	1.2	0.7	-	-	-	-	-	-	-	-
Planning Student	0.7	0.4	-	0.2	0.3	-	-	-	-	-
Full-Time Equivalent	13.8	14.0	12.5	13.2	14.7	16.1	16.1	17.0	17.0	17.0

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

The base budgets for 2009-2013 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)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Applic Fees - ALR (53110-4123)	-1	-	-4	-6	-2	38%	-6	-6	-6	-6
Applic Fees - Dev Permit (53110-4124)	-131	-122	-89	-147	-58	65%	-150	-153	-156	-159
Applic Fees - OCP (53110-4121)	-8	-6	-6	-6	-	-	-6	-6	-6	-7
Applic Fees - Subdivision (53110-4122)	-79	-74	-93	-106	-13	14%	-108	-111	-113	-115
Application Fees (53110-4120)	-93	-80	-93	-106	-13	14%	-108	-111	-113	-115
Erosion Sediment Contrl Permit (53110-4127)	-17	-5	-	-	-	-	-	-	-	-
Fees - Temp Ind/Comm Permit (53110-4125)	-29	-9	-4	-4	-	-	-4	-4	-5	-5
Program Fees (53120-4230/4231)	-	-	-1	-1	-	-	-1	-1	-1	-1
Prov. Grant (Conditional) (53120-4252)	-	-61	-	-	-	-	-	-	-	-
Sales (53110-4510)	-5	-2	-7	-7	-	-	-7	-7	-7	-7
User Fees (53110-4222)	-2	-2	-2	-3	-1	55%	-3	-3	-3	-3
Total Revenue	-365	-361	-300	-387	-87	29%	-394	-401	-409	-417
Expense										
Committee Costs (53110/53120-6045)	7	11	44	22	-22	-51%	22	22	22	22
Consulting (53120-7005)	4	77	148	19	-129	-87%	19	19	19	19
Contract (53110-7007)	20	20	20	40	20	100%	40	40	40	40
Legal (53100/53110-7030)	39	54	38	38	-	-	38	38	38	38
Memberships (53110-6270)	3	4	2	2	-	-	2	2	2	2
Publications (53110/53120-6335)	1	-	2	2	-	-	2	2	2	2
Salaries (multiple)	1,231	1,345	1,450	1,436	-14	-1%	1,494	1,555	1,606	1,662
Service Severance Costs (53100-5150)	7	7	10	10	-	-	10	10	10	10
Studies & Projects (multiple)	35	33	189	-	-189	-100%	-	-	-	-
Supplies (multiple)	13	10	36	36	-	-	36	36	36	36
Travel (53110/53120-6410)	7	7	8	9	1	11%	9	9	10	10
Total Expense	1,367	1,568	1,947	1,614	-333	-17%	1,672	1,733	1,785	1,841
TOTAL PLANNING	1,002	1,207	1,647	1,227	-420	-26%	1,278	1,331	1,376	1,424

Comments:

- Application Fees – Application fees were increased.
- Committee Costs, Consulting, and Studies & Projects – 2008 budgets contained funding committed to specific projects that were to be completed in 2008.
- Salaries – An additional staff position was added based on increased revenues from the fee increases. The 2008 budget contained prior year funding for specific projects that were not completed in 2007.



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.

Street at South Alouette River. We will continue with replacement of large diameter road culverts in the 24100blk of 110 Avenue, 27200blk of 96 Avenue We will undertake water improvement projects on 228 Street (Dewdney Trunk Road to Purdy Avenue), Lorne Avenue (Kingston to Princess), and Ospring (20165 to Eltham). A water kiosk will be installed in 2009 to improve distribution and water quality for bulk water users in rural areas. In Sanitary Sewer we will undertake video analysis and flow measurement to determine where damaged or deteriorating pipes are allowing infiltration or blockages to occur.

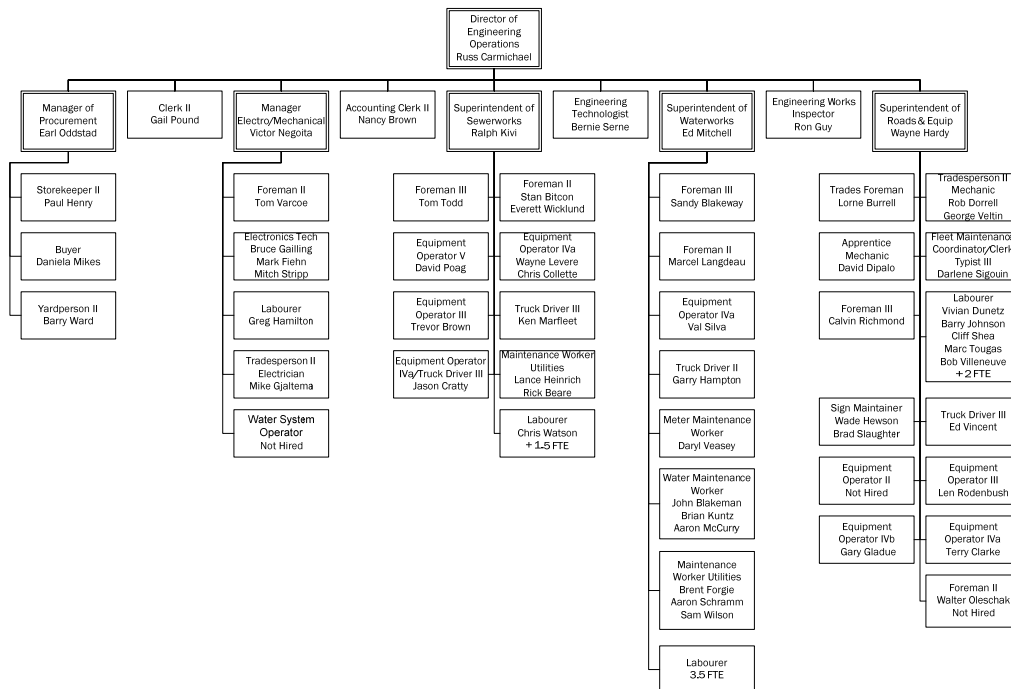
2009 Workplan Emphasis

Paving is planned on Dewdney Trunk Road (east of Burnett Street), 232 north and south of Dewdney Trunk Road, Lougheed Highway (225 Street to 227 Street), 116 Avenue (Burnett Street to 121 Avenue), Stewart Crescent (203 Street west), and Bridge re-decking 216

Performance Measurement (Appendix C)

- Provide high quality drinking water to homes and businesses
- Maintain an effective and reliable sanitary sewage collection system
- Protect our investment in roads infrastructure and provide a safe, serviceable road network

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2002-2008 FTEs represent actual hours worked plus paid leave; 2009-2011 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
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	-	-	-	-	-
Manager Electro/Mechanical	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Superintendent of Roads & Equipment	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Superintendent of Sewerworks	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Superintendent of Waterworks	0.6	1.0	0.9	1.0	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	1.0
Engineering Works Inspector	2.0	2.0	2.0	2.0	1.2	0.9	1.0	1.0	1.0	1.0
Buyer	-	0.2	1.0	1.0	0.5	1.0	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	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Clerk Buyer	0.1	0.1	-	-	-	-	-	-	-	-
Fleet Mtce Coord Clerk Typist III	-	-	0.3	1.0	1.0	1.0	1.1	1.0	1.0	1.0
Storekeeper IA	-	-	-	-	-	-	0.3	-	-	-
Accounting Clerk I	-	-	0.5	-	-	-	-	-	-	-
Clerk II	1.5	1.0	1.2	1.7	1.8	1.8	2.0	1.1	1.1	1.1
Clerk I	0.9	1.0	0.5	-	-	-	-	-	-	-
Maintenance Student	-	0.3	0.4	0.4	0.1	-	-	-	-	-
Foreman III	3.0	3.0	3.0	3.0	3.1	3.5	3.0	3.0	3.0	3.0
Foreman II	3.6	3.5	5.0	5.6	5.7	6.4	6.7	6.0	6.0	6.0
Trades Foreman	0.9	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0
Tradesperson II - Electrician	-	-	0.6	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Tradesperson II - Mechanic	2.0	2.1	2.0	2.0	2.0	2.0	2.1	2.0	2.0	2.0
Electronics Technician	2.5	2.9	3.0	2.9	2.8	2.2	2.3	3.0	3.0	3.0
Meter Maintenance Worker	1.0	1.0	0.9	0.7	0.4	1.0	1.0	1.0	1.0	1.0
Water System Operator	-	-	-	-	-	0.7	0.6	1.0	1.0	1.0
Equipment Operator V	1.0	0.9	1.0	0.9	0.9	1.0	1.9	1.0	1.0	1.0
Equipment Operator IVA	3.9	4.0	4.0	5.2	4.9	4.7	3.8	4.0	4.0	4.0
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	2.6	2.6	2.0	2.0	2.0	1.9	2.0	2.0	2.0
Equipment Operator II	1.0	0.9	1.0	1.0	0.6	1.0	0.8	1.0	1.0	1.0
Yardperson II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.3	1.3	1.3
Maintenance Worker Utilities	2.9	2.8	2.4	2.5	4.3	5.0	4.5	5.0	5.0	5.0
Truck Driver III	2.7	2.0	2.0	2.0	2.0	2.0	2.1	2.0	3.0	3.0
Truck Driver II	1.8	2.0	2.0	2.0	1.5	1.0	0.9	1.0	-	-
Sign Maintainer	1.0	1.0	1.0	1.2	1.8	2.0	2.0	2.0	2.0	2.0
Labourer	13.9	14.7	14.8	16.2	14.2	15.6	14.3	14.0	15.0	16.0
Water Maintenance Worker	2.0	2.0	2.3	3.0	2.2	1.9	2.6	3.0	3.0	3.0
Other	-	-	-	-	-	-	0.4	-	-	-
Full-Time Equivalent	59.3	61.2	64.4	69.1	66.7	69.7	69.2	68.4	69.4	70.4

PWDS – OPERATIONS CENTRE



The base budgets for 2009-2013 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)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Burden (Salaries) (multiple)	-44	-7	34	-	-34	-100%	-	-	-	-
Contributions from Others (30000-4820)	-	-8	-30	-30	-	-	-30	-30	-30	-30
Fees (39000-4220)	-12	-13	-10	-10	-	-	-10	-10	-10	-10
Fuel Sales (33200-7361)	-278	-351	-306	-397	-91	30%	-408	-420	-432	-444
GVTA Grant - Downloaded Roads (33100-4261)	-165	-497	-674	-674	-	-	-674	-674	-674	-674
GVTA Grant - Uploaded Roads (33100-4260)	-260	-	-	-	-	-	-	-	-	-
Preservice Fees (35300-4460)	-	-	-26	-26	-	-	-26	-26	-26	-26
Prov. Grant (Unconditional) (33100-4253)	-325	-1	-	-	-	-	-	-	-	-
Vehicle Chgs Contra (Mtce) (33200-7405)	-1,228	-1,400	-1,036	-1,213	-177	17%	-1,245	-1,279	-1,311	-1,344
Vehicle Chgs Contra (Replacmt) (33200-7410)	-726	-842	-869	-920	-51	6%	-991	-1,024	-1,103	-1,142
Total Revenue	-3,038	-3,119	-2,916	-3,270	-353	12%	-3,384	-3,463	-3,586	-3,669
Expense										
Committee Costs (33100-6045)	4	3	4	8	4	88%	10	10	10	10
Dust Control (35100-8053)	2	2	4	4	-	-	4	4	4	4
Environmental Costs (33100-6320)	-	-	-	20	20	-	20	20	20	20
Equipment Charges (33100/33200-8035)	35	32	35	37	2	7%	39	40	41	42
Equipment Maintenance (30000-8030)	492	540	514	522	8	2%	532	542	551	560
Freight (12230-7350)	8	5	4	4	-	-	4	4	4	4
Fuel (33200-7360)	602	778	602	857	255	42%	882	907	933	959
Insurance (multiple)	85	133	133	143	10	8%	149	155	162	169
Maintenance - General (multiple)	3,888	4,181	3,320	4,026	706	21%	4,157	4,293	4,418	4,547
Program Costs (33100-6325)	9	10	11	11	-	-	11	11	11	11
Radio & Communications (33100-6340)	11	10	12	12	-	-	13	13	14	14
Salaries (multiple)	790	767	850	898	48	6%	935	974	1,007	1,043
Small Tools & Equipment (33100-7390)	17	14	15	16	1	5%	16	16	17	17
Supplies (multiple)	73	68	73	73	-	-	74	74	75	75
Training (33100-6400)	24	29	24	24	-	-	24	24	24	24
Utilities (33100-6500)	16	16	17	17	-	-	17	17	17	17
Vehicle Costs (33100-6430)	23	24	22	24	2	10%	25	26	26	27
Wages (33100-5600)	122	121	98	104	6	6%	108	113	117	121
Total Expense	6,201	6,733	5,738	6,800	1,062	19%	7,018	7,243	7,450	7,664
Transfers										
Interest Transfers (33100-ERR-9402)	-	-	74	74	-	-	74	74	74	74
Special Projects (33100-6385)	96	235	155	75	-80	-52%	-	-	-	-
Studies & Projects (32100/33100-6380)	83	-	-	-	-	-	-	-	-	-
Transfers Out (33100-ERR-9400)	756	869	869	920	51	6%	991	1,024	1,103	1,142
Total Transfers	935	1,104	1,098	1,069	-29	-3%	1,066	1,098	1,177	1,216
TOTAL OPERATIONS	4,098	4,718	3,920	4,600	680	17%	4,699	4,878	5,042	5,211

Comments:

- Fuel Sales, Vehicle Charges Contra (Mtce) - Fuel costs and the amount that is charged to departments for vehicle use have increased significantly.
- Equipment Maintenance - Reflects increasing 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 2009-2013 Financial Plan Overview Report.
- Special Projects - 2008 budget included funding to complete specific projects that were not finished in 2007.

PWDS – OPERATIONS CENTRE



Financial Plan – Sewer Utility

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Appropriation of Surplus (61000-9010)	-462	-946	-946	-363	583	-62%	-1,293	308	325	1,035
Contributions from Others (60000-4820)	-18	-	-	-	-	-	-	-	-	-
Investment Interest (60000-4295)	-201	-201	-225	-225	-	-	-225	-225	-225	-225
M.F.A. Discharge (64000-4380)	-654	-43	-	-	-	-	-	-	-	-
Parcel Charges (61000-4420)	-717	-746	-753	-790	-37	5%	-830	-872	-915	-961
Prov. Grant (Unconditional) (61000-102-4253)	-276	-249	-295	-295	-	-	-295	-295	-295	-295
Sale of Service (61000-4600)	-200	-185	-249	-262	-13	5%	-275	-289	-303	-318
Sales (61000-4510)	-4,730	-5,149	-5,092	-5,452	-360	7%	-5,837	-6,250	-6,692	-7,165
Transfers In (60000-DCC-4910)	-	-46	-	-	-	-	-	-	-	-
Total Revenue	-7,258	-7,565	-7,560	-7,387	173	-2%	-8,755	-7,622	-8,105	-7,930
Expense										
Admin Fees (61000-101-6005)	2,630	2,928	2,934	3,079	145	5%	3,223	3,368	3,513	3,658
Audit Fees (61000-7000)	4	4	4	4	-	-	4	4	4	4
Burden (Salaries) (60000-5100)	-19	-1	13	-	-13	-100%	-	-	-	-
Consulting (60000/61000-7005)	16	15	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)	406	742	-	-	-	-	-	-	-	-
Contribution to Self-Insurance (64000-9021)	7	-54	7	7	-	-	7	7	7	7
Debt - Interest (multiple)	6	3	3	-	-3	-100%	-	-	-	-
Debt - Principal (multiple)	51	46	46	-	-46	-100%	-	-	-	-
Insurance (61000-6210)	44	105	55	49	-6	-12%	49	49	49	49
Insurance-Adj Fee / Deductible (61000-6211)	-	-	5	5	-	-	5	5	5	5
Maintenance - Buildings (62000-8060)	225	245	245	246	1	-	252	259	266	272
Maintenance - General (62000/63000-8056)	236	211	299	321	22	7%	341	361	380	400
Other Outside Services (61000-7051)	5	5	5	5	-	-	5	5	5	5
Radio & Communications (61000-6340)	7	6	8	8	-	-	8	8	9	9
Salaries (61000-5500)	196	156	233	253	20	9%	263	274	283	293
Salary Transfers (61000-5450)	489	511	510	546	36	7%	560	575	588	602
Service Severance Costs (60000-5150)	8	8	11	11	-	-	11	11	11	11
Small Tools & Equipment (61000-7390)	16	19	10	10	-	-	10	11	11	11
Utilities - Gas & Hydro (61000-6510)	14	16	25	25	-	-	25	25	25	25
Utilities - Telephone (61000-6520)	3	1	41	41	-	-	41	41	41	41
Total Expense	6,337	6,959	6,457	6,611	154	2%	6,807	7,006	7,199	7,393
Transfers										
Transfer to Capital Funds (multiple)	81	152	1,018	607	-411	-40%	1,931	602	895	528
Transfers Out (multiple)	105	100	100	100	-	-	100	100	100	100
Total Transfers	186	252	1,118	707	-411	-37%	2,031	702	995	628
Private Service Revenue										
Connection (61000-4140)	-60	-103	-79	-82	-3	4%	-85	-87	-90	-92
Disconnections (Revenue) (61000-4180)	-4	-3	-3	-3	-	-	-3	-3	-3	-3
Preservice Fees (61000-4460)	-2	-	-9	-9	-	-	-9	-9	-9	-9
Total Private Service Revenue	-66	-106	-91	-95	-3	4%	-97	-100	-102	-105
Private Service Expense										
Connections - Preservice (61000-8011)	3	10	13	13	-	-	14	14	14	14
Special Projects (61000-6385)	-	67	65	150	85	131%	-	-	-	-
Total Private Service Expense	3	77	78	163	85	108%	14	14	14	14
TOTAL SEWER UTILITY	-798	-383	1	0	-1	-100%	0	0	0	0

Comments:

- Appropriation of Surplus – Dependent on the extent that planned operating costs and capital expenditures exceed projected revenues.
- 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.
- Transfer to Capital Funds – The amount of planned capital varies year to year.

PWDS – OPERATIONS CENTRE



Financial Plan – Water Utility

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Contributions from Others (70000-4820)	-18	-	-	-	-	-	-	-	-	-
Federal Grant (Conditional) (multiple)	-11	-10	-	-	-	-	-	-	-	-
Fines (71000-4240)	-31	-20	-18	-18	-	-	-18	-18	-18	-18
Investment Interest (70000-4295)	-198	-218	-150	-150	-	-	-150	-150	-150	-150
M.F.A. Discharge (74000-4380)	-43	-20	-	-	-	-	-	-	-	-
Parcel Charges (71000-4420)	-57	-67	-72	-78	-6	8%	-85	-93	-101	-110
Permits (71000-4445)	-1	-1	-	-	-	-	-	-	-	-
Sale of Service (71000-4600)	-1,838	-2,075	-2,056	-2,241	-185	9%	-2,442	-2,662	-2,902	-3,163
Sales (71000-4510)	-5,575	-6,166	-6,199	-6,892	-693	11%	-7,662	-8,519	-9,472	-10,531
Transfers In (multiple)	-1,033	-	-13	-	13	-100%	-	-	-	-
Total Revenue	-8,805	-8,577	-8,508	-9,379	-871	10%	-10,358	-11,442	-12,643	-13,972
Expense										
Advertising (71000-6010)	1	1	4	4	-	-	4	4	4	4
Appropriation of Surplus (71000-9010)	-109	-33	-33	-472	-439	1330%	-574	293	1,285	1,945
Audit Fees (71000-7000)	7	7	7	7	-	-	7	7	7	7
Burden (Salaries) (70000-5100)	-76	-20	17	-	-17	-100%	-	-	-	-
Consulting (71000-7005)	11	11	10	10	-	-	10	10	10	10
Contribution to own Reserves (74000-9020)	589	615	-	-	-	-	-	-	-	-
Contribution to Self-Insurance (74000-9021)	7	7	7	7	-	-	7	7	7	7
Debt - Interest (multiple)	2	1	1	-	-1	-100%	-	-	-	-
Debt - Principal (multiple)	12	13	13	-	-13	-100%	-	-	-	-
Insurance (71000-6210)	43	44	50	43	-7	-14%	43	43	43	43
Insurance-Adj Fee / Deductible (71000-6211)	-	-	5	5	-	-	5	5	5	5
Maintenance - General (70000/72000-8056)	1,213	1,203	1,142	1,195	53	5%	1,242	1,290	1,334	1,378
Meter Reading (71000-8049)	20	25	13	14	1	5%	14	15	15	16
Other Outside Services (71000-7051)	1,331	88	166	166	-	-	198	438	438	438
Purchases (71000-7380)	4,183	4,387	5,068	5,562	494	10%	5,971	6,400	6,831	7,171
Radio & Communications (71000-6340)	8	8	9	9	-	-	10	10	10	10
Salaries (71000/72000-5500)	376	379	406	615	209	51%	632	650	665	681
Salary Transfers (71000-5450)	524	546	545	696	151	28%	716	735	752	771
Service Severance Costs (70000-5150)	8	8	10	10	-	-	10	10	10	10
Small Tools & Equipment (71000-7390)	15	17	13	14	1	8%	14	15	15	15
Special Projects (71000-6385)	-	220	-	40	40	-	-	-	-	-
Total Expense	8,165	7,527	7,453	7,925	472	6%	8,308	9,931	11,431	12,511
Transfers										
Transfer to Capital Funds (multiple)	708	977	1,182	1,586	404	34%	2,187	1,653	1,357	1,611
Transfers In (multiple)	100	100	100	100	-	-	100	100	100	100
Total Transfers	808	1,077	1,282	1,686	404	32%	2,287	1,753	1,457	1,711
Private Service Revenue										
Connection (71000-4140)	-337	-360	-160	-166	-6	3%	-170	-175	-179	-183
Disconnections (Revenue) (71000-4180)	-10	-7	-5	-6	-1	13%	-6	-6	-6	-6
Hydrant Fees (71000-4270)	-11	-17	-8	-8	-	-	-8	-8	-8	-8
Hydrant Relocation (71000-4142)	-23	-	-	-	-	-	-	-	-	-
Preservice Fees (71000-4460)	-	-	-10	-10	-	-	-10	-10	-10	-10
Tie-Ins (70000/71000-4141)	-33	-108	-65	-65	-	-	-65	-65	-65	-65
Total Private Service Revenue	-414	-492	-247	-253	-6	2%	-258	-263	-267	-271
Private Service Expense										
Connections - Preservice (71000-8011)	38	18	20	21	1	3%	21	21	21	21
Total Private Service Expense	38	18	20	21	1	3%	21	21	21	21
TOTAL WATER UTILITY	-208	-447	0	0	-0	-97%	0	0	0	0

Comments:

- Parcel Charges / Sales of Services / Sales – The 2009 budget reflects a 9% increase and an update to the number of units that are connected to water.
- Appropriation of Surplus – Dependent on the extent that planned operating costs and planned capital expenditures exceed projected revenues.
- 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.
- Salaries – New positions have been added in addition to regular increases for wage and benefit costs.
- Transfer to Capital Funds – The amount of planned capital varies year to year.

Financial Plan – Private Service

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Access Culverts (33300-4481)	-7	-23	-	-	-	-	-	-	-	-
Curb Let Down/Rd Extension (33300-4160)	-29	-22	-36	-36	-	-	-36	-37	-37	-37
Ditch Enclosures (33300-4482)	-	-3	-	-	-	-	-	-	-	-
Private Xing /Frontage /Storm (33300-4480)	-43	-46	-62	-64	-2	3%	-66	-68	-69	-71
Total Revenue	-79	-94	-98	-100	-2	2%	-102	-104	-106	-108



Services Provided

Ridge Meadows Recycling Society (RMRS), a community-based, charitable non-profit organization, in partnership with the District of Maple Ridge provides blue-box recycling collection, operates the Maple Ridge Recycling Depot and Intermediate Processing Facility, and offers education on environmental issues to all residents of Maple Ridge. As a local employer (64 employees – full and part time), the Society provides entry-level employment and training opportunities, as well as supported work and training for adults with developmental disabilities. RMRS is an award-winning environmental organization that promotes the 3R’s, provides excellent customer service, seeks out partnerships to enhance recycling services and maximise returns on commodities.

reduce solid waste by providing a drop off depot for all residents in the District and process commodities to secure the highest market value possible.

RMRS will also provide public education to increase awareness of recycling and other related environmental issues and at the same time provide recycling collection, processing and education to the business community of Maple Ridge and Pitt Meadows in order to increase commercial use of the recycling depot.

RMRS will continue to provide employment and training opportunities to people with developmental disabilities in partnership with the Community Living BC – (Formerly: Ministry of Children and Family Development) and other Ministries.

2009 Workplan Emphasis

Ridge Meadows Recycling Society will continue to reduce solid waste and improve participation rates and customer satisfaction with range of commodities by providing weekly curbside collection to all residents in the urban area of Maple Ridge. RMRS will continue to

Performance Measurement (Appendix C)

- Promote community participation in waste reduction activities, and improve participation in recycling
- Provide a safe, supportive work environment for people with developmental disabilities

Financial Plan – Recycling

All figures represent \$'000 (thousands)

	2007	2008	2008	2009	Budget	Budget	2010	2011	2012	2013
	Actuals	Actuals	Budget	Budget	Δ \$	Δ %	Budget	Budget	Budget	Budget
Revenue										
Fees (51000-4220)	-144	-202	-100	-100	-	-	-100	-100	-100	-100
Total Revenue	-144	-202	-100	-100	-	-	-100	-100	-100	-100
Expense										
Contract (51000-7007)	899	870	937	959	22	2%	991	1,025	1,055	1,085
Insurance (51000-6210)	2	2	2	2	-	-	2	2	2	2
Lease Expense (51000-004-6230)	12	11	12	11	-1	-8%	11	11	11	11
Vehicle Charges (51000-7400)	293	364	375	404	29	8%	456	470	527	542
Total Expense	1,206	1,247	1,326	1,376	50	4%	1,461	1,508	1,594	1,641
TOTAL RECYCLING	1,062	1,045	1,226	1,276	50	4%	1,361	1,408	1,494	1,541

Five-Year Capital Plan Overview

Capital Process

Capital Works Program

Capital Works Business Plan

The District has the primary responsibility for providing a wide range of public infrastructure, facilities and services. The quality of life of our citizens and the health and welfare of our community is intrinsically tied to the District's capacity and ability to deliver essential services.

The Capital Works Program (CWP) is the long term corporate guide toward the provision of infrastructure, public facilities, equipment and business systems to provide services. Capital planning over a longer time horizon (15-20 years) promotes better use of the District's financial resources and assists in the coordination of public works and private development. Long-term capital planning enables the District to optimize the use of resources for the benefit of both the present and future citizens. The Capital Works Program is a plan for acquisition, expansion, rehabilitation and replacement of the District's capital assets.

The Capital Works Program is directed by the District's policies in a way that supports the goals and objectives of the Corporate Strategic Plan. A critical element of a balanced capital program is the provision of funds to preserve and enhance existing facilities and provide new assets to respond to changing service needs of the community based on various business lines, demographic indicators, and growth.

The program is reviewed at least annually by the Capital Planning Committee to re-evaluate the existing program and address new projects or changes that the departments and special committees deem either critical or important. This is done to ensure the relevancy of the projects being promoted for the coming five-year timeline. The Capital Works Program changes are approved through Council's adoption of the Financial Plan Bylaw following business planning.

The program identifies capital projects on a priority basis that then drives the financing and timing of improvements to optimize the return on investment and to ensure that allocation of financial resources are done in a responsive and effective manner while moving toward improved sustainability.

Sustainability is a term associated with progressive, stable communities. From the infrastructure management and service delivery perspectives, sustainability has been described as "Providing services that meet the needs of the present without compromising the ability of the future generations to meet their own needs." A key prerequisite of sustainable communities is that they possess sound physical infrastructure. The capital program is an important element of the community's economic development program.

Sustainability is achieved through comprehensive planning to develop strategies for the renewal and replacement of infrastructure and facilities based on implementation of a well conceived long-range infrastructure investment strategy that both strategically and tactically manages the District's assets and resources for the timely expansion, maintenance, and replacement of infrastructure and facilities.

Tangible Capital Assets

The District of Maple Ridge, like all other local governments, is required to meet new financial reporting standards with respect to our Tangible Capital Assets. The new standard requires that all physical assets that support municipal services be inventoried and depreciated to reflect the annual cost of asset use to decision-makers and residents. The District is currently in the process of identifying, classifying, and valuing its Tangible Capital Assets with a scheduled completion date of December 31, 2009.

Funding Sources

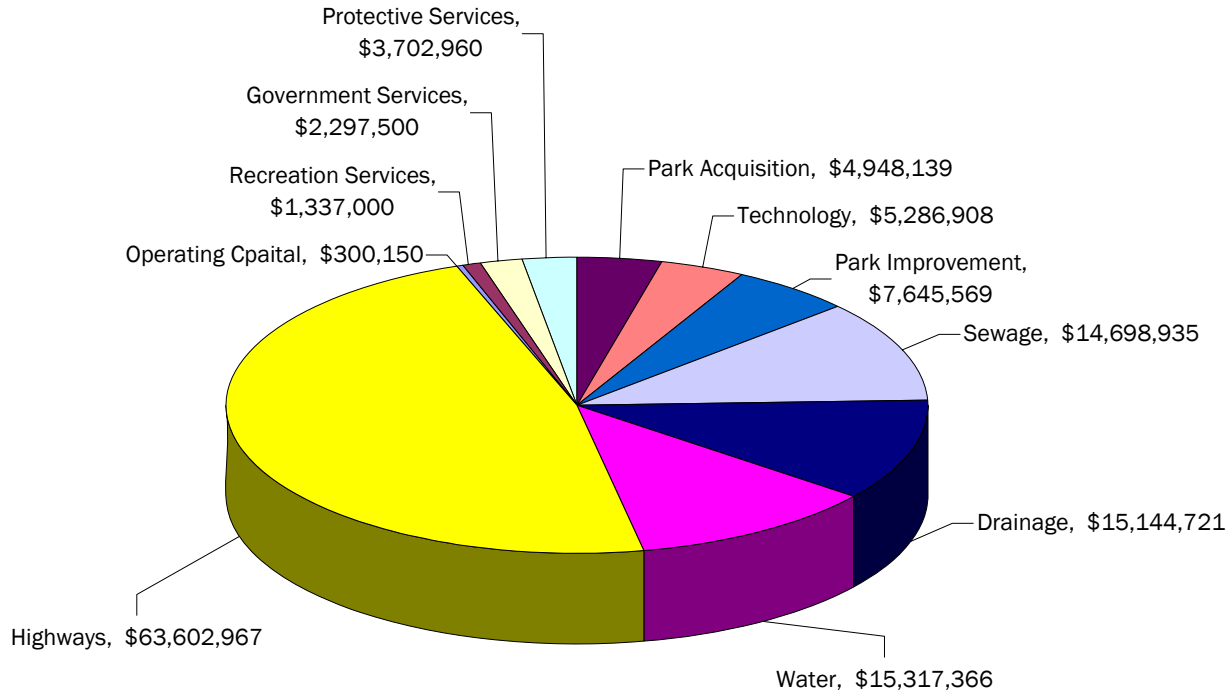
The table on the next page illustrates the sources of funding for these projects. The proposed capital program is relatively large due to borrowing (Debt Financing) and projected funding from other sources including TransLink and grants from provincial and federal governments.

CAPITAL WORKS PROGRAM



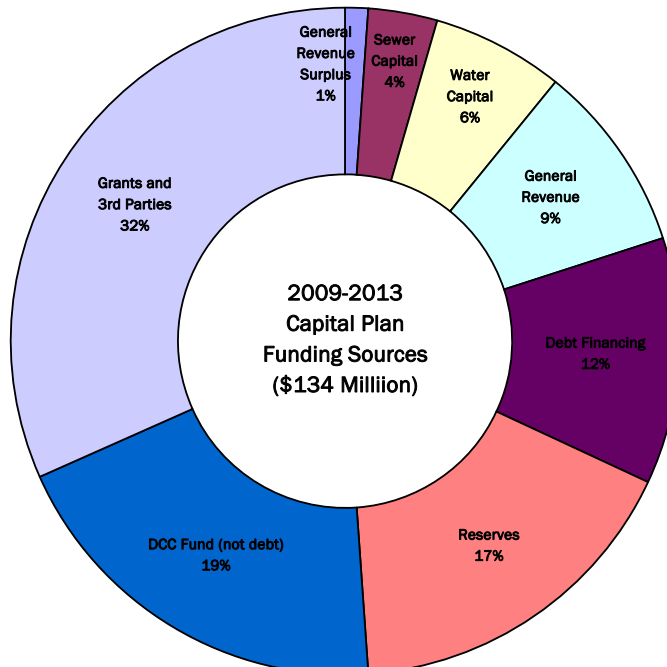
The five-year Capital Works Program is \$134 million; 2009 planned capital projects are in excess of \$28 million, exclusive of projects that may be carried forward from previous years. It should be noted that developers will contribute millions in subdivision infrastructure to our community and these contributions are not included in our capital plan. Budgets for projects that were approved in previous years, but not completed by the end of 2008 will be included in a Financial Plan amendment in the spring of 2009.

Capital Expenditure Program 2009 - 2013 (\$134 million)



Capital Projects

A complete list of capital projects can be found at the end of this section in Schedule 1: Financial Overview Report - Appendix B.





Services Provided

The Capital Planning Committee compiles and prepares the Capital Works Program, coordinates project information for the Long-Term Capital Works Program (15-20 years) with priority given to the upcoming five-year timeframe (2009 - 2013), and is responsible for deployment of information relating to the Capital Works Program on the District's website. The Committee also provides staff support with respect to capital information inquiries and/or requests, maintains the integrity of the data in the corporate business system for long-term capital programming and creating an archive of completed and planned projects, and has the responsibility of administrating the Capital Works Program and associated business systems.

2009 Workplan Emphasis

The Committee will work with staff to develop an asset inventory and asset management strategy that will address financial reporting requirements and provide more information about our assets enabling informed decisions regarding asset purchases and maintenance.

The Committee will ensure that the District has a well conceived financial strategy for infrastructure and facilities sustainability as a long term objective by updating the infrastructure deficit funding projections annually, developing a financial model for illustrative purposes only, projecting the necessary property tax rate increases to fund the infrastructure deficit in 10, 15 and 25 years, appealing to senior levels of government for ongoing secure funding for infrastructure replacement or access to alternative revenue streams (not property taxes), and continuing to explore funding alternatives (Gravel, Gaming, Grants, Growth).

The Committee will undertake a project to explore the merits of migrating the Long Term Capital legacy system to another platform in order to develop a long term capital business solution that better assists with capital programming and asset management and aligns to the goals and objectives of the Strategic Technology Plan.

Appendices

Mission Statement and Value Statements
Vision 2025
Performance Measures
Financial Sustainability Plan – Policy 5.52
Infrastructure Funding Strategy
Capital Works Program Project Listing
2009-2013 Financial Plan Bylaw 6633-2008
Glossary of Terms

APPENDIX A & B: MISSION STATEMENT, VALUE STATEMENTS, VISION 2025



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

MISSION

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

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.

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 socially-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.

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.

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

APPENDIX A & B: MISSION STATEMENT, VALUE STATEMENTS, VISION 2025



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
- 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

APPENDIX A & B: MISSION STATEMENT, VALUE STATEMENTS, VISION 2025



- 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

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

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
- 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

APPENDIX C: PERFORMANCE MEASURES



Council and Staff at the District are pleased to present the fourth annual Progress Report to the citizens of Maple Ridge.

In 2007 the District committed to specific goals and objectives, and set out ways to measure performance towards achieving them. This section communicates the District’s performance on a variety of goals and objectives within the focus areas identified by Council in the Strategic Plan. The District will continue to measure performance in these areas throughout 2009 and beyond.

Index of Performance Measures by Council Focus Area

SAFE AND LIVABLE COMMUNITY	155
ECONOMIC DEVELOPMENT	162
SMART MANAGED GROWTH	164
TRANSPORTATION	166
ENVIRONMENT	168
COMMUNITY RELATIONS.....	170
INTER-GOVERNMENT RELATIONS AND PARTNERSHIPS	172
GOVERNANCE.....	173
FINANCIAL MANAGEMENT.....	174
INTERNAL SERVICE MEASURES.....	177

Index of Performance Measures by Department

Community Services	160, 172	Information Services	173, 177
Economic Development	162, 163	Licences, Permits and Bylaws	158, 176
Emergency Services	158, 171	Operations	159, 167, 168, 170
Engineering	157, 166	Parks & Facilities	165, 169, 175
Finance	174, 175, 176	Planning	164, 168
Fire	155, 156, 171	Police Services	156, 157, 171
Human Resources	176	Recreation	161, 170, 171, 172



Strategic Direction

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, and safety and security concepts.

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.

Safe and Livable Community

As Maple Ridge continues to grow, safety remains a top priority. Continued implementation of the Fire Master Plan in 2008 expanded the team of full-time career firefighters to 29, and six full-time officers. The Community Wildfire Protection Plan was created to protect and preserve the forested areas as well as provide for a level of safety from wildfire for the citizens. Community safety officers commenced work in the community in July 2008 to improve the public's feeling of safety. The RCMP, Outreach workers and other service providers are working together to reduce the number of homeless. A public education program including a comprehensive website section was implemented to bring information to citizens about the Municipal Emergency program and to provide updates on emergency incidents.

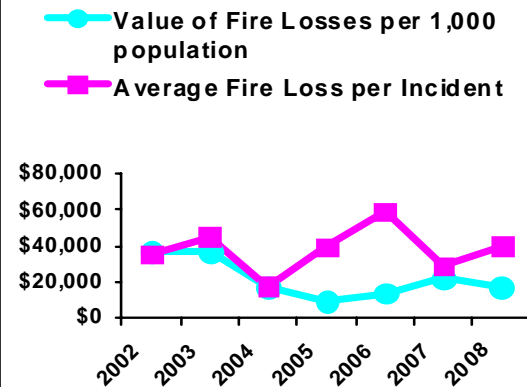
Performance Measures

Reduce the severity of fires through adequate response times and personnel

In 2006, there were 16 full-time firefighters on staff, with a target of four firefighters available 24 hours per day, 7 days per week 100% of the time. For 2007, there were 22 full-time firefighters on staff, with a target of four firefighters available 24 hours per day, 7 days per week 100% of the time. For 2008, there were 29 full-time firefighters on staff, with a target of seven firefighters available 24 hours per day, 7 days per week 100% of the time.

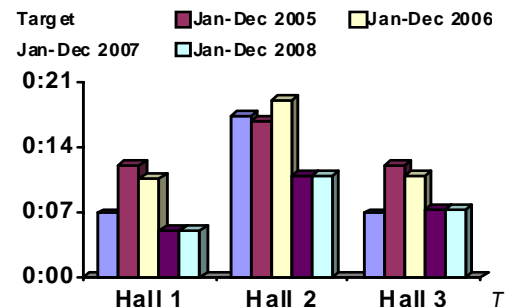
Construction of Fire Hall 4 in the Albion area should begin in 2009.

Fire Hall 1 is undergoing a major renovation including the addition of training facilities. This project commenced in the summer of 2007 and is to be completed in 2009.



The Value of Fire Losses per 1,000 population decreased in 2008 due to an overall decrease in the total fire losses for 2008 (31) compared to 2007 (55). There was an increase in the Average Fire Loss per incident and one of the factors that affects this calculation is the ever-increasing costs to repair fire-damaged structures, which increases the overall cost of the losses.

Response Times in Minutes 90% of the Time



The response time for calls in the various hall areas does not include dispatch time.

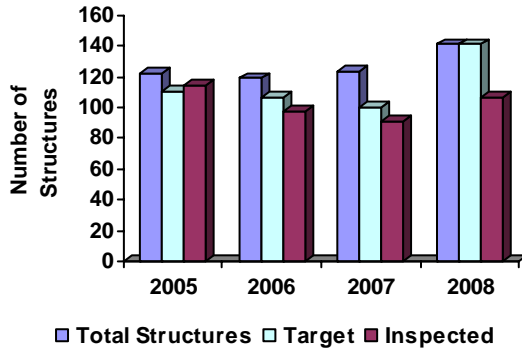
The hiring of additional full-time career firefighters has resulted in a continued reduction of response times in the Fire Hall 1 area where they are stationed; in addition the policy of having them respond throughout the whole district has also resulted in a reduction of response times at Fire Halls 2 and 3.

APPENDIX C: PERFORMANCE MEASURES

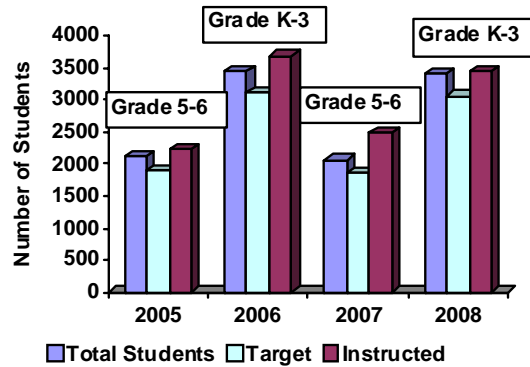


Reduce the number and seriousness of emergency incidents through an aggressive program of proactive inspections and public education

Inspection of Multifamily Residential Structures



Students Attending Fire Safety Education Sessions



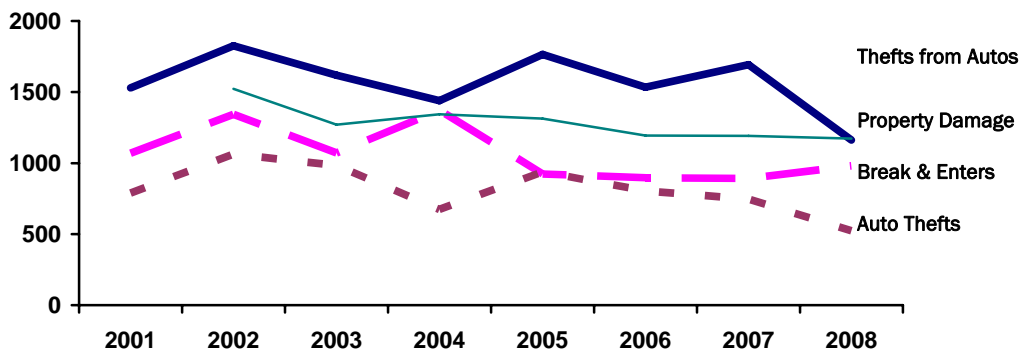
K-3 and Gr. 5-6 are alternated from year to year. 2005 and 2007 saw Gr. 5-6 and 2006 and 2008 saw K-3

	2002	2003	2004	2005	2006	2007	2008
Number of fire incidents - all *	n/a	n/a	n/a	n/a	320	261	249
Number of fire incidents - structure/vehicle	277	235	209	184	136	116	104
Number of fire-related injuries	6	3	0	5	5	11	4
Number of fire-related deaths	1	0	0	0	0	0	1

* In 2006, the definition of a "fire incident" was expanded to include all fire incidents, such as garbage fires, brush fires, etc. Under the previous definition, the number of incidents for 2006 would have been 136. In subsequent years, all incidents will be reported.

Reduce the number of property crime offences

Local detachment focus in 2008 was to develop and implement strategies to address community crime problems, and identify emerging problems, prolific offenders, and hotspots so that criminal intelligence could be coordinated.



Auto Thefts – In 2008, Maple Ridge experienced a 29% decrease in Theft of Auto when compared to 2007. This decrease was consistent throughout the year and can be attributed to numerous prolific car thieves being arrested and held in custody.

Theft from Auto – Theft from autos is closely tied to vehicle thefts and are often committed by the same offenders who steal vehicles. In 2008, Maple Ridge experienced a 31% decrease in this crime category compared to 2007.

Property Damage (Mischief) – This offence type saw an overall decrease in 2008 of 3%. This decrease was especially evident during the last two quarters of 2008.

APPENDIX C: PERFORMANCE MEASURES



Break and Enters – This crime type is broken down into three categories – Commercial, Residential, and Other.

Commercial Break and Enters were up over 2007 by 23% and were consistently up in all four quarters of 2008. The majority of these offences were located in the downtown core. Key arrests were made late in 2008 and will likely have an impact on those numbers in 2009.

Residential Break and Enters were up over 2007 by 31%. This increase was primarily noted in the final quarter of 2008. Again, key arrests were made in early 2009.

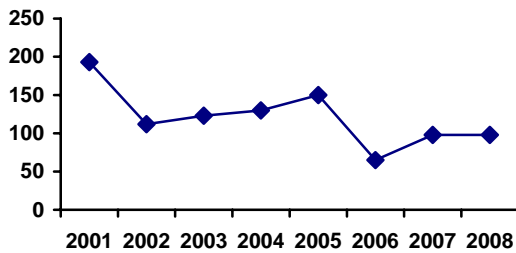
Other Break and Enters were consistently down in 2008, showing an overall 31% decrease over 2007.

Proactively assist in the development and safety of youths in our community

The Ridge Meadows Youth Diversion Program was established in 1994 to divert first-time young offenders away from the court system. It works on the philosophy of immediate consequences for crimes, restitution to victims and mentoring. In addition to giving first-time offenders a second chance, the program also saves money. It costs seven times more to put a youth through the court system than the diversion program.

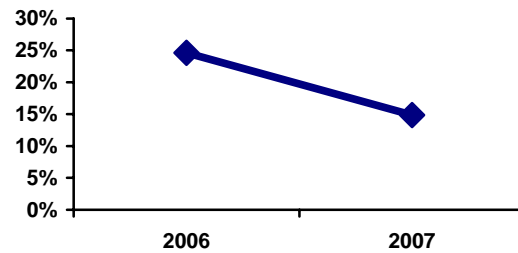
The rate of youth recidivism was in its third year for 2008, and it represents the percentage of first-time young offenders who re-offend within one year of their participation in the diversion program.

Number of Youths in Diversion



Increase in 2007 and 2008 is a result of increased awareness of RCMP members to utilize this program. Training programs with new recruits now include the Youth Diversion Program process.

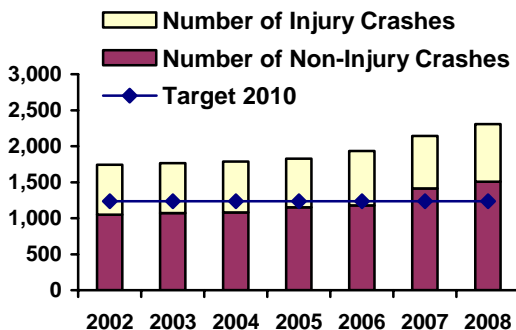
Rate of Youth Recidivism



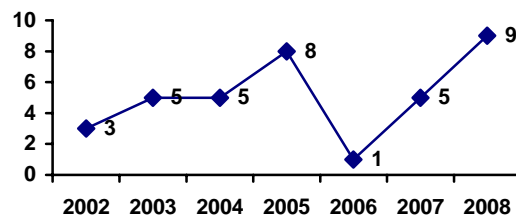
RCMP members communicate and recommend youths when appropriate to the Youth Justice Committee. New RCMP members are introduced via an orientation session on how this program works and can benefit youth in the community. As of date of publication, 2008 figures for diversion are not available from the Province.

Reduce the number of deaths, injuries, and property damage caused by traffic accidents

The District is participating in Traffic 2010 initiatives to reduce serious injury accidents by concentrating on impaired driving, aggressive driving, high crash intersections, and seatbelt usage and participating in Safer Cities initiatives involving RCMP members, volunteers, and District staff. A specific initiative is in place to reduce the number of crashes by 30% over the period 2004-2010. In 2003 there were 1,765 crashes, making the 2010 target 1,236.



Number of Crashes Resulting in a Fatality

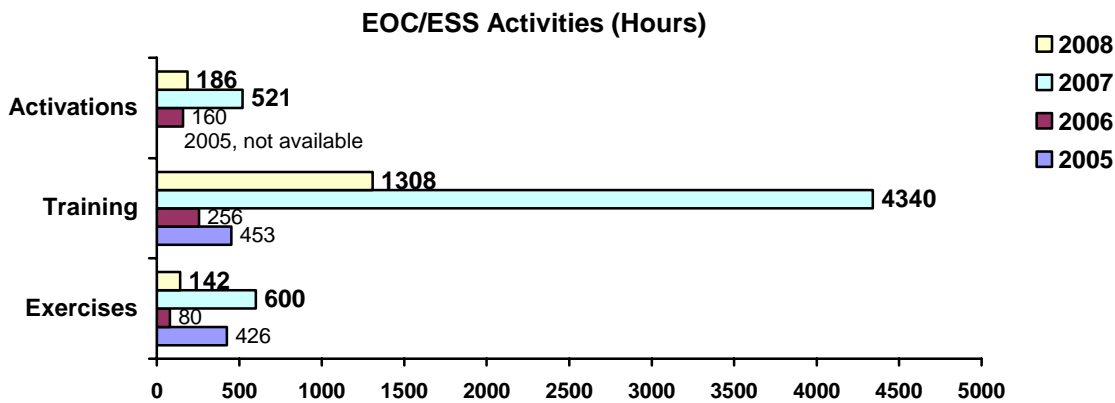


* Source: Safer City Planet Data Base; excludes parking lot crashes.

Ensure adequate commitment to Municipal Emergency Program staff and volunteer development

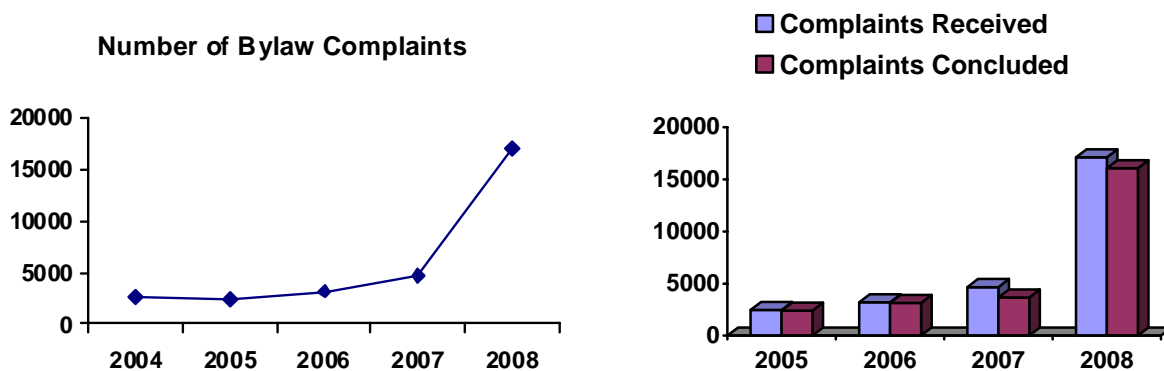
The Municipal Emergency Program (MEP) is a joint program shared by the District of Maple Ridge and City of Pitt Meadows. Each community has an Emergency Operation Centre (EOC) which is staffed by individual emergency response teams. In the event that a major disaster occurs, the incident would be managed by a joint EOC. The MEP is managed by a Joint Emergency Program Coordinator, and involves staff from both communities, volunteers, and other agencies. Training, emergency simulation exercises and response activations provide an important base for emergency preparedness.

The EOC was activated fewer times in 2008 than in the previous year, but a greater amount of time was allocated to EOC training and preparation. In 2007, the Fraser River Freshet was particularly of concern resulting in many hours of preparation for a potential flood. Several high water events in the Alouette River system and windstorms added to the high number of EOC hours recorded in 2007. Emergency preparedness in the community is enhanced by providing opportunities for District staff, volunteers and agency designates to develop their skills through training, and real or simulated response situations. In addition, information sessions are provided to citizens and community groups.



Ensure public compliance with Municipal bylaws

A cooperative approach to bylaw enforcement issues is achieved through effective partnerships with the RCMP, SPCA, Ministry of Health, Community Outreach, Downtown Parking Association, Business Improvement Association, Adopt-a-Block Society, and other agencies. A 2008 priority involved work towards the development of a new animal shelter, implementation of a comprehensive dog licensing program, and completion of the corresponding new animal services business plan.



Proactive enforcement in the downtown core created an increase in bylaw complaint files received. Of the 17,100 bylaw complaints received during 2008, almost 94% were concluded. The percentage of concluded files was considerably higher than 2007, but files are not necessarily concluded in the same month that they were received.

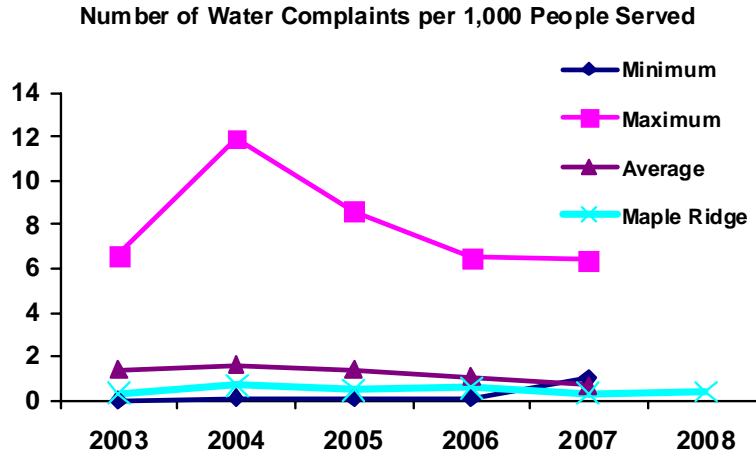
APPENDIX C: PERFORMANCE MEASURES



The District of Maple Ridge participates in a national benchmarking initiative that assists in managing and monitoring performance in the areas of wastewater collection and treatment systems and water treatment, supply and distribution systems. There are currently more than 35 participating Canadian cities and regional organizations serving more than 60 percent of the Canadian population. This initiative, created and administered by Earth Tech, serves as the national standard for water and wastewater utility benchmarking in Canada, and is the data source for the following two graphs.

Provide high quality drinking water to homes and businesses

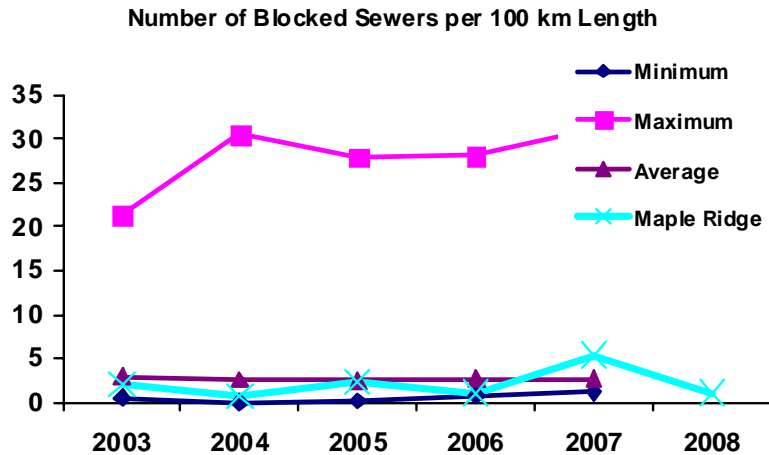
The District's Operations Department maintains 373 kilometres of watermain and in 2008 distributed 11,416,010 cubic metres of water. In addition to providing high quality, safe drinking water, ensuring the security of the water distribution system is a priority, along with ensuring an adequate supply of water flow for fire protection.



Maple Ridge compares very favourably with other municipalities in the distribution of high quality drinking water to citizens

Maintain an effective and reliable sanitary sewage collection system

The District's Operations Department maintains 261 kilometres of gravity sanitary sewer. Maintaining a dependable sewage collection system with minimal blockages is a priority, as well as minimizing the environmental impact of blockages and overflows.



Maple Ridge has fewer blocked sewers than other municipalities of its size across Canada

* Due to the timing of data compilation, only Maple Ridge data is available for the current year.

Support the Building Community Solutions Steering Committee in their goal of encouraging the development of healthy neighbourhoods: through community education; by supporting the development of connections and networks, and by developing and promoting programs and tools designed to assist in strengthening neighbourhoods

Building Community Solutions is a project funded by the Communities in Action program of United Way of the Lower Mainland. The Neighbourhood Development Coordinator from the Community Services Department acts as a liaison from the Social Planning Advisory Committee to the Building Community Solutions Steering Committee.

The Building Community Solutions Steering Committee recognizes the importance of the role of neighbourhoods in health and well-being. One of the goals of this committee is to educate citizens regarding neighbourhood health, to support connections and networks, and to develop and promote programs and tools that assist in strengthening neighbourhoods. In 2008, Building Community Solutions funded a record high 21 'Seed Grants' for local neighbourhoods to host gatherings designed to connect and strengthen their neighbourhoods.

One objective of this committee is to work with two pilot neighbourhoods: Laityview Good Neighbours and the Mountainview Neighbourhood Association. In 2008 these two neighbourhood associations continued to be supported both in their development and in hosting a number of very successful neighbourhood events (movie nights, neighbourhood walks and barbeques, Easter Egg Hunt, etc). In addition, the two pilot neighbourhoods hosted their first joint event – a Community Safety Fair. Creating opportunities for neighbourhoods to link, network, and share ideas and resources will be an ongoing objective in 2009.

A focus in 2009 will be to work with the pilot neighbourhood associations to develop Neighbourhood Quality of Life Plans. Lessons learned from these pilot processes will assist in the development of a template that will be available for other neighbourhoods to develop their own Quality of Life Plans. The pilot neighbourhood processes are scheduled to take place in the fall of 2009 with the development of a template scheduled to be completed in early 2010.

Support the District of Maple Ridge Social Planning Committee to work with the social service network, community organizations, neighbourhoods, and citizens to develop a Social Sustainability Strategic Plan designed to establish direction and priorities to contribute to developing a sustainable community.

In the fall of 2008, the update the 2002 Community Profile began. Working in partnership with the Building Community Solutions Committee, a community steering committee was formed to oversee the process. The update will provide a comparison to the benchmark indicators created in 2002. In addition, the need to expand the research to respond to current community issues and service delivery models was recognized with the addition of 8 new indicators. The document will be completed in spring of 2009 and will be utilized in the process to develop a Social Sustainability Strategic Plan.

Support the work of Substance Misuse Prevention Standing Committee of the Child, Youth and Family Network to address the recommendations outlined in the 2007 Substance Misuse Prevention report.

The Substance Misuse Prevention Task Force of the Social Planning Advisory Committee completed and released its final report, which outlined 33 recommendations. The report was endorsed by the Social Planning Advisory Committee and Maple Ridge Council. In the spring of 2007, the Task Force became a Standing Committee of the Child, Youth and Family Network. Then in June of 2007, the Task Force hosted a community prioritization workshop identifying the top 10 recommendations.

The development of the Opening Doors Network whereby all the agencies supporting youth with addiction issues come together with the goal of streamlining services and working together to “fill in the gaps” in services, continues to be a successful initiative.

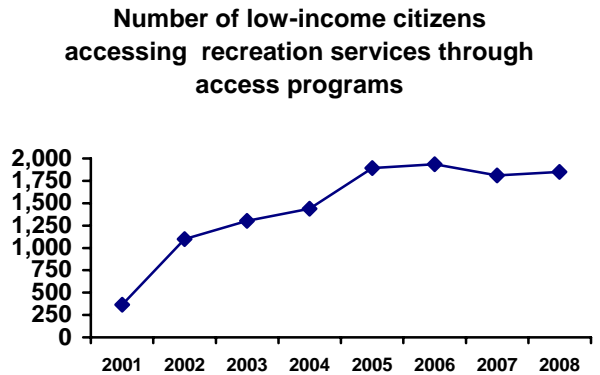
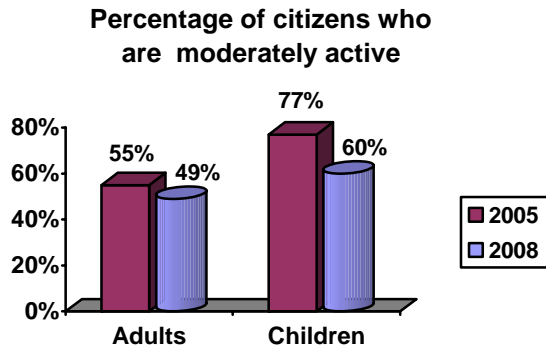
The Substance Misuse Committee continues to support the work of community agencies and networks to address a number of the recommendations outlined in the 2007 report. In the fall of 2008, the Committee published a report card update on the progress made on the top 10 priority recommendations. The ongoing goal of the Committee is to obtain funding to support the mobilization of the community networks to continue to build on current work addressing the prioritized recommendations.

APPENDIX C: PERFORMANCE MEASURES



Create a community culture where active living is part of daily life

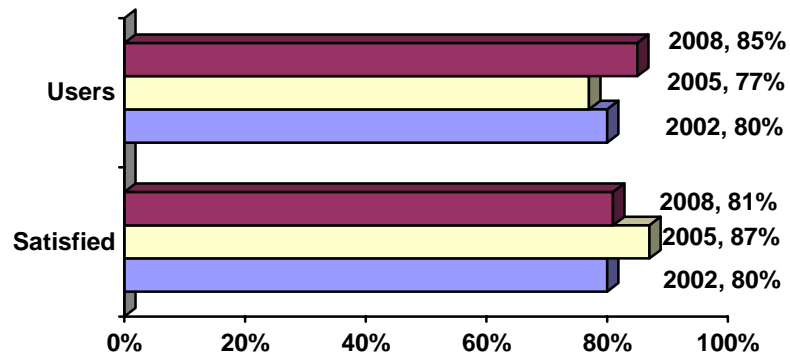
Increase participation of those not currently involved in leisure activities due to financial barriers



Source: Parks and Recreation Survey conducted by Ipsos-Reid in 2005 and 2008.

Ensure appropriate services are available for present and future customers and citizens to live healthy lifestyles

Percentage of citizens who use available Parks & Leisure Services
Percentage of citizens who are satisfied (rated as Excellent or Good) with Parks & Leisure Services



Source: Parks and Recreation Survey conducted by Ipsos-Reid in 2002, 2005 and 2008.



Economic Development

Strategic Direction

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

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.

Maple Ridge is poised for unprecedented growth, due in large part to the billion plus dollars of investment in the Golden Ears and Pitt River Bridge projects that open here in 2009. The increased accessibility the bridges provide was one of the key reasons that the Real Estate Investment Network (REIN) in their 2006 research report "The Gateway Effect" that detailed the impact of the Gateway Project's transportation improvement projects on real estate found that Maple Ridge is the number one region positioned to benefit from these transportation improvements. Commute and travel distances are measured in minutes, not kilometres. If you can reduce commute and travel times to and from an area, you make that area much more desirable as a place to live.

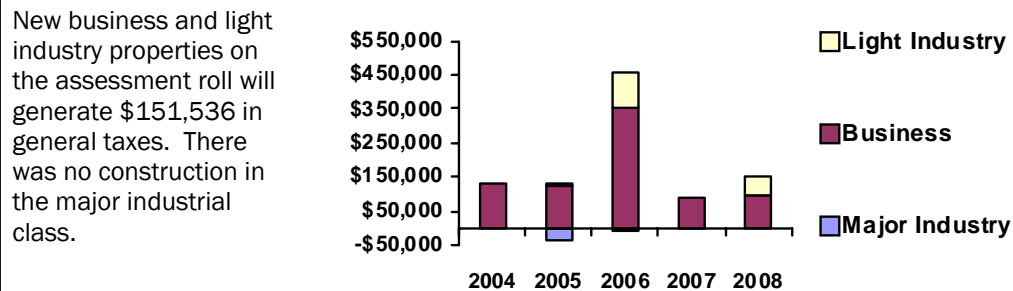
In their Economic Strategy adopted by Council in 2006, the Economic Advisory Commission identified four priority sectors to help drive economic growth – they are High Tech, Advanced Manufacturing, Post Secondary Education and Tourism. The top three goals for economic development are to attract commercial and industrial investment; create high value jobs; and actively encourage revitalization of the Town Centre.

A key role for Maple Ridge Economic Development in 2008 was building awareness among key target audiences and prospective investors of the benefits of investing in Maple Ridge. Awareness is building, and the availability of affordable industrial, commercial, and residential real estate is already fuelling significant interest in Maple Ridge as a place to invest.

Performance Measures

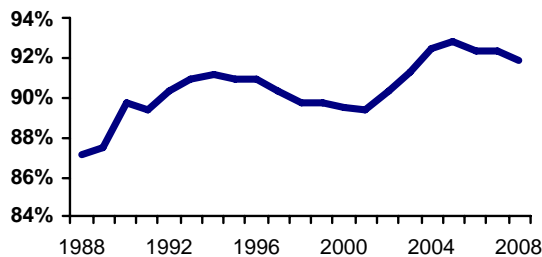
Build a sustainable community that includes a balance of land use types

New Tax Revenue from Commercial Growth



New business and light industry properties on the assessment roll will generate \$151,536 in general taxes. There was no construction in the major industrial class.

Percentage of Tax Assessment Base from Residential Sectors



In 2008 assessments did not increase due to market appreciation as the Province froze assessment increases for most property classes.

Due to the assessment freeze the majority of the change in assessed values was due to new construction. The rate of new construction in the residential class of properties was similar to the new construction rate in non-residential properties resulting in a minor reduction in the proportion of the assessment base that is residential.

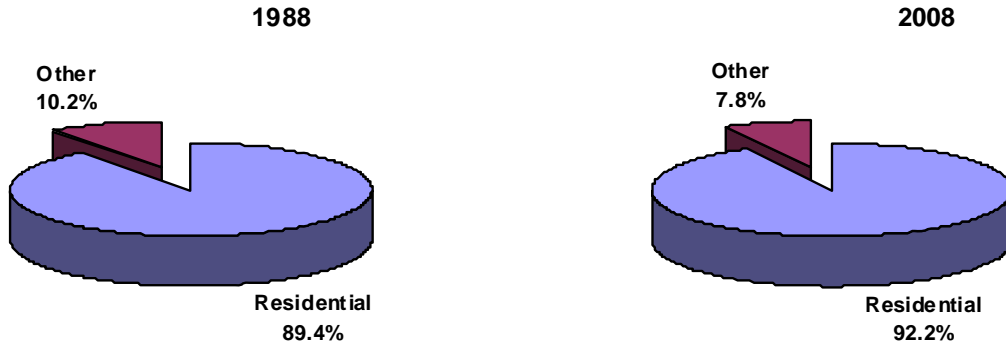
Tax and assessment charts note the years when growth occurred. Tax revenue occurs in the subsequent year.

APPENDIX C: PERFORMANCE MEASURES



Build a sustainable community that includes a balance of land use types

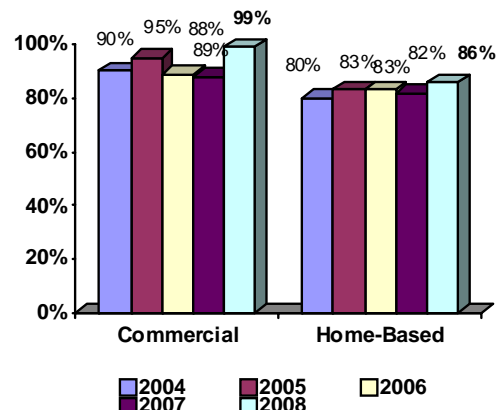
Property Assessment Values by Property Class



Attracting new investment and employment to Maple Ridge is important. Retaining current businesses is equally important. In 2008, 99% of commercial business licences were renewed, which is considerably higher than the previous year. For home-based business licences, 86% were renewed, which is also higher with the previous year.

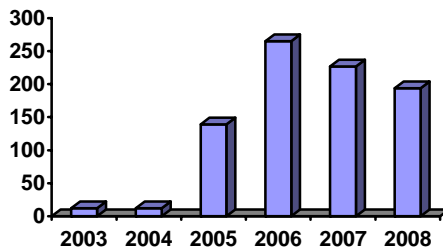
The number of business licences issued in 2008 was 4,232. Commercial licences accounted for 1,476; there were 1,571 home-based businesses licences, and 1,138 non-residential licences (businesses based in other communities), as well as 47 non-profit licences.

Business Licence Renewals

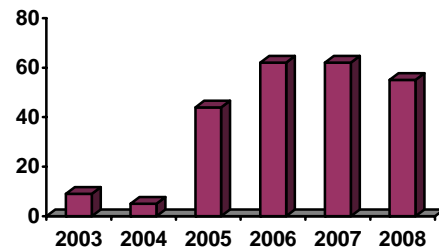


Attract film productions through excellent customer service, cost competitiveness and a streamlined process

Number of Permits



Number of Productions



The District has promoted Maple Ridge as a preferred filming destination directly to film production companies and through the BC Film Commission. The film industry is discovering Maple Ridge and its many assets, providing local businesses with a new market for their goods and services, and providing citizens with employment opportunities. The strength of the Canadian dollar and senior government tax credit policy also influence filming location decisions.



Smart Managed Growth

Strategic Direction

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 storm-water 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, geothermal power and energy from sewer systems).

The District has recently put into place a number of policies geared towards its commitment to Smart Growth sustainability principles, which includes increasing density in areas where it is appropriate. In November 2008, an Area Plan for the Maple Ridge Town Centre was adopted to guide development in the areas of green infrastructure, land-use, parks and conservation, and multi-modal transportation. Development Permit Area Guidelines were included in the Area Plan, which encourage green building techniques, quality urban design principles, etc. The Town Centre Area Plan is incorporated into the 2006 Official Community Plan. Also adopted in November were changes to the Off-Street Parking & Loading Bylaw that came out of recommendations from a Town Centre Parking Strategy study, completed in July 2008, which resulted in the reduction of the number of parking stalls required in the Town Centre central business district and the inclusion of storage requirements for short-term and long-term bicycle parking.

The new policies encourage higher residential densities, a variety of housing types and tenures, and mix of land uses, while creating a pedestrian and bicycle-friendly environment through green routes and street design, quality compact development, reduced parking standards, and an increase in green space.

Supporting the new Town Centre sustainable development policies is the existing Revitalization Tax Exemption Bylaw that was adopted in 2006. This Bylaw permits a tax exemption for residential development greater than four storeys in specific areas of the Town Centre and a further tax exemption if the building is LEED Canada certified (Leadership in Energy and Environmental Design). The District is applying a LEED rating system to the new Town Centre Fire Hall addition, with the intention that it will achieve a Silver LEED rating upon completion.

In order to encourage modest density infill in single-family areas of Maple Ridge, a Detached Garden Suites Bylaw was adopted in November 2008. This Bylaw permits a detached accessory dwelling unit to an existing house in specific single-family zones in Maple Ridge. Detached Garden Suites offer a smaller, accessible and ground-oriented housing form that enables aging in place for residents and the provision of affordable housing.

Performance Measures

Encourage residential development in the Regional Town Centre

	Number of residential units created in the Regional Town Centre	
	2008	2007
Apartments	66 units in 2 new buildings	328 units in 6 new buildings
Townhouses	0 units	0 units
Single Family Dwellings	1 units	1 units
Total	67 units	329 units

Currently about 4,950 residential units are located within the Town Centre and many more proposed units are currently under application.

APPENDIX C: PERFORMANCE MEASURES



Provide new park areas in consultation with residents to determine needs and ensure maximum use of the facilities

A successful park development process includes initial consultation, a steering committee comprised of residents, suggestions, feasibility determination, public open houses, recommendations to the Parks & Leisure Services Commission and Council, then finally the tender and subsequent park development.

Phases Completed

Park Name or Location	Original Completion Target	Revised Completion Target	Consultation	Feasibility, Concept	Open Houses	Council Approval	Tender Awarded	Development	Comments
North Cottonwood Park	2005	Comp	•	•	•	•	•	•	
201 and Telep	2005	Comp	•	•	•	•	•	•	
MRSS Lacrosse Box	2006	Comp	•	•	•	•	•	•	
Westview Artificial Field	2006	Comp	•	•	•	•	•	•	
Youth Action Park	2006	2008	•	•	•	•	•	•	Opened April 2008
Firefighter's Park	2006	2008	•	•					On hold-pending Fire Dept space analysis
Silver Valley Park	2006	2007	•						Awaiting land transfer
Webster's Corners	2006	2008	•						Consultation October 2008
Cottonwood East	2007	2009							Initial design planning April 2008
BMX Skill Develop't Park-Albion Park	2008	2009							Initial design meeting October 2008
Hammond Sport Field Renovation	2008	2009							On hold as project is dependent on successful grant application and third party funding



Rieboldt Park

Transportation

Strategic Direction

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.

The District’s transportation network is undergoing major improvements. In 2008, road improvements were commenced on Abernethy Way, a conceptual design was completed for the 240 Street Bridge over the South Alouette River, and a traffic signal was installed on 232 Street at 128 Avenue. Road improvements were completed on the Cottonwood Connector from 118 Avenue to Dewdney Trunk Road and the first roundabout in Maple Ridge was completed. Safety was increased for cyclists with the installation of bike lanes on 240 Street from 113A to Dewdney Trunk Road and pedestrians saw traffic calming measures put in place on River Road as well as Kanaka Way (232 Street to Gilker Hill). Transit exchange improvements were completed in the downtown core.

Performance Measures

Improve traffic safety on our road network for all users, including pedestrians and cyclists

In a partnership with the Insurance Corporation of British Columbia, the District has established a Safer City program. This includes a number of transportation-related initiatives to help make the community a safer place for automobile drivers, cyclists, pedestrians, and equestrians. There were a number of Safer City initiatives completed in 2008. It is anticipated that an ongoing commitment to this program will result in a decrease in ICBC’s “Crash Index Rating” as well as providing citizens with a safer transportation network. *Crash measures are reported on page 157.*

2008 Safer City Initiatives

Intersection Improvements

- 232 Street at 128 Avenue

Pedestrian Facility Improvements

- 232 Street and 122 Avenue
- Lougheed Highway and Burnett Street
- Eight Bus Pads

Traffic Calming Initiatives

- River Road (207 Street to 216 Street)
- 227 Street at 116 Avenue
- 216 Street at 124 Avenue

Cycling Facility Improvements

- 240 Street (Dewdney Trunk Road – 113 Avenue)



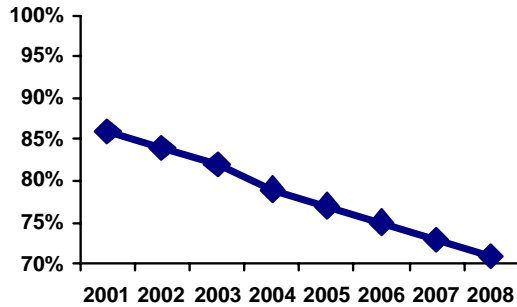
APPENDIX C: PERFORMANCE MEASURES



Protect our investment in roads infrastructure and provide a safe, serviceable road network

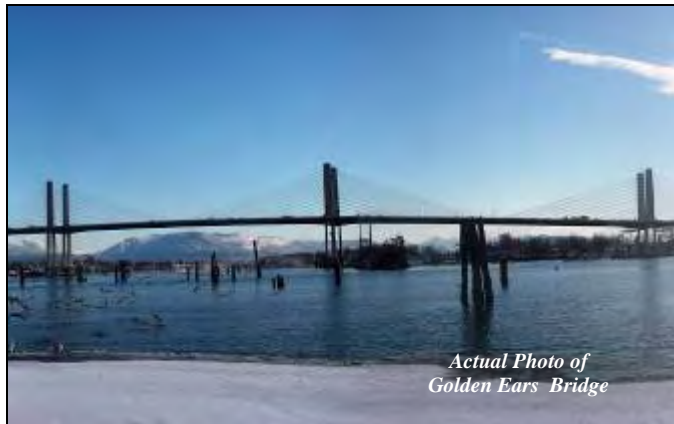
The District's Operations Department maintains a road network of over 470 kilometres. Keeping the roads in good shape involves inspections, shouldering and grading, sweeping, ice control, curb repair, roadside mowing, asphalt patching, crack sealing, and road marking for traffic lanes, crosswalks, arrows, etc. Enhancing the safety of motorists, pedestrians, cyclists, and equestrians is a priority. In 2008, 71% of the District's roads were in a condition at or above acceptable.

Percentage of roads in a condition at or above acceptable

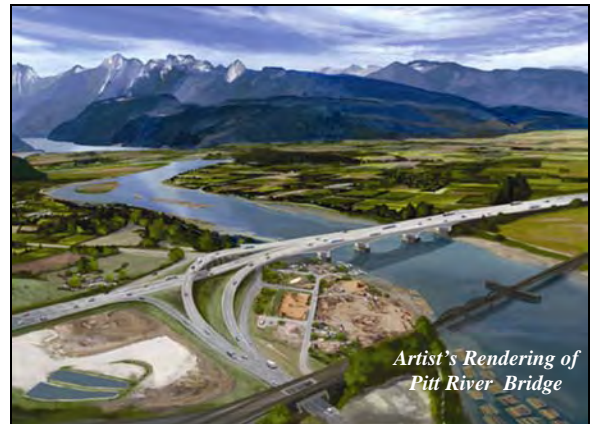


In 2008 a pavement condition and deterioration survey was conducted by an independent engineering firm who determined the existing road network is experiencing visible and accelerating deterioration.

In recognition of the need to adequately fund the rehabilitation and replacement of the District's infrastructure, Council has approved a financial plan, which dedicates a 1% property tax increase to infrastructure sustainability beginning in 2008. This will provide over \$400,000 in additional funding for transportation and traffic management projects, and over \$800,000 in 2010.



Actual Photo of Golden Ears Bridge



Artist's Rendering of Pitt River Bridge

The Golden Ears Bridge and Pitt River Bridge are currently under construction and will open in 2009



Environment

Strategic Direction

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.

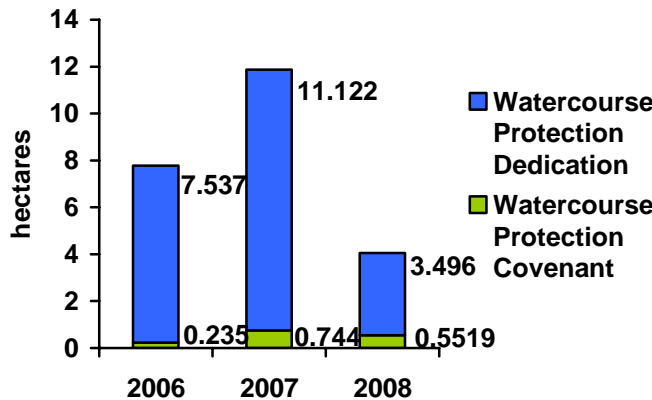
Lobby senior levels of government to change codes and regulations to promote or require the use of "green" and innovative technology.

Maple Ridge has made a commitment to pursue policies and practices that encourage and promote sustainability in the community and in its corporate practices. The District 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.

Performance Measures

Identify and protect environmental features and areas that require special recognition and management to promote sound environmental practices

Area of land dedicated or protected by covenant for watercourse protection



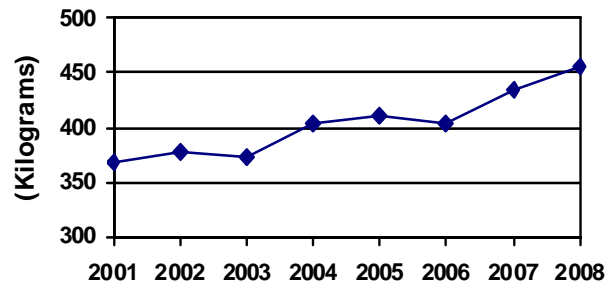
The District continues to pursue its strong commitment to environmental practices by acquiring and protecting lands adjacent to watercourses.

Promote community participation in waste reduction activities, and improve participation in recycling

The District's partnership with Ridge Meadows Recycling Society provides citizens with a recycling depot and within the urban area, curbside collection. The number of educational events has risen from 84 in 2001 to 178 in 2008.

A significant rise in recycled materials per household over this same period demonstrates an awareness and willingness among citizens and business owners.

Recycling per Household



APPENDIX C: PERFORMANCE MEASURES



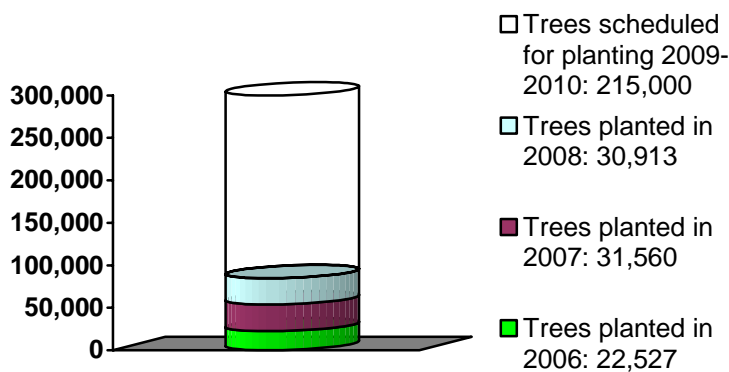
Promote individual and community responsibility for the stewardship of natural resources

The Community Ecosystem Restoration Initiative represents a unique community approach to fighting climate change through the enhanced removal of carbon dioxide from the atmosphere. Carbon dioxide is the “greenhouse gas” most responsible for climate change. Healthy ecosystems absorb vast tonnages of carbon dioxide while releasing 2.5 tonnes of oxygen for each tonne of carbon dioxide absorbed.

Using conservation lands under the District’s control, ecosystem restoration work including tree planting in the order of 300,000 trees and management of invasive species, is being undertaken under the direction of a project steering committee and funded by various corporate sponsors such as BC Hydro, Small Potatoes Urban Delivery, the Globe Foundation, the Director’s Guild and others.

In addition to the sequestration of 2,240,000 tonnes of carbon dioxide at year 80 after intervention, other benefits include hydrological stabilization of watersheds, wildlife habitat enhancement and recreation benefits.

Number of Trees Planted



This project is registered with the Canadian Standards Association GHG Clean Projects Registry (Project Identifier 9251-6893) and is validated against ISO 14064 standards.



Fire Hall 1, on the corner of Dewdney Trunk Road and 227 Street is undergoing a major expansion that incorporates many 'green' technologies. The building will be certified by the Leadership in Energy and Environmental Design (LEED) green building rating system. Geothermal technology is just one of the features that will reduce the Fire Hall's carbon footprint. The result will be lower energy consumption, lower heating costs, and lower greenhouse gas emissions.

Community Relations

Strategic Direction

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.

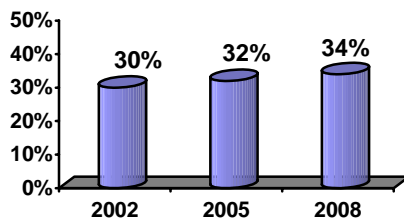
Provide opportunities through events and festivals for growing our citizens' sense of community.

Maple Ridge is unique in the strength of its community social service network. Representatives from many different non-profit agencies come together to determine how best to work together to obtain resources and government support, and to determine which organization is best able to serve specific needs within the community. The District's social planning staff offers assistance in bringing groups together and providing the support to enable them to continue to deliver valuable community services.

Performance Measures

Support and promote citizen volunteer participation as a valuable leisure and recreation activity

Community Volunteerism *



One-third (34%) of Maple Ridge residents volunteered within the community during 2008. The proportion of Maple Ridge residents who say they have volunteered has increased marginally since 2002 (up four percentage points from 30%).

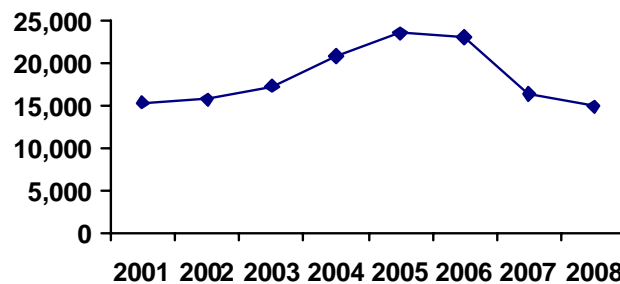
Source: Parks and Recreation Survey 2002, 2005 and 2008 survey conducted by Ipsos-Reid.

Provide a safe, supportive work environment for people with developmental disabilities

Through the District's partnership with Ridge Meadows Recycling Society (RMRS) and Community Living BC, people with developmental disabilities are provided with employment and training opportunities.

In 2008, 32 people with developmental disabilities worked for RMRS, up from 27 in 2001. As many of these people are transitioning from high school, they might only work a few hours a day, which accounts for the downturn in the annual hours of work.

Annual Hours of Work for People with Developmental Disabilities



APPENDIX C: PERFORMANCE MEASURES



Other Community Relations Accomplishments:

- Early in 2008, 12 volunteers had acquired the specialized aquatics skill and water safety training, through the volunteer leadership development program, to be employed as lifeguards and instructors. This resulted in a decrease in the number of volunteers and hours for 2008 as the new staff became trained in volunteer management, in preparation for the annual recruitment and the influx of new volunteers.

In 2008, during the transition, 10 new volunteers donated 253 hours to the Aquatics area in the Maple Ridge Leisure Centre and assisted the new instructors with swimming lessons, special events, and special needs participants.

The Maple Ridge Aquatics volunteer program effectively supports District economic sustainability efforts by creating employment opportunities and specialized career training for citizens, similar to the Fire Hall and the Youth Futures volunteer program areas

- Almost 22,000 volunteer hours were logged with Parks & Leisure Services in 2008, which is a drop from the almost 26,000 volunteer hours in 2007. Volunteer tracking software had become obsolete for 2008 and due to manual tracking some data may have been lost. As well, the Youth Outreach Initiative dance attendance was down, resulting in a reduction in the number of volunteers.
- Volunteers also provide an invaluable service to the community through their involvement with the Ridge Meadows Volunteer Crime Prevention programs, Search & Rescue initiatives, and call-outs with Emergency Social Services programs. In 2008, 294 volunteers were trained in a variety of emergency support capacities and provided 1,138 hours to a number of activities including supporting citizens who were displaced from their homes due to flooding, windstorms, and fires.
- The Fire Department's Charities Committee held several events throughout the year including a Car Wash for the Hospital Burn Unit, Head Shave for Cancer, Boot Drive for Muscular Dystrophy, and the Firefighters' for Families Food Drive. This committee demonstrates the firefighters' dedication to the community, high morale in the organization and the spirit of cooperation and inclusiveness between the full-time and part-time members. In 2008, over \$27,000 was raised for various charities, bringing the total raised since 2002 to over \$244,000.



Inter-Government Relations and Partnerships

Strategic Direction

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 (now Metro Vancouver) 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.

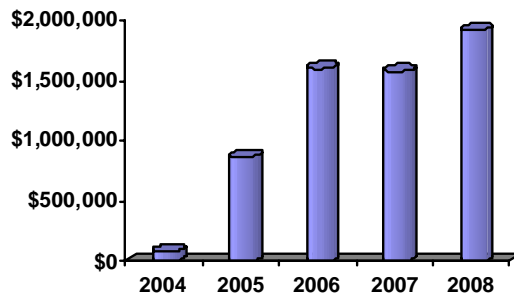
Identify and promote the use of partnerships and networks with public agencies; crown corporations; business; not-for-profit; community groups; and, volunteers to provide local government and community services in a cost-efficient, effective and timely manner.

The District maintains memberships on many different boards and committees to represent the interests of citizens and customers. District participation on regional committees and senior government initiatives is essential in bringing home benefits to the community. We have been working with local First Nations partners to formally recognize multiple levels of government within Maple Ridge boundaries. District staff and elected officials are committed to making partnerships work to the best advantage for the community.

Performance Measures

Support community social service network in a collaborative process to access additional resources to address community needs, issues, and priorities

Funding from local, regional, provincial, and federal programs received through local network tables collaborations that are supported by District Social Planning staff



The networks continue to work together to find broad based solutions, addressing community needs and priorities by accessing resources and mobilizing assets. One of the most important collaborations of 2008 continues to be the Community Connections project. The service Hub at Eric Langton Elementary is nearly complete and will open officially in fall 2009. The Strong Start Centre at the Eric Langton service "hub" introduced over two hundred and fifty pre-schoolers and their caregivers to the concepts of play based early learning.

2008 also saw the opening of three new Strong Start Centres at the following elementary schools: Blue Mountain, Hammond, and Glenwood. The Early Childhood Development Committee and School District No. 42 have worked together to support these free, drop-in early learning centres for pre-school children and their parents or caregivers.

Another highlight is the community work around homelessness resulting in the ongoing funding (to 2011) of the Alouette Home Start's Society Iron Horse Youth Safe House and Outreach Services. Both of these services are recognized to have had significant positive impacts in the work of supporting citizens in the community that are faced with homelessness. One of the major gaps in the housing continuum in our community continues to be access to supportive housing; Addressing this issue has led to an agreement between BC Housing and the District of Maple Ridge naming Alouette Home Start Society as the operator of an independent living supportive housing project. The work to prepare for this project began in 2008 and will continue into 2009 pending the outcome of a public process.

Promote independence and a sense of responsibility for the delivery of leisure services by community groups

Percentage of community groups that feel well served by Parks & Leisure Services:
2004 - 74%; 2006 - 80%; 2008 - 72%

Percentage of community group members that participated in training who reported a benefit:
2006 - 100%; 2008 - 100%

Source: Community Group Survey, conducted by staff every two years.



Governance

Strategic Direction

Conduct our business in a manner that upholds and enhances the public 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.

The District functions as an open government, allowing citizens access to almost all information and decision-making processes. In 2008, members of the public were invited to attend 23 Council meetings, 22 Committee of the Whole meetings, 34 Council Workshops, 11 Public Hearings, 66 Advisory Committee meetings, and 1 meeting of Maple Ridge Municipal Holdings Ltd. All business and financial planning sessions with Council were held in meetings open to the public, culminating in a Financial Plan for the years 2009 through 2013 adopted before the end of 2008.

Performance Measures

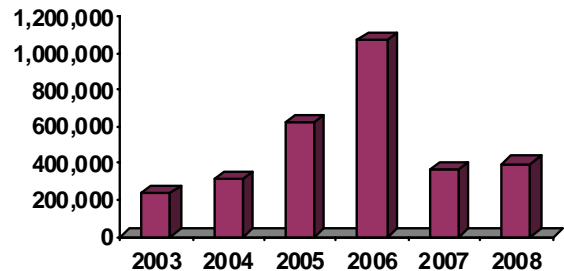
Ensure citizens and customers have easy access to timely, accurate, and meaningful information regarding District activities and issues

In terms of the best way of communicating with residents, it is perhaps no surprise that the Internet is by far the most popular medium and has been growing rapidly since 2003. The District's website clearly has an important role to play in communication and accessibility: of the 89% of residents who have Internet access, 72% have visited the District's website.

Source: Maple Ridge Citizen Satisfaction Survey, Mustel Group

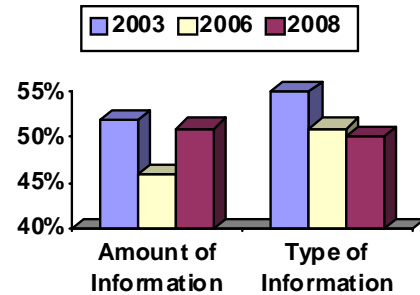
Approximately half of residents expressed satisfaction with the amount and type of information they receive from the District, virtually unchanged from 2006 levels. Dissatisfaction levels have actually declined as more residents expressed ambivalence about the amount and type of District communication they receive.

Website User Visits



The statistics for 2007 and 2008 are lower due to a change in service providers and a different method of reporting visits.

Citizen Satisfaction with the amount and type of information provided



Source: Maple Ridge Citizen Satisfaction Survey, Mustel Group



Financial Management

Strategic Direction

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 long-term sustainability of our community.

Use a formal, business planning framework as a means to structure decision-making and publicly reporting 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.

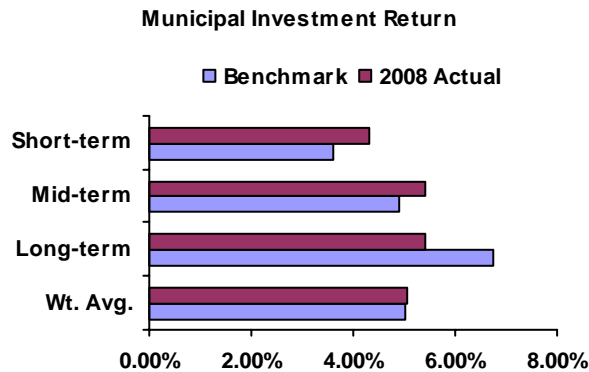
Provide high quality municipal services to citizens and customers in a cost effective, efficient and timely manner.

The District uses a multi-year business and financial planning process that has been held up as a model for other local governments to emulate. All aspects of this process are held in meetings that are open to the public, where citizens and stakeholders are encouraged to be involved throughout the process. Seeking ways to provide quality services while reducing the property tax burden on residents is a top priority of Council.

Performance Measures

Maximize our return on investment while maintaining safety and liquidity

The weighted average rate of return on the District's portfolio of investments for 2008 was 5.06% compared to a benchmark index (Municipal Finance Authority investment funds) of 5.03%. The return includes interest payments, interest accrued and unrealized gains or losses due to changes in the market value of the District's holdings. Including market value changes in the calculation will cause fluctuations in returns, as market pricing change, but is an accurate measurement of overall return and allows for meaningful comparison to benchmarks.



The District maintains cash balances for several reasons. For example, property tax revenue arrives generally all at once to fund a year of expenditures. In addition, reserve balances are held for a variety of reasons such as for long-term capital projects. The Finance Department manages a portfolio of investments averaging over \$88 Million. A conservative management philosophy is based primarily on safety, liquidity, and return on investment.

Provide high quality municipal services to citizens and customers in a cost effective and efficient manner

The District's Capital Works Program is approximately \$15 million per year. Although the majority of projects are related to community infrastructure, there are other major projects within technology, parks, and general government.

Accuracy in preparing project budgets is important, both to aid in the allocation of District resources and to provide a base with which to compare actual expenditures. Spending within the budget is important, although there may be situations in which a decision to do otherwise makes sense and is approved. A variance indicates that the underlying cause should be investigated.

	2008 Budget*	2008 Actual	2008 Variance\$	2008 Variance%	2007 Variance%
Water	\$1,114,950	\$1,720,444	-\$605,494	-54%	-20%
Sewer	764,559	621,979	142,580	19%	0%
Roads	5,117,933	5,282,129	- 164,196	- 3%	28%
Drainage	2,673,351	2,668,385	4,966	0%	- 2%
Parks	2,792,427	2,156,093	636,334	23%	- 2%

* Approved requests for additional funding not yet adopted by bylaw may not be reflected in budget figures. Project budgets may not reflect increases in the market value of land, therefore, land acquisitions may cost more than initially planned.

Projects exceeding budgets are mainly due to the following:

APPENDIX C: PERFORMANCE MEASURES



- Additional revenues, such as grants or contributions from other agencies, may allow the scope of the project to expand beyond the original budget figure.
- Pre-ordering of phased multi-year capital projects may create variances in individual years.
- Project components budgeted separately but constructed together may have individual variances.
- Increased competition for contractors has impacted overall costs

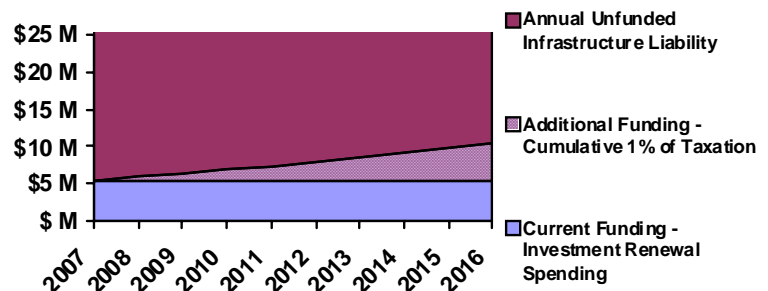
Ensure infrastructure serves the community in a manner that maintains health, safety, and quality of life

The District has an investment in infrastructure and other assets with an estimated replacement cost of \$1.04 billion, all aging at different rates that will eventually have to be replaced. In order to properly fund rehabilitation and replacement, estimates show that the District should be spending on average over \$29 million every year. The District's actual expenditures are about \$5 million. If this gap is not addressed, it will continue to accumulate, creating a liability for future taxpayers. In addition, the District continues to add assets as the community grows and this is compounding the funding issues around asset replacement. Most Canadian municipalities are facing the same issue. However, because we have relatively newer infrastructure, the District has an opportunity to get ahead of the curve. The District has a plan in place to address this issue, including:

	Estimated Replacement Value	Annual Spending Required (estimated)
Highways	\$600,020,000	\$19,551,157
Drainage	168,813,016	4,010,702
Sewage	152,594,921	3,623,895
Water	123,043,457	2,460,869
	\$1,044,471,394	\$29,646,623

1. A maintenance program that utilizes best practices in infrastructure management techniques to lengthen the life of existing assets and reduce the cost to maintain them;
2. Employing new materials and technology in constructing infrastructure that will last longer and cost less to maintain; and,
3. Beginning in 2008, the District's financial plan allocates 1% of taxation annually to specifically address the infrastructure program and protect the community's asset base for current and future citizens.

Investment Renewal Spending



Extend the useful life of facilities by managing preventive maintenance and repair/replace lifecycle programs

Complete Comprehensive Lifecycle Study and 30-Year Financial Plan

2008 Completed Studies

Fire Hall 2
 Fire Hall 3
 Operations Building

2009 Planned Studies

Arts Centre
 Golden Ears Winter Club

APPENDIX C: PERFORMANCE MEASURES



Process permit applications in an efficient and effective manner

Once a building permit applicant has submitted the necessary plans and schedules to the District, a number of reviews are performed to ensure the proposed construction conforms to bylaws such as parking, signage, and zoning. The District must also ensure that the application meets development permit and setback requirements; complies with fire regulations; and that offsite servicing such as road access, curb and gutters, water and sewer connections and onsite service elevations are sufficient.

Number of working days to issue a building permit after receipt of necessary plans and schedules

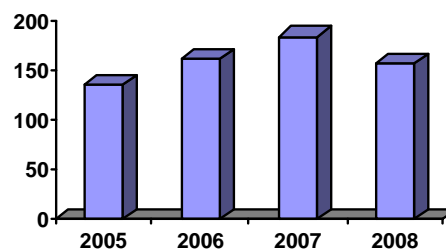
	<u>2007</u>	<u>2008</u>	<u>Change</u>
Single Family Residential	20 - 30	15 - 25	Decrease
Basement Finish	5 - 10	5 - 7	Decrease
Tenant Improvement	10 - 15	5 - 10	Decrease
New Commercial Building	40 - 50	40 - 50	-
New Apartment Building	40 - 50	40 - 50	-

Provide staff with training that will broaden their scope of job skills, enhancing effectiveness in their respective roles

The District of Maple Ridge supports employee training and development that is directly related to the job. Continued education is an opportunity for staff to gain new knowledge and skills, for preparation to meet future organizational needs and to ensure that District corporate goals are achieved.

In 2008, staff attended many internal workshops and computer courses as well as specific equipment training.

Number of Certifications



Other Financial Management Accomplishments

On January 13, 2009, Council reached a consensus to adopt the 2009 - 2013 Consolidated Financial Plan.

Internal Service Measures

Strategic Direction

Strategic Leadership

Process for strategic planning; involvement by senior management; broad understanding of the strategic direction.

Community and Customer Focus

Define our customers; formally assess their needs; service standards; commitment to service; satisfaction measures.

Process Improvement

Document key processes; resolve inefficiencies; continuous improvement of key processes; measure.

People Focus

Thorough recruiting, training, health & safety, employee involvement, issue resolution, employee satisfaction measures.

Partner/Supplier Focus

Rigorous selection criteria; cooperative relationships; feedback; assist in their improvement efforts; involvement with new services development.

Workplans and Improvement Plans

Link from strategic direction to workplans; emphasis on identifying improvement opportunities; broad understanding of workplans & improvement plans; measures of outcomes.

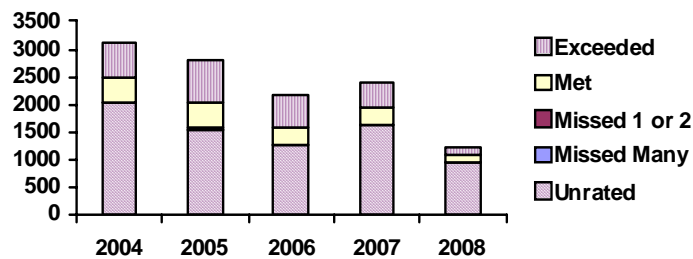
The following set of performance measures relates to how the District provides corporate services to internal clients (i.e., municipal staff), which ultimately assists them in providing services to the community.

Performance Measures

Provide prompt and effective assistance to information technology users in response to a call for help

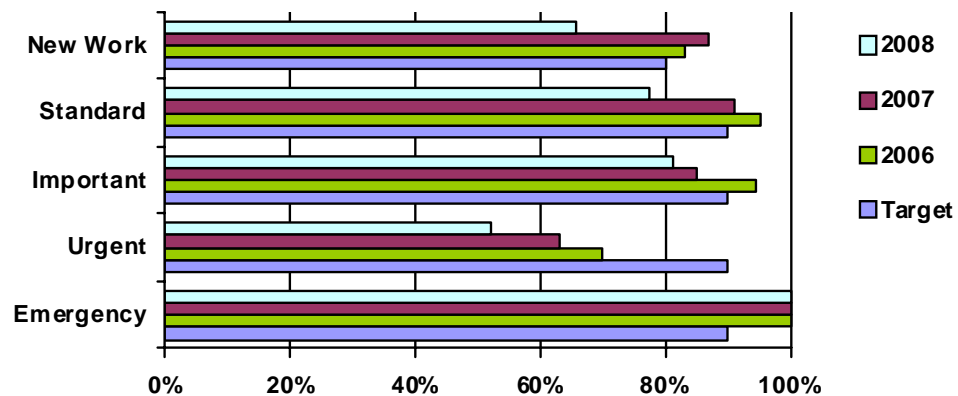
Client expectations were met or exceeded in 97% of the cases that were rated in 2008, representing over 1,300 calls for assistance. Total tickets are down due to staff shortages; however, client feedback is increasingly low.

Service Requests - Meeting Client Expectations



The number of requests for assistance by technology users has shown a general downward trend year over year. This trend appears to be a consequence of not only investments in standardized hardware and software technology, but investments in remote management tools that permit staff to automate many support functions. Reducing the maintenance and support workload on staff permits some resources to be redeployed for project work.

Meeting Service Level Agreement Times



Resolution targets were met in 1 of the 5 priority categories as noted in the graph above. The 'new work', 'standard', 'important', and 'urgent' categories missed the resolution targets in 420 of 1,223 tickets. The Information Services department is presently reviewing the Service Level Agreement to ensure resourcing and commitments are reasonable and all but unavoidable circumstances have been addressed.



POLICY STATEMENT

District of Maple Ridge

<p>Title: Financial Sustainability Plan</p>	<p>Policy No : 5.52 Supersedes: NEW</p>
<p>Authority: Council Approval: October 26, 2004</p>	<p>Effective Date: October 27, 2004</p>
<p>Policy Statement: The District’s financial planning will be guided by the attached Financial Sustainability Plan policy guidelines.</p>	
<p>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.</p>	

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.

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.

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.



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 drainage, 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.

APPENDIX E: 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:

	Annual Replacement Value	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.

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.

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



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%⁵ 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.

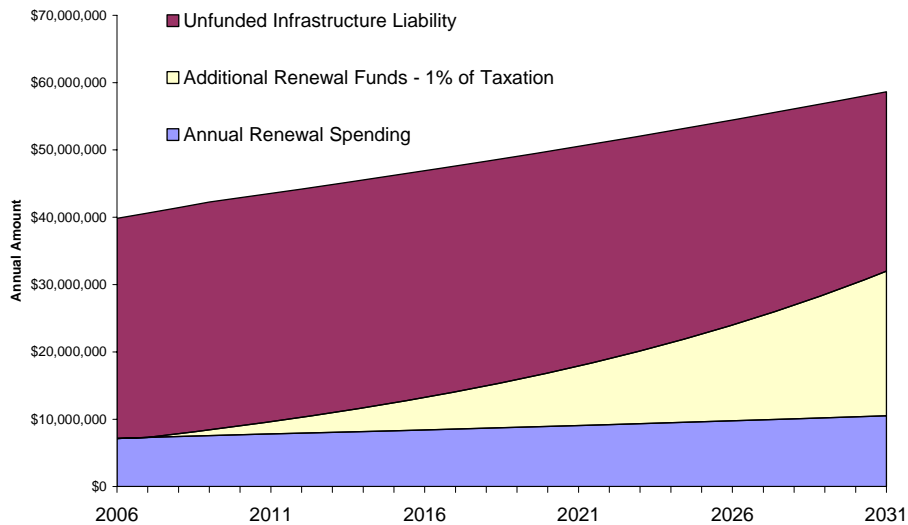


Progress To Date

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^{6 7}. 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



⁵ 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.

⁶ 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.

⁷ This graph represents our entire inventory of infrastructure, including assets not paid for out of general revenue, such as the water and sewer utilities.

APPENDIX E: 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.”⁸

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:

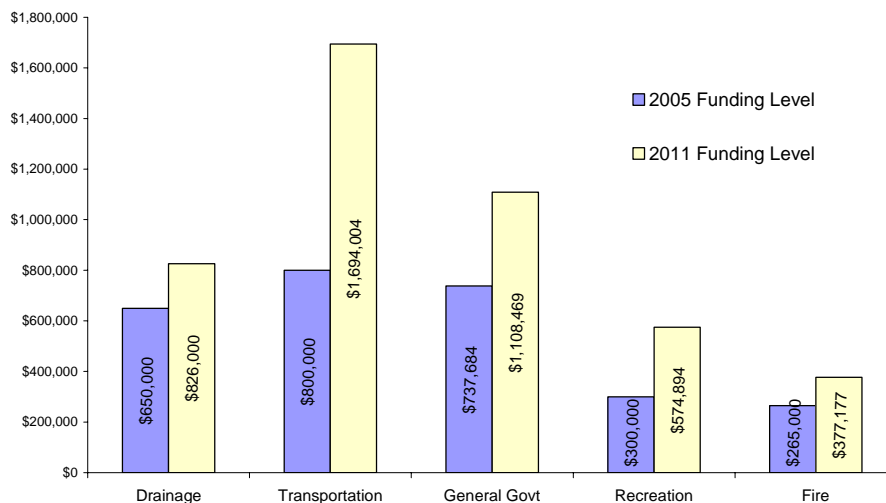
	2008	2009	2010	2011
1% for Infrastructure Sustainability	\$415,480	\$857,733	\$1,328,485	\$1,827,859

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



⁸ “Building Prosperity from the Ground Up: Restoring Municipal Fiscal Balance”, Federation of Canadian Municipalities, June 2006.



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 8.0.⁹

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.

⁹ 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.

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 12.0¹⁰ 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.

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.

APPENDIX E: 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.

Prepared by: Laura Benson, CMA
Policy Analyst

Concurrence: Jeff Scherban
Director of Development Engineering

Approved by: Paul Gill, BBA, CGA
General Manager, Corporate & Financial Services

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



INFRASTRUCTURE INVENTORY

	Quantity	Unit	Cost/Unit	Replacement Value	Life Cycle (years)	Sustainability Provision Requirement
<u>Waterworks Management</u> (Source: Engineering)						
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	\$41,487,500	50	\$829,750
<i>Waterworks Management</i>				<u>\$237,321,000</u>		<u>\$4,746,420</u>
<u>Waste Services</u> (Source: Engineering)						
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	\$36,090,000	50	\$721,800
<i>Waste Services</i>				<u>\$166,090,000</u>		<u>\$3,321,800</u>
<u>Drainage</u> (Source: Engineering)						
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	\$28,527,500	50	\$570,550
<i>Drainage</i>				<u>\$219,127,500</u>		<u>\$4,382,550</u>
<u>Transportation and Traffic Management</u> (Source: Engineering)						
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	\$22,500,000	25	\$900,000
<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	\$225,000,000	25	\$9,000,000
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	\$1,650,000	30	\$55,000
Lights subtotal	3,957			<u>\$13,516,500</u>		<u>\$450,550</u>

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



	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>				<u>\$59,099,229</u>		<u>\$2,438,406</u>
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>				<u>\$48,833,943</u>		<u>\$1,801,726</u>
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>				<u>\$10,336,947</u>		<u>\$939,885</u>
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>				<u>\$5,237,701</u>		<u>\$201,257</u>
Fleet Vehicles <i>(Source: Operations)</i> historical cost						
				\$7,600,000	7	\$1,040,000
TOTAL INFRASTRUCTURE				<u>\$1,321,437,820</u>		<u>\$39,829,260</u>

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



DCC PROJECTION BY INDIVIDUAL COMPONENT

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	21,796,131
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	Roads	Sewer	Drainage	Water	Parks	Total
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	Roads	Sewer	Drainage	Water	Parks	Total
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	Roads	Sewer	Drainage	Water	Parks	Total
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	Roads	Sewer	Drainage	Water	Parks	Total
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	Roads	Sewer	Drainage	Water	Parks	Total
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.

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



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

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



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

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



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			

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



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		Highways	Sewage	Drainage	Water	Park	Borrow	Cost over 5 years	
	463 Selkirk Ave (226 - 227)			136,650				Interest	Issue Cost
	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) 12.0¹¹, 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.

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.

- 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.

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.

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.

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Drainage	2009	2010	2011	2012	2013	Funding
224 St (119 - DTR, Spirit Square)	280,000	-	-	-	-	GCF
240 St @ DTR - Extend scope	-	350,000	-	-	-	GCF
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
Brown Ave (227 - 228)	-	-	-	416,556	-	CWR, DCC, GCF
Culvert Replacement Program	200,000	-	200,000	-	-	GCF, ISR
Culvert Replacement Program	-	-	-	-	200,000	ISR
Ditch Enclosures	18,390	18,881	19,411	19,860	20,332	GRF
Donovan Ave (216 - 80M E Hall)	66,000	-	-	-	-	GCF
Downtown Improv. - Lougheed (223-224)	300,000	-	-	-	-	GRA, SUR
Drainage Upgrade Program	-	-	200,000	200,000	200,000	GCF, ISR
Drainage Upgrade Program	-	100,000	-	-	-	ISR
Fraser Escarpment North Phase 1	-	-	5,000,000	-	-	CFO
Fraser Escarpment North Phase 2	-	-	-	5,000,000	-	CFO
Local Improvement Projects - Drain	250,000	250,000	250,000	250,000	250,000	CFO
N Alouette River Detention Pond 232/132	-	-	-	196,469	-	CWR, DCC, GCF
Selkirk Ave (226 - 227)	-	-	151,833	-	-	CWR, DCC
Selkirk Ave (226 - 227) Phase 2	-	-	-	72,000	-	CWR
Storm Sewer Connections	19,968	20,558	21,193	21,732	22,298	GRF
Video & spot repairs storm sewer	65,000	-	65,000	-	-	GCF
Video Inspection - Drainage	-	-	-	-	40,000	GCF
Drainage	1,199,358	814,439	6,157,437	6,240,858	732,630	

Government Services	2009	2010	2011	2012	2013	Funding
ADV - Non Enterprise	9,000	-	-	-	-	GCF
Downtown Beautification - Spirit Square	235,000	-	-	-	-	SUR
Downtown Improvement Projects Design	200,000	-	-	-	-	SUR
Economic Dev - Office Renovations	35,000	-	-	-	-	RCP
Library signage	27,000	-	-	-	-	CORE
New Parking Ticket Machines	125,000	-	-	-	-	CORE
Reception - Slat Wall	3,000	-	-	-	-	GCF
Recycling - Apartment Collection Equip	-	-	-	55,000	-	REC
Recycling - Bluebox Collection	-	-	65,000	-	-	REC
Recycling - Building Expansion	-	30,000	-	-	-	REC
Recycling - Collection Bluebox/bag	-	-	-	40,000	-	REC
Recycling - Collection Equipment	85,000	150,000	-	30,000	-	REC
Recycling - Collection Truck Upgrade	-	-	-	200,000	-	REC
Recycling - Hydraulic Collection Truck (Apt)	-	-	-	-	250,000	REC
Recycling - Leasehold Improvement	-	30,000	100,000	-	-	REC
Recycling - New Bluebox & Bags	-	-	65,000	-	-	REC
Recycling - Process Equipment	50,000	50,000	60,000	-	-	REC
Recycling - Process Improvement	15,000	-	-	-	-	REC
Recycling - Replace apartment totes	40,000	-	-	-	-	REC
Vehicle for Licenses, Permits & Bylaws Department	40,000	-	-	-	-	GCF
Works Yard: Electrical Service Upgrade	-	-	90,000	-	-	GCF
Works Yard: Office Space Conversion	-	-	-	200,000	-	GCF
Works Yard: Rear Yard Access Gate Motorized	-	18,500	-	-	-	GCF
Government Services	864,000	278,500	380,000	525,000	250,000	

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Highways	2009	2010	2011	2012	2013	Funding
112 Ave (232 - 240) Final Lift	-	242,434	-	-	-	CWR, DCC, GCF
112 Ave (60M W 236 - 236)	-	-	-	-	25,079	CFO
121 Ave @ 214 St	-	-	-	9,347	-	CFO
128 Ave (228 - 200M East 232)	-	-	-	-	132,000	GCF
128 Ave highway widening predesign	-	50,000	-	-	-	GCF, GRA
132 Ave (203 - Neaves) Resurface	442,800	-	-	-	-	CFO, CWR
201A St (113B - 100M North 113B)	-	-	-	3,159	-	CFO
203 St - 113B Railway safety improvements	50,000	-	-	-	-	GCF
203 St (123 - Powell)	-	1,360,824	-	-	-	CWR, DCC
203 St (Dewdney Trunk - 123)	-	2,793,159	-	-	-	CWR, DCC
203 St @ Lougheed inters. upgrade	200,000	-	-	-	-	CWR
216 St @ 121 Intersection Upgrade	75,000	-	-	-	-	GCF
223 St (Mcintosh - Dewdney Trunk)	-	-	-	27,720	-	CFO
224 St (Lougheed - Dewdney Trunk)	-	80,000	-	-	-	GCF
224 St @ 132 Ave (N Alouette Bridge)	-	-	-	450,000	-	GCF
227 St @ Bypass (Traffic Signal)	-	241,342	-	-	-	CWR, DCC, GRA
232 St (116 - Slager)	-	2,031,786	-	-	-	CWR, DCC, GCF
232 St (S Alouette - Abernethy) Phase 1	1,000,000	-	-	-	-	CWR, DCC, GCF, GRA
240 St (Kanaka Creek Bridge S - McClure)	-	-	3,022,725	-	-	CWR, DCC, GCF
240 St @ Kanaka Creek (Bridge)	8,106,657	-	-	-	-	CWR, DBT
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
Abernethy Way (210 - 500M E Blackstock)	3,297,101	-	-	-	-	CWR, DCC, GRA
Abernethy Way Phase 3	-	5,527,500	-	-	-	CWR, DBT, GRA
Abernethy Way Phase 4	-	-	14,552,500	-	-	CWR, DBT, GRA
Access Culverts	25,546	26,234	26,975	27,604	28,264	GRF
Audible signals	10,000	10,000	10,000	10,000	10,000	GCF
Bikeway Program	100,000	100,000	100,000	100,000	100,000	GCF, GRA
Boulevard Improvement Program	-	-	-	30,000	-	GCF
Bridge Repairs / Struct Upgrade	100,000	150,000	150,000	161,875	160,000	ISR
Brown Ave (227 - Fletcher)	250,000	-	-	-	-	GCF
Brown Ave @ 224 St (Traffic Signal)	-	-	-	-	260,910	CWR, DCC, GCF
Cottonwood Dr (118 - 119) Phase 4	666,666	-	-	-	-	CWR, DCC
Dewdney Trunk Rd (250 - 256) Resurface	-	175,000	-	-	-	SOIL
Dewdney Trunk Rd @ Kanaka Creek (Bridge) Phase 1	-	-	-	350,000	-	GCF
Dewdney Trunk Rd @ Kanaka Creek (Bridge) Phase 2	-	-	-	-	350,000	GCF
Dewdney Trunk Rd @ Lougheed	-	-	-	-	154,382	CFO
Downtown Improv. - 224 (Spirit Sq to DTR)	-	-	900,000	-	-	GRA, SUR
Downtown Improv. - Lougheed (222-223)	-	-	-	-	900,000	GRA, SUR
Downtown Improv. - Lougheed (223-224)	900,000	-	-	-	-	GRA, SUR
Downtown Street Furniture Upgrade	50,000	-	-	-	-	GCF
Dunn Ave @ Maple Meadows Way	-	-	-	-	278,751	CFO
Emergency traffic pre-empt	50,000	50,000	50,000	50,000	50,000	GCF
Equipment Purchase - Bobcat (Snow)	-	-	-	-	68,340	GCF
Equipment Purchase - Pickup Truck	-	-	37,000	-	-	GCF
Equipment Purchase - Sander for TA Dump Truck	20,000	-	-	-	-	ERR-PW
Equipment Replacement - Fleet	880,500	1,391,452	860,692	284,079	864,684	ERR-PW
Fern Crescent (236 - 240)	-	-	-	-	98,780	GCF, GRA
Illuminated Crosswalk Signs	-	76,000	-	-	-	GCF
Illuminated Street Signs Program	10,000	10,000	10,000	10,000	10,000	GCF
Lane E 207 St (Camwood - 100M N Camwood)	-	-	-	4,578	-	CFO
Local Improvement Projects - Road	250,000	250,000	250,000	250,000	250,000	CFO
Lougheed Hwy Downtown (223-224)	500,000	-	-	-	-	GRA
Macfarlane Ave (Graves - 209)	-	-	-	23,100	-	CFO
Owens St (200M N Camwood - Lougheed)	-	-	-	14,020	-	CFO
Ped safety/access improv	50,000	86,000	90,000	90,000	90,000	GCF
Princess St (Wharf - Lorne)	-	-	-	-	129,000	GCF
Private Driveway Crossings	35,924	36,204	36,506	36,760	37,027	GRF
Road Resurfacing - 132 Ave (216 - 224)	-	-	-	200,000	-	ISR
Road Resurfacing - 223 St (Dewdney Trunk - Brown)	-	-	-	48,650	-	ISR

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Highways (cont.)	2009	2010	2011	2012	2013	Funding
Road Resurfacing - 224 St (132 - 136)	-	-	-	180,000	-	ISR
Road Resurfacing - 232 St (112 - 114)	-	-	-	155,000	-	ISR
Road Resurfacing - 232 St (Silver Valley - 141)	-	-	-	218,122	-	ISR
Road Resurfacing - Dewdney Trunk Rd (250 - 256)	-	175,000	-	-	-	ISR
Road Resurfacing Program	230,914	286,343	565,152	60,353	1,125,000	ISR
Royal Cres @ 100M S Loughheed	-	-	-	-	24,501	CFO
Safer School Travel Program	35,000	40,000	50,000	50,000	50,000	GCF
Sidewalk Replacement	65,000	98,823	69,091	100,000	85,000	ISR
Streetlight Pole Replace Program	35,000	50,000	50,000	50,000	50,000	ISR
Thermo plastic road markings	-	-	50,000	-	-	GCF
Traffic Calming Program	45,000	45,000	45,000	45,000	50,000	GCF
Traffic Signal Electrical Program	30,000	30,000	30,000	30,000	30,000	GCF
Traffic Signal Integration	-	-	-	325,000	-	GCF, GRA
Traffic Signal Replacements	30,914	60,000	70,000	80,000	80,000	ISR
Transit Oriented Design	75,000	-	-	-	-	GCF
Walkway Fence Installations	20,000	-	-	-	-	GCF
Highways	17,637,022	15,473,101	21,025,641	3,900,485	5,566,718	

Operating Capital	2009	2010	2011	2012	2013	Funding
Misc Capital Engineering	15,015	15,015	15,015	15,015	15,015	GCF
Misc Capital Gen Govt	15,015	15,015	15,015	15,015	15,015	GCF
Misc Capital Gen Rec	30,000	30,000	30,000	30,000	30,000	GCF
Operating Capital	60,030	60,030	60,030	60,030	60,030	

Park Acquisition	2009	2010	2011	2012	2013	Funding
Greenbelt Acquisition	-	200,000	200,000	200,000	200,000	PAR
Silver Valley Neigh Park Acq A	-	-	-	506,160	-	CWR, DCC, GCF
Silver Valley Neigh Park Acq B	-	-	-	627,000	-	DCC, GCF
Silver Valley Neigh Park Acq SE Horse	1,331,999	-	-	-	-	CWR, DCC, GCF
Silver Valley Neigh Park Phase 2	-	-	-	-	1,682,980	CWR, DCC, GCF
Park Acquisition	1,331,999	200,000	200,000	1,333,160	1,882,980	

Park Improvements	2009	2010	2011	2012	2013	Funding
Albion Park facilities (caretaker residence)	-	-	-	-	305,200	CWR, DCC, GCF
Albion Park facilities (spray pool)	-	388,500	-	-	-	CWR, DCC, GCF
Cemetery Caretaker House	-	-	115,000	-	-	CEM
Computerized Irrigation Control System	-	-	2,000	-	-	GCF
Cottonwood West Park Facilities	-	-	615,339	-	-	CWR, DCC, GCF
Equipment Purchase - Mower Trailer	-	12,000	-	-	-	GCF
Fraserview Park Development	-	-	-	305,096	-	CWR, DCC, GCF
Park Development (237/136)	-	-	-	-	310,644	CWR, DCC, GCF
Park Development (241/104)	-	-	-	310,643	-	CWR, DCC, GCF
Park Development Albion Elementary	-	-	-	-	333,000	CWR, DCC, GCF
Port Haney Park Development	22,782	-	-	-	-	GCF
Sport Field Renovations	319,793	-	-	-	-	GCF
Synthetic field groomer	15,000	-	-	-	-	GCF
Trail Improvement	-	29,298	-	28,701	-	GCF
Whonnock Lake Phase 1 Entrance Road	-	-	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, DCC, GCF
Whonnock Lake Phase 6 Canoe Facility	-	-	-	1,980,000	-	CFO
Youth Action Skateboard Park Albion	-	-	-	-	750,000	CFO, CWR, DCC
Park Improvements	357,575	719,798	967,339	3,248,440	2,352,417	

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Protective Services	2009	2010	2011	2012	2013 Funding
Courthouse Renovations (additional)	20,000	-	-	-	- PSR
Equipment Purchase - Firehall #4	-	70,000	-	-	- FDR
Fire Equipment Engine 2-2 Replacement	-	-	-	705,000	- ERR-FD
Fire Vehicles - Equipment	50,000	-	-	-	- ERR-FD
Firehall #3 Expansion Phase 1	50,000	-	-	-	- FDR
Firehall #3 Expansion Phase 2	-	700,000	-	-	- 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 Technical & Furnishings	-	200,000	-	-	- FDR
Firehall #5 Engine 2 Replacement	-	425,000	-	-	- ERR-FD
Public Education Vehicle	15,000	-	-	-	- FDR
RCMP - Dismantle old identification room	12,000	-	-	-	- PSR
RCMP - Furniture Replacement	10,000	10,000	10,000	10,000	- CFO, PSR
RCMP - Soundproof GIS interview room	7,000	-	-	-	- PSR
Rescue 2 Replacement	-	-	375,000	-	- ERR-FD
Protective Services	164,000	1,488,960	385,000	1,665,000	-

Recreational Services	2009	2010	2011	2012	2013 Funding
Equipment Purchase - Mobile Stage	-	-	-	-	100,000 GCF
Equipment Purchase - Mower	-	80,000	-	-	- GCF
Equipment Purchase - Vehicle	-	40,000	-	-	- GCF
Leisure Center - Active studio reno	-	55,000	-	-	- GCF
Leisure Centre - Energy retrofit	1,000,000	-	-	-	- CIR, CWR, GRA
Leisure Centre - Turnstile	62,000	-	-	-	- CORE
Recreational Services	1,062,000	175,000	-	-	100,000

Sewage	2009	2010	2011	2012	2013 Funding
101A Ave @ 243A St	-	-	-	1,500	- CFO
108 Ave (248 - 249)	-	36,547	-	-	- DCC, SCF
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
245 St (104 - 105)	-	-	-	-	84,725 DCC, SCF
Cottonwood Dr (115 - 116)	-	-	-	60,655	- SCF
Energy Efficiency Audit (30/70 Sewer/Water)	15,000	-	-	-	- SCF, WCF
Fern Crescent (237 - 240)	-	-	-	-	733,557 DCC, SCF
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 (226 - 227)	-	44,000	-	-	- SCF
Lane S Lougheed (223 - 224)	-	94,120	-	-	- SCF
Lane S Selkirk (222 - 223)	-	73,658	-	-	- SCF
Local Improvement Projects - Sewer	250,000	250,000	250,000	250,000	250,000 CFO
Lougheed Hwy (227 - 228)	-	-	-	-	230,613 SCF
Meadowbrook Place (12600 Block)	120,000	-	-	-	- SCF
Private Sewer Connections	82,250	84,707	87,353	89,601	91,958 SRF
Sanitary Network Subcatchment A Study	-	-	-	-	125,000 SCF
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	-	9,000	9,000	30,000	- SCF

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Sewage (cont.)	2009	2010	2011	2012	2013	Funding
SCADA upgrade (50/50 Sewer/Water)	19,000	-	-	-	-	SCF, WCF
Sewage System Rehabilitation	250,000	287,500	287,500	250,000	-	SCF
Sewer Extension to Corrections Part A	1,000,000	-	-	-	-	GRA
Sewer Extension to Corrections Part B	-	6,000,000	-	-	-	GRA
South Slope Interceptor Repair	-	400,000	-	-	-	SCF
Video & spot repairs sewer	65,000	65,000	65,000	65,000	-	SCF
Sewage Total	1,951,250	9,204,484	880,592	1,146,756	1,515,853	

Technology	2009	2010	2011	2012	2013	Funding
Attendance Management Program	-	-	-	-	90,000	GCF
CCTV - Library and Backbone	39,500	-	-	-	-	CORE, GCF
Computer Room Upgrades	-	-	41,221	-	-	GCF
Corporate Antivirus Replacement	10,000	-	-	-	-	GCF
Council Chamber Digital Video Management System	10,000	-	-	-	-	GCF
Council Chamber Multimedia Upgrade	-	25,000	-	-	-	GCF
Document Processing System - Phase 1	75,000	75,000	-	-	-	GCF, SCF, WCF
Document Processing System - Phase 2	-	-	63,000	-	-	GCF
Economic Dev - Office Outfitting	8,500	-	-	-	-	GCF
Equipment Purchase - Blade Server	-	-	21,000	-	-	GCF
Equipment Purchase - Load Balancer	-	35,000	-	-	-	GCF
Equipment Purchase - New Web Server	-	-	25,245	-	-	GCF
Equipment Purchase - SMS Redundancy	-	-	-	-	38,225	GCF
Equipment Purchase - UPS Upgrade	-	-	16,170	-	-	GCF
Equipment Replacement - Info Serv	854,285	377,733	499,433	1,170,186	100	ERR-IS
Fibre Optic Network - Downtown Ring Phase 3	-	-	100,000	180,000	-	GCF
Fibre Optic Network - Firehall #4 Phase 4	-	-	-	-	250,000	GCF
Fibre Optic Network - Transit Exchange	-	46,400	-	-	-	GCF
Fleet Management Software	-	70,000	-	-	-	CFO
Infrastructure growth (20 desktops, 5 laptops)	40,000	-	-	-	-	GCF
Infrastructure Management Phase 1	50,000	-	-	-	-	GCF, SCF, WCF
Integrated Cash System	-	-	-	-	50,000	GCF
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 - #7074 (Kanaka - 240)	-	27,433	-	-	-	CWR
IT Strategic Plan Update	-	-	50,000	-	-	GCF
Management Reporting Software Phase 2	-	-	-	-	40,000	GCF
Network Monitoring	-	17,325	-	-	-	GCF
Phone System Replacement	395,000	-	-	-	-	ERR, PSR
Public Access Community Kiosks	-	38,750	-	-	-	GCF
ROSS financials upgrade	212,000	-	-	-	-	GCF, SCF, WCF
Volunteer Software (Impact)	13,000	-	-	-	-	GCF
Technology Total	1,707,285	801,664	862,173	1,447,461	468,325	

Water	2009	2010	2011	2012	2013	Funding
110 Ave (240 - 243)	-	-	-	-	139,476	WCF
112 Ave (244 - 246)	-	-	-	-	412,684	DCC, WCF
113 Ave (246 - 248)	-	-	-	-	245,751	DCC, WCF
116 Ave (232 - Cottonwood)	-	47,946	-	-	-	WCF
119 Ave (227 - 228)	-	-	-	143,765	-	WCF
124 Ave (246 - 248)	-	-	-	-	227,523	DCC, WCF
125 Ave (241 - Ansell)	-	331,200	-	-	-	WCF
128 Ave (235 - 238)	-	-	-	-	243,224	DCC, WCF
136 Ave (236 - 240)	-	-	-	855,480	-	DCC, WCF
136 Ave @ 232 St PRV	-	160,000	-	-	-	WCF

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Water (cont.)	2009	2010	2011	2012	2013 Funding
136 Ave @ 24200 Rockridge Res. Phase 2	-	649,985	-	-	- DCC, WCF
141 Ave @ 232 St PRV	-	-	100,000	-	- WCF
210 St (116 - 118)	-	-	218,900	-	- WCF
216 St (124 - 128)	-	-	-	740,677	- DCC, WCF
224 St (124 - Abernethy)	-	-	-	-	376,438 DCC, WCF
224 St (North - 119)	-	-	254,277	-	- DCC, WCF
231 St (117 Ave - 118 Ave)	-	-	-	-	92,836 WCF
232 St (136 - Silver Valley)	-	-	-	163,218	- DCC, WCF
241 St - new watermain	20,000	-	-	-	- WCF
248 St (116 - Dewdney Trunk)	-	-	-	616,942	- DCC, WCF
263 St (440 Reservoir - Stage 2)	-	1,301,998	-	-	- DCC, WCF
263 St (440 Reservoir - Stage 2) - Study	30,000	-	-	-	- DCC, WCF
270A St @ 123 Ave P/S Phase 2	-	-	-	250,000	- WCF
Albion & Water Model - dist upgr	250,000	250,000	250,000	-	- WCF
Ansell St (124 - 125)	-	-	230,400	-	- WCF
Cottonwood Dr (115 - 116)	-	-	-	84,956	- WCF
DCC Payment To Joint Supply System	-	-	-	111,357	- DCC, WCF
Dewdney Trunk Rd @ 246 St GVWD P/S	-	56,000	-	-	- WCF
Energy Efficiency Audit (30/70 Sewer/Water)	35,000	-	-	-	- SCF, WCF
Equipment Purchase - Leak Detectors	-	-	-	-	35,000 WCF
Fletcher St (DTR - Brown)	-	-	-	-	44,381 WCF
Laity St (Lougheed - Dewdney Trunk)	-	184,900	-	-	- WCF
Local Improvement Projects - Water	250,000	250,000	250,000	250,000	250,000 CFO
Lougheed @ Dewdney Trunk Rd PRV Relocate	352,000	-	-	-	- WCF
Private Water Connections	165,526	169,885	174,577	178,576	182,767 WRF
River Rd (216 - Carshill)	-	265,000	-	-	- WCF
Rothsay Heights Reservoir Improvement	-	-	250,000	-	- WCF
SCADA upgrade (50/50 Sewer/Water)	19,000	-	-	-	- SCF, WCF
Seismic Upgrade Pump Stations	50,000	-	-	-	- WCF
Structural Piles on Kanaka Creek / Lougheed	220,000	-	-	-	- WCF
Truck fill system: proposed reserv. site	-	65,000	-	-	- WCF
Underground power to McNutt Reservoir	48,500	-	-	-	- WCF
Water Feed Main Stage 2 Debt Pmt	111,111	111,111	111,111	111,111	552,777 DCC, WCF
Water Network Modelling	-	9,000	-	-	- WCF
Water Pump Station Sync (Q3,Q4,Q5,Q6)	-	160,000	-	-	- WCF
Water Pump Upgrades	66,000	-	-	-	- WCF
Watermain Replacement Program	300,000	300,000	300,000	300,000	300,000 WCF
Whonnock Water System Study	40,000	-	-	-	- WCF
Water Total	1,957,137	4,312,025	2,139,265	3,806,082	3,102,857
Capital Plan 2009-2013	28,291,656	33,528,001	33,057,477	23,373,272	16,031,810

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Glossary of Funding

CEM	Cemetery Reserve
CFO	Contribution from Others
CIR	Critical Infrastructure Reserve
CORE	Core Development
CWR	Capital Works Reserve
DBT	Debt
DCC	Dev Cost Charge Fund
ERR-FD	Eqpt Replacement - Fire Dept
ERR-IS	Eqpt Replacement - IS
ERR-PW	Eqpt Replacement - Public Works
FDR	Fire Dept Cap 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
REC	Recycling Reserve
SCF	Sewer Capital Fund
SOIL	Gravel Extraction Reserve
SRF	Sewer Revenue Fund
SUR	GRF Surplus from Prior Years
WCF	Water Capital Fund
WRF	Water Revenue Fund

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6633-2008 ADOPTED JANUARY 13, 2009



District of Maple Ridge

TO: His Worship Mayor Ernie Daykin and Members of Council **DATE:** December 11, 2008
FROM: Chief Administrative Officer **ATTN:** C of W
SUBJECT: 2009-2013 Financial Plan Bylaw

EXECUTIVE SUMMARY:

The 2009-2013 Business Plans and an overview of the financial plan were presented to Council at public meetings held on December 9 and 10. Business Plans from all areas including the Capital Works Program and the December 8, 2008 staff report titled **2009-2013 Financial Plan Overview** were also provided. Council directed that the financial plan bylaw be brought forward incorporating the recommendations outlined in the 2009-2013 Financial Plan Overview report. The attached bylaw is in line with that direction.

The Financial Plan Bylaw includes several relatively new legislated requirements including a more explicit form of revenue and tax policy disclosure: the objectives and policies regarding 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.

RECOMMENDATION(S):

That Maple Ridge 2009-2013 Financial Plan Bylaw No. 6633-2008 be given first, second and third reading.

DISCUSSION:

a) Background Context:

The 2009-2013 Financial Plan was presented to Council at public meetings held on December 9 and 10, 2008. Business Plans from all areas were also provided. The financial plan bylaw incorporates the following direction from Council.

- property tax increase of 4% in 2009-2013, which includes 1% for infrastructure sustainability and 3% for general purposes,
- for 2009-2012 an increase to the fire department service improvement levy of \$600,000 plus growth since 2005, the year of the inception of the levy; the increase is less in 2013
- water user fee increase of 9% per year, sewer user fee increase of 5% per year and recycling rates increase of 4.5% in 2009, 4% in 2010 and 3% in 2011-2013.

In last year's financial plan, Council adopted an aggressive capital program and this plan builds on that direction. The 2009-2013 Financial Plan includes a capital program of over \$134 million and anticipates funding from senior governments and some borrowings.

We have about \$1 billion invested in our infrastructure and it is important that we look after it properly. This financial plan sets 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.

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6633-2008

ADOPTED JANUARY 13, 2009



b) Desired Outcome:

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

c) Strategic Alignment:

All departments submitted Business Plans which were prepared using the Business Planning Guidelines 12th 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.

d) 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.

e) 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 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. Explicit policies and objectives in each of these areas are also required. Maple Ridge's approach to business planning, property taxation policies and other financial policies have addressed all these reporting requirements. The attached bylaw includes this information.

Public consultation is an important and legislated component of preparing financial plans. The Business Planning Guidelines were updated in March with an opportunity for the public to provide feedback. Public input during business planning this December 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, voicemail or regular mail. A further opportunity exists for public comment on the Financial Plan Bylaw prior to adoption; 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.

f) 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 Financial Plan Bylaw No. 6569-2008. 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

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6633-2008 ADOPTED JANUARY 13, 2009



DISTRICT OF MAPLE RIDGE

BYLAW NO. 6633-2008

Maple Ridge 2009-2013 Financial Plan Bylaw No. 6633-2008

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.

The Council for the District of Maple Ridge in open meeting assembled **ENACTS AS FOLLOWS:**

1. This Bylaw may be cited as Maple Ridge 2009-2013 Financial Plan Bylaw No. 6633-2008.
2. Statement 1 attached to and forming part of this bylaw is hereby declared to be the Consolidated Financial Plan of the District of Maple Ridge for the years 2009 through 2013.
3. Statement 2 attached to and forming part of the bylaw is hereby declared to be the Revenue and Property Tax Policy Disclosure for the District of Maple Ridge.
4. Statement 3 attached to and forming part of the bylaw is hereby declared to be the Capital Expenditure Disclosure for the District of Maple Ridge.

READ a first time the day of , 200 .

READ a second time the day of , 200 .

READ a third time the day of , 200 .

PUBLIC CONSULTATION completed on the day of , 200 .

RECONSIDERED and adopted the day of , 200 .

MAYOR

CORPORATE OFFICER

ATTACHMENT: Statement 1, Statement 2 and Statement 3

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6633-2008

ADOPTED JANUARY 13, 2009



Attachment to Maple Ridge 2009-2013 Financial Plan Bylaw 6633-2008

Statement 1

Consolidated Financial Plan 2009-2013

(in thousands)

	2009	2010	2011	2012	2013
REVENUES					
External Revenues					
Development Fees					
Developer Cost Charges	\$4,546	\$9,671	\$5,579	\$7,843	\$8,513
Developer Specified Projects	\$0	\$0	\$0	\$0	\$0
Parkland Acquisition	\$0	\$200	\$200	\$200	\$200
Contributions from Others	\$3,910	\$3,759	\$8,889	\$10,775	\$4,241
Development Fees Total	\$8,456	\$13,630	\$14,668	\$18,818	\$12,955
Property Taxes	\$51,172	\$54,932	\$58,910	\$63,149	\$67,255
Parcel Charges	\$2,334	\$2,460	\$2,585	\$2,717	\$2,855
Fees & Charges	\$28,312	\$29,910	\$31,549	\$33,327	\$35,249
Interest	\$1,830	\$1,830	\$1,830	\$1,830	\$1,830
Grants (Other Govts)	\$6,359	\$10,960	\$11,915	\$2,352	\$2,714
Property Sales	\$0	\$0	\$0	\$0	\$0
Total External Revenues	\$98,462	\$113,721	\$121,456	\$122,193	\$122,858
EXPENDITURES					
External Expenditures					
Capital Expenditures	\$28,015	\$33,528	\$33,057	\$23,373	\$16,032
Interest Payments on Debt	\$4,329	\$4,569	\$4,632	\$4,490	\$4,390
Other Expenditures	\$72,716	\$76,226	\$80,788	\$84,545	\$88,172
Total External Expenditures	\$105,059	\$114,323	\$118,477	\$112,408	\$108,594
CHANGE IN NET FINANCIAL POSITION	(\$6,597)	(\$602)	\$2,979	\$9,785	\$14,264
OTHER REVENUES					
Borrowing Proceeds	\$8,026	\$2,750	\$5,250	\$0	\$0
OTHER EXPENDITURES					
Principal Payments on Debt	\$4,444	\$5,521	\$6,390	\$7,074	\$7,136
TOTAL REVENUES LESS EXPENDITURES	(\$3,016)	(\$3,373)	\$1,840	\$2,711	\$7,128
INTERNAL TRANSFERS					
Transfer from Reserve Funds					
Capital Works Reserve	\$1,985	\$2,210	\$1,057	\$1,102	\$1,045
Equipment Replacement Reserve	\$2,180	\$2,194	\$1,735	\$2,159	\$865
Fire Department Capital Reserve	\$65	\$1,054	\$0	\$950	\$0
Land Reserve	\$0	\$0	\$0	\$0	\$0
Local Improvement Reserve	\$0	\$0	\$0	\$0	\$0
Sanitary Sewer Reserve	\$0	\$0	\$0	\$0	\$0
Transfer from Reserve Fund Total	\$4,230	\$5,458	\$2,792	\$4,212	\$1,909
Less :Transfer to Reserve Funds					
Capital Works Reserve	\$869	\$968	\$905	\$968	\$1,249
Equipment Replacement Reserve	\$1,895	\$2,016	\$2,077	\$2,175	\$2,235
Fire Dept. Capital Acquisition	\$185	\$311	\$422	\$537	\$657
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	\$3,049	\$3,394	\$3,503	\$3,780	\$4,240
Transfer from (to) Surplus - (Own Reserves)	\$302	(\$340)	(\$567)	(\$1,287)	(\$1,832)
Transfer from (to) Surplus - (Surplus)	\$1,533	\$1,649	(\$562)	(\$1,855)	(\$2,965)
TOTAL INTERNAL TRANSFERS	\$3,016	\$3,373	(\$1,840)	(\$2,711)	(\$7,128)

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6633-2008 ADOPTED JANUARY 13, 2009



Attachment to Maple Ridge 2009-2013 Financial Plan Bylaw 6633-2008

Statement 2 Revenue and Property Tax Policy Disclosure

REVENUE DISCLOSURE

Revenue Proportions

Revenue Proportions	2009		2010		2011		2012		2013	
	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%
Revenues										
Property Taxes	51,172	48%	54,932	47%	58,910	46%	63,149	52%	67,255	55%
Parcel Charges	2,334	2%	2,460	2%	2,585	2%	2,717	2%	2,855	2%
Fees & Charges	28,312	27%	29,910	26%	31,549	25%	33,327	27%	35,249	29%
Borrowing Proceeds	8,026	8%	2,750	2%	5,250	4%	-	0%	-	0%
Other Sources	16,645	16%	26,420	23%	28,413	22%	23,000	19%	17,499	14%
Total Revenues	106,489	100%	116,472	100%	126,707	100%	122,193	100%	122,858	100%
Other Sources include:										
Development Fees Total	8,456	8%	13,630	12%	14,668	12%	18,818	15%	12,955	11%
Interest	1,830	2%	1,830	2%	1,830	1%	1,830	1%	1,830	1%
Grants (Other Govts)	6,359	6%	10,960	9%	11,915	9%	2,352	2%	2,714	2%
Property Sales	-	0%	-	0%	-	0%	-	0%	-	0%
	16,645	16%	26,420	23%	28,413	22%	23,000	19%	17,499	14%

Objectives & Policies

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

Business Planning Guidelines and the Financial Plan includes a 3% general tax increase, a 1% increase to fund replacement of existing infrastructure and an increase of \$600,000 plus growth since 2005, \$665,000 in 2009, to fund the Fire Department Master Plan implementation. For more information please refer to Business Planning Guidelines 12th Edition, Financial Sustainability Plan and the 2009-2013 Financial Plan Overview Report. Specific policies discussing the tax increases are included in the Financial Sustainability Plan and related policies which were adopted in 2004.

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

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6633-2008 ADOPTED JANUARY 13, 2009



Attachment to Maple Ridge 2009-2013 Financial Plan Bylaw 6633-2008

Statement 2 (continued) Revenue and Property Tax Policy Disclosure

Fees & Charges

The Business Planning Guidelines call for an increase of 5% in fees as a guideline. Actual fee increases vary depending on the individual circumstances, the type of fee and how it is calculated. Fees should be reviewed annually and updated if needed. Recent fee amendments include recreation fees, development application fees, business licence fees and cemetery fees. A major amendment to the Development Costs Charges (DCC), recommended every 5 years, was completed in 2008. Minor DCC amendments are done more frequently. Some fees are to offset the costs of providing specific services. The utility fees are reviewed annually with a view towards using rate stabilization practices to smooth out large fluctuations in rates, as set out in the Business Planning Guidelines.

Borrowing Proceeds – Use debt where it makes sense. Caution is used when considering debt as it commits future cash flows to debt payments restricting the ability to use these funds to provide other services. The source of the debt payments needs to be considered as does the justification for advancing the project. For information on borrowing approved in 2008 and proposed for 2009-2013 please see the 2009-2013 Financial Plan Overview report.

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

- Development fees, which is the funding for capital projects from the DCC Reserve,
- Contribution from others in relation to capital,
- Interest earned on funds invested in accordance with the Investment Policy
- Grants, which are sought from various agencies, and may be leveraged with District funds.

PROPERTY TAX DISCLOSURE

Property Tax Revenue Distribution

The 2009 property tax revenue and rates will be included in a financial plan amendment that precedes the Property Tax Rate Bylaw, as 2009 property assessed values are not yet finalized. For information the 2008 distribution is included.

Property Class	Taxation Revenue (\$'000s)	
1 Residential	35,529	76.9%
2 Utility	387	0.8%
4 Major Industry	645	1.4%
5 Light Industry	1,329	2.9%
6 Business/Other	8,173	17.7%
8 Rec./ Non-Profit	21	0.0%
9 Farm	113	0.2%
	46,197	

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6633-2008 ADOPTED JANUARY 13, 2009



Attachment to Maple Ridge 2009-2013 Financial Plan Bylaw 6633-2008

Statement 2 (continued) Revenue and Property Tax Policy Disclosure

PROPERTY TAX DISCLOSURE

Objectives & Policies

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

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

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

Property Tax Rates

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

The Business Class and Light Industry Class properties have the same tax rate and are treated as a composite class when setting the tax rates. This is done as the types of businesses in each class of property are quite similar. This was achieved over a long period of time with small incremental adjustments.

A review was done on the Major Industry Class rates and the recommendation from the Audit and Finance Committee and included in the financial plan is a reduction of 5% to support additional investments in the subject property and to keep rates competitive. The rates will be reviewed again next year.

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

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6633-2008 ADOPTED JANUARY 13, 2009



Attachment to Maple Ridge 2009-2013 Financial Plan Bylaw 6633-2008

Statement 2 (continued) Revenue and Property Tax Policy Disclosure

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.

Revitalization Tax Exemption

A revitalization tax exemption is available within a defined downtown area and provides a financial incentive to encourage higher density development (five stories or higher). A further financial incentive is available if the building meets specified environmental considerations. Further information is available in Bylaw 6412-2006.

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6633-2008 ADOPTED JANUARY 13, 2009



Attachment to Maple Ridge 2009-2013 Financial Plan Bylaw 6633-2008

Statement 3 Capital Expenditure Disclosure

The sole purpose of this statement is to meet legislative requirements, highlighting the value of the DCC program; no other conclusions should be drawn from the figures as the information could be misleading. This is required under the Local Government Act s. 937(2); Capital costs attributable to projects to be partially funded by Development Cost Charges (DCC) must be included in the financial plan. The DCC program includes projects as far out as 2026 so the capital expenditures must be extended to match. Certain types of projects are not planned past the five year time horizon of the financial plan. Much less scrutiny is given to projects that are planned in years 2014 through 2026. Projects in these years typically exceed likely funding available.

Capital Works Program for 2014 – 2026 (in thousands)

Capital Work Program	497,716
 Sources of Funding	
Development Fees	
Development Cost Charges	193,469
Parkland Acquisition Reserve	1,000
Contributions From Others	23,238
Development Fees Total	<u>217,707</u>
 Borrowing Proceeds	 11,959
Grants	59,814
 Transfer from Reserve Funds	
Capital Works Reserves	19,590
Equipment Replacement Reserve	9,133
Fire Department Capital Reserve	4,419
Transfer from Reserve Funds Total	<u>33,142</u>
 Revenue Funds	 175,093
 Sources of Funding Total	 <u>497,716</u>

GLOSSARY OF TERMS



Assets – Resources owned or held by the District, which have monetary value.

Base Budget – Cost of continuing the existing levels of service in the current budget year.

BC Assessment Authority (BCAA) – The organization that is responsible for establishing the assessed property values within British Columbia.

Budget – A plan of financial operations embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Business Improvement Area (BIA) – A separate specific contained area where funds are spent to improve commercial business potential.

Capital Assets – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. These assets have a significant value and a useful life of greater than one year. Capital assets are also called fixed assets.

Capital Budget – The appropriation of internal and external contributions for improvements and additions to facilities, infrastructure, and parks.

Capital Expenditures – Expenditures to acquire Capital Assets or extend or renew the life of an existing Capital Asset.

Capital Improvements – Expenditures related to the acquisition, expansion, or rehabilitation of an element of the District's physical plant; sometimes referred to as infrastructure.

Capital Project – Major construction, acquisition, or renovation activities which add value to the District's physical assets or significantly increase their useful life. Also called capital improvements.

Capital Reserve – An account used to segregate a portion of the District's equity to be used for future capital program expenditures.

Capital Works Program (CWP) – The long term corporate guide toward the provision of infrastructure, public facilities, equipment, and business systems to provide services.

Carry Forward – Capital projects from the previous year that were not completed by year-end, where the budget funds must be carried forward to the next budget year so that the works can continue to be carried out.

C.D.M.R. Developments Ltd. – Municipality's wholly owned subsidiary.

Corporate Management Team (CMT) – Senior staff responsible for decisions on the day-to-day and long-term business affairs of the District.

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Deficit – The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

Department – The basic organizational unit of the District, which is functionally unique in its delivery of services.

Development Cost Charges (DCC) – Fees and charges contributed by developers to support development and growth in the District.

Division – The top level organizational unit of the District to which all departments report.

Expenditure – Payment for property or services for the purpose of acquiring an asset, service or settling a loss. Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

Financial Plan – Provides the statutory approval to expend funds one approved by Council. Approval for the five-year Financial Plan is provided annually for operating purposes and for life of capital projects beginning in the first year of the Plan period.

Fixed Assets – Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. These assets have a significant value and a useful life of several years. Fixed assets are also called capital assets.

Freedom of Information (FOI) – Freedom of Information Act gives individuals rights to access information held by local government and protects their privacy by placing restrictions on local government when collecting or disclosing personal information.

Full-time Equivalent Position (FTE) – Employee positions, which are authorized in the adopted budget, to be filled during the year. A part-time position converted to the decimal equivalent of a full-time position. For example, a part-time employee working for 20 hours per week in a 35 hour per week position is would be the equivalent to 0.6 of a full-time position.

Fund – A fiscal entity with revenues and expenditures, which are segregated for the purpose of carrying out a specific purpose or activity.

GLOSSARY OF TERMS



Fund Balance – Excess of the assets of a fund over its liabilities, reserves, and carryover.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Goal – A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless.

Grants – A contribution by a District or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

GVRD – Greater Vancouver Regional District.

GV&DD – Greater Vancouver Sewer & Drainage District. Provides sewerage transfer and treatment on a regional basis and the disposal of solid waste.

GVWD – Greater Vancouver Water District. Responsible for acquiring water, maintaining the supply, ensuring its quality, and delivering it to the member municipalities for distribution by local systems.

Infrastructure – The physical assets of a District (e.g. streets, water, sewer, public buildings, and parks).

Levy – To impose taxes for the support of District activities.

Library – Fraser Valley Regional Library (FVRL), which is a regionalized library collection and distribution system that provides all of the operational aspects of a library system. Members must provide local facilities.

Long-term Debt – Debt with a maturity of more than one year after the date of issuance.

Maple Ridge Municipal Holdings Ltd. – the Municipality's wholly owned subsidiaries

Metro Vancouver

(formerly Greater Vancouver Regional District) –

Provides air quality management, transportation planning, regional housing, regional parks (the Kanaka Creek estuary and linear park is located within the Maple Ridge boundaries), labour relations for local government employees, and administration of the 9-1-1 emergency telephone system.

MFA – Municipal Finance Authority. A provincial organization that provides for marketing, placement,

and administration of all Municipal debt requirements (except the City of Vancouver). This Authority also operates an investment pool on behalf of municipalities.

Mission – How the District will work to achieve Maple Ridge's vision of a safe, livable and sustainable community for our present and future citizens.

Objective – Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

Official Community Plan (OCP) – The District's prime development planning document.

Revenue – Sources of income financing the operations of the District.

RCMP – Royal Canadian Mounted Police. Contract with the Federal Government to provide police services (police officers); the Municipality provides the clerical support services and facilities.

RMRS – Ridge Meadows Recycling Society. A community-based, charitable non-profit organization, in partnership with the District of Maple Ridge provides bluebox recycling collection, operates the Maple Ridge Recycling Depot and Intermediate Processing Facility, and offers education on environmental issues to all residents of Maple Ridge.

Strategic Plan - Developed by Council to guide the development of specific objectives the District could focus on in order to achieve the community vision.

Tax Levy – The total amount to be raised by general property taxes when the tax rate is multiplied by the assessed values.

Taxes – Compulsory charges levied by the District for the purpose of financing services performed for the common benefit of the citizens.

Transfers To/From Own Sources – Amounts transferred to/from one fund to another fund or amount transferred to/from deferred revenue or reserve accounts.

TransLink – Greater Vancouver Transportation Authority (GVTA) – Responsible for the integration of transit and road networking with regard to transportation and land use. TransLink is headed by local governments, allowing the decision-making to focus on local concerns.

Variance Analysis – The process of examining in detail each variance between actual and budgeted costs.

District of Maple Ridge

Corporate & Financial Services

11995 Haney Place

Maple Ridge, BC V2X 6A9

Tel: 604-463-5221

Fax: 604-467-7329

www.mapleridge.ca



*Deep Roots
Greater Heights*