



Five-Year Financial Plan 2010 – 2014



*Deep Roots
Greater Heights*



Maple Ridge Mayor and Council

Mayor Ernie Daykin

Councillor Craig Speirs
Councillor Judy Dueck
Councillor Al Hogarth

Councillor Michael Morden
Councillor Linda King
Councillor Cheryl Ashlie

District of Maple Ridge



Five-Year Financial Plan 2010 – 2014

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2 Distinguished Budget Presentation Award

The Government Finance Officers of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Corporation of the District of Maple Ridge, British Columbia for its annual budget for the fiscal year beginning January 1, 2009. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



Executive Summary

Financial Plan Reader's Guide

Message from the Mayor

Message from the Chief Administrative Officer

Message from the Corporate Financial Officer



The Reader's Guide is intended to provide a basic understanding of the 2010 – 2014 Five-Year Financial Plan and includes a description of the contents 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 key revenue and expenditure account balances, base budget increases including incremental adjustments, as well as staffing history.

Departmental Business/Financial Plans

This section provides detailed financial plan information for each department. The District consists of four divisions:

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

Each division section begins with a listing of select 2009 accomplishments and discusses the business context relevant to the 2010 - 2014 planning period. An organization chart illustrates the layout of the division.

Legend for Organization Charts:

Department Head Exempt Staff.....	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 business 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 2010 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 2010-2014 Five-Year Financial Plan for the District of Maple Ridge.

Through its first year of a three-year mandate, Council maintained its strong focus and commitment to concentrate on efforts which support three pillars of priorities – economic, social and environment. Equally, these pillars support the high level of livability in our community. To achieve a delicate balance between these interlocking priorities, this Council believes a key to our success has been and will continue to be our ability to establish and maintain positive working relationships between ourselves and other levels of government, regional agencies and community organizations. This philosophy resulted in many of the accomplishments achieved during our first year and fuels our commitment to the priorities for 2010. An example of the results from this focus on establishing and maintaining positive working relationships is the multi-million dollar improvement project on 224 Street and Lougheed Highway which is being funded by the District of Maple Ridge, the Province of British Columbia and the Government of Canada.

Our citizens elected this Council with expectations of addressing 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.

Building upon this Council's achievements in 2009 and dealing with these important priorities with our partners in a respectful, collaborative, cooperative manner, our citizens will continue to see benefits and enhancements that define livability in Maple Ridge.

Some of the significant goals for 2010 include:

- Seven new West Coast Express cars into service
- Construction of sewer to 256 Street correctional facilities, and continued focus on bringing businesses focused on high tech, post secondary opportunities and advanced manufacturing to our community



- RCMP contract negotiations, 24/7 staffing at Fire Hall 3, implementation of Wildlife Protection Plan, construction of a new animal shelter in partnership with the BC SPCA
- Improvements on 224 Street and Lougheed Highway from 222 Street to 224 Street, and review of incentives for densification and redevelopment
- Plan for use of Environmentally Sensitive Areas data assembled over the past few years and prioritizing the implementation of the Agricultural Plan
- Significant progress on the Albion Flats Concept Plan, which will include public input and consultation through a community charette and public open house
- Implementation plan for the Parks & Recreation Master Plan, policy discussion regarding acquisition of strategic lands, sequencing policy for future area plans, Zoning bylaw review, final comments regarding the Regional Growth Strategy, potential for a drainage utility and Affordable Housing Strategy

Supporting Council's vision to enhance the many livability factors which define our community is District staff, an experienced and dedicated team of highly qualified professionals. Council welcomes your comments. You can reach us by phone at 604-463-5221 or by email at mayorandcouncil@mapleridge.ca. We encourage your participation and contribution to ensure Maple Ridge continues to be an exceptional community in which to live, work and play – today and for generations to come.

A handwritten signature in black ink, appearing to read "Ernie Daykin".

ERNIE DAYKIN
Mayor

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



I am pleased to present our 2010 – 2014 Financial Plan on behalf of all employees at the District of Maple Ridge.

Maple Ridge is a community filled with experiences to satisfy every passion. Opportunities exist to try a new outdoor adventure; savour the natural beauty which surrounds our community; experience arts and culture; explore Maple Ridge's heritage; and participate in organized, structured indoor recreational and leisure activities. As well, Maple Ridge is becoming renowned for its quality festivals and fairs organized and led by a community of dedicated, hospitable, friendly volunteers.

This array of activity combined with our commitment to achieving a balance between social, economic and environmental priorities makes Maple Ridge one of the most livable communities in Canada. The investment community has recognized what we have to offer. In 2009, the Real Estate Investment Network ranked Maple Ridge as the number two top investment town in British Columbia. Through thoughtful, long term, comprehensive community development and business planning process, Maple Ridge is poised to take advantage of its heightened profile and to welcome the world by way of the newly opened Golden Ears and Pitt River Bridges.

Highlights of the many accomplishments in 2009 were:

- Improved Accessibility – the opening of the Golden Ears and Pitt River Bridges
- Economy and Jobs – hosting a successful summit in November to hear from industry, government and institutions regarding best practices in attracting high tech investment to our community
- Community Safety – Youth Diversion funding, success of the Community Safety Officer pilot program and supportive housing funding of \$9.2 million
- Downtown – the official opening of Spirit Square as an extension of Memorial Peace Park and the launch of a new program called Our Spirit...Our Town addressing Town Centre improvements
- Natural Environment – 75,000 of an anticipated 300,000 trees planted, expanded number of school and neighbourhood gardens, \$1.5 million is donated parkland, Energy Manager grant from BC Hydro and sustainable construction practices at Fire Hall 1, the Leisure Centre retrofit and the Randy Herman Centre
- Festivals and Community Involvement – hosting many first-class festivals and high profile special events including the BC Disability Games, Mainstage 2009 and the triathlon for the 2009 World Police and Fire Games



Some of the significant goals for 2010 include:

- Economy and Jobs – marketing of Maple Ridge through Metro Vancouver Olympic Program, continuing to develop and implement our strategic plan for economic development and progressing on the Albion Flats Concept Plan
- Downtown – improvements on 224 Street and Lougheed Highway from 222 Street to 224 Street, and partnering with the Downtown Business Improvement Association

and the Maple Ridge Pitt Meadows Chamber of Commerce to continue to build upon the success of the program Our Spirit...Our Town

- Festivals and Community Involvement – early in 2010, welcomed the Vancouver 2010 Olympic Torch Relay to our community, which was also selected as one of 14 communities across the country to host a community celebration for the Vancouver 2010 Paralympic Torch Relay
- Improved Transportation and Transit – construction of Abernethy Way at 224 Street, traffic lights at Abernethy Way at 216 Street and road improvements on 232 Street between 124 Avenue and 128 Avenue

Thank you to Council, our employees and the many dedicated 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 2010-2014 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 2010

For the past several years Maple Ridge has enjoyed a brisk pace of development. In the last quarter of 2008 we saw that pace fall off, a trend that continued throughout 2009. Our financial sustainability policies, conservative budgeting, and our practice of planning for the bad times during the good have positioned us well to manage this turbulence. For example, the budgeted amount for building permit revenue is set by looking at several years' worth of activity, rather than the brisk revenues realized in recent years. As a result, expenditures are controlled. When actual revenues exceeded budget, surpluses were set aside to see us through tougher periods, such as the one we are currently experiencing. At this time, indications are we will see a General Revenue surplus at year-end, as all areas of the organization have been cognizant of the need for careful cost containment and vacancy management.

Weathering These Economic Times

Well developed business planning processes and sound financial practices 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 expenditures as discussed above.
- Building up reserves when revenues are strong to soften the impact of reduced revenues during economic slowdowns.
- 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 – During economic slowdowns, senior governments often attempt to stimulate the economy by providing incentives to encourage infrastructure investments. In order to take advantage of these incentives, local governments are usually required to provide matching funding. The District has set aside a fund that will allow it to leverage senior government grants when they become available.

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 providing 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 Financial Plan is updated each May, prior to setting the tax rates, to reflect any changes that have occurred since the last Plan was adopted.

KEY ASSUMPTIONS

Allowable Inflationary Increases

For 2010, costs have been updated based on current information so we have not provided an inflationary contingency. Beyond 2010, 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 Financial Plan assumes that the levy increase will be significantly less in 2013 and that there will be no additional levy in 2014. 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

The growth rate of 2.35% for 2010 may be overly optimistic given the slowdown in development. It is quite probable that revenue projections may be short in the order of about half a million dollars. The



assessment roll is received at the end of December and will provide an indication of how large a shortfall there is. The actual growth will not be certain until April 2010 once the assessments are finalized. Some funds were left unallocated in the 2010 budget so that they could be used to assist in dealing with a shortfall, if it arises.

Development Revenues

While development activity has been extremely brisk for the last few years, we budget at more modest levels, based on what we believe is sustainable over the longer term.

Investment Earnings

The interest earned on investments has exceeded budget largely due to favourable interest rates and a larger than planned investment portfolio. The portfolio is larger than usual as it includes funds for capital projects that were planned for 2009 or earlier, but are not yet complete. The budgeted revenue is based upon a conservative 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 2010 revenue target has been kept at historic budget levels because the size of the portfolio is expected to more than offset the impact of lower interest rates.

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 have 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 weakness 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 for the 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 remains slow for an extended period.

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 until 2013 to fund the implementation of the Fire Department Master Plan.

Labour Costs

Labour is the largest cost component of the operating budget. The costs identified in the CUPE contract have been provided for until 2012, with a contingency for cost increases in the later years of the five year financial plan. The firefighters are covered under the IAFF contract which expired December 31, 2009. The terms and conditions continue until the contract is renegotiated. The IAFF contract cost increases will be funded from a dedicated component of the property taxes, the Fire Service Improvement Levy. Once the increased costs are covered the balance of this levy will be used to improve the quality of fire services, historically this has been through additional fire personal.

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 2010 once final information is received from BC Assessment.

Conclusion

In closing, Council's financial sustainability policies provide us with a framework to see us through the uncertain economic times that we find ourselves in. As a result, this Financial Plan meets the needs of our community in a fiscally responsible manner and meets the direction set by Council earlier this year.

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 flourishing economy.

Paul Gill, BBA, CGA

General Manager: Corporate & Financial Services
Corporate Financial Officer

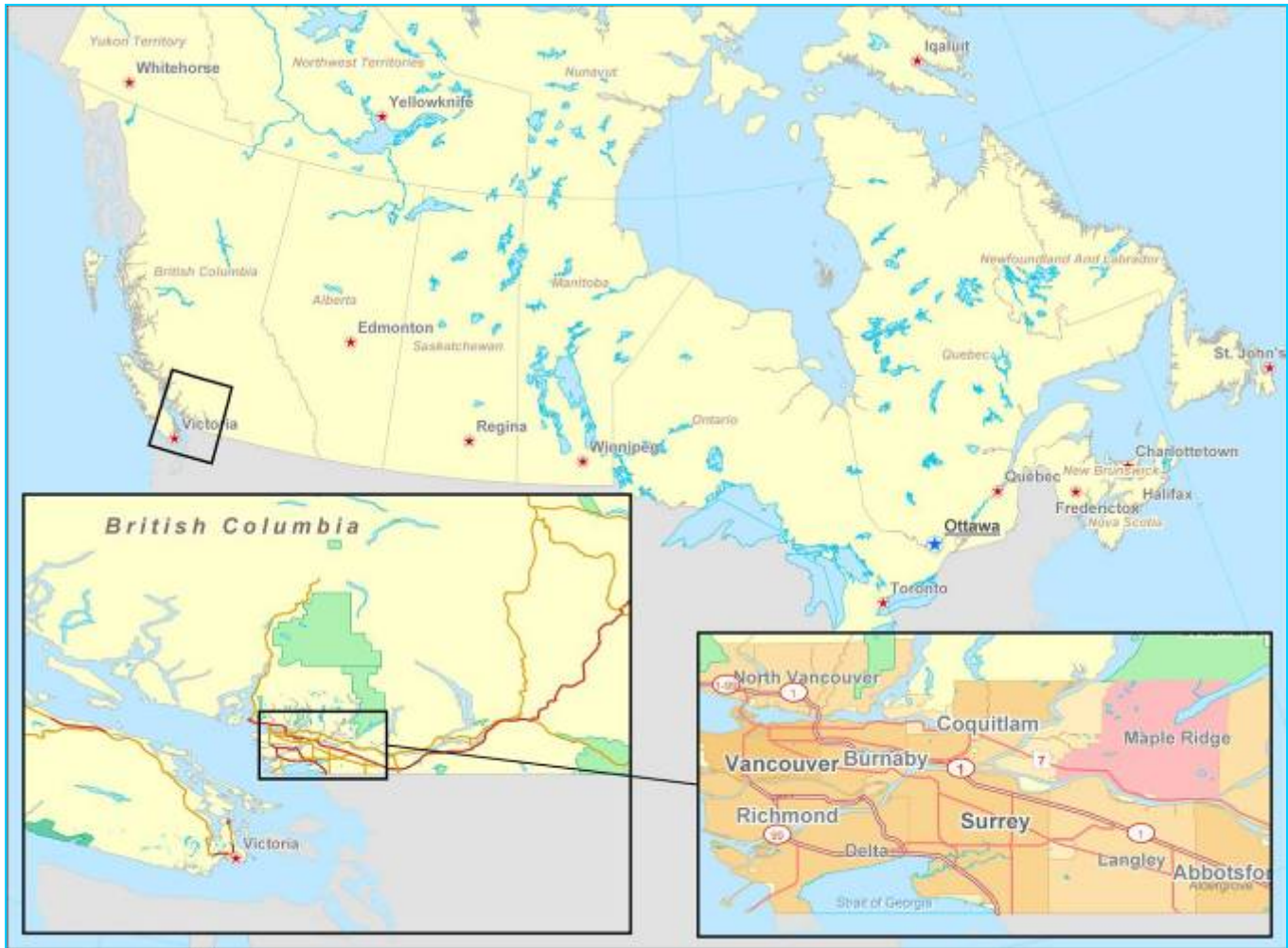


Maple Ridge – Deep Roots Greater Heights

Profile and Demographics

Government Overview

Maple Ridge Officials and Organization Chart



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

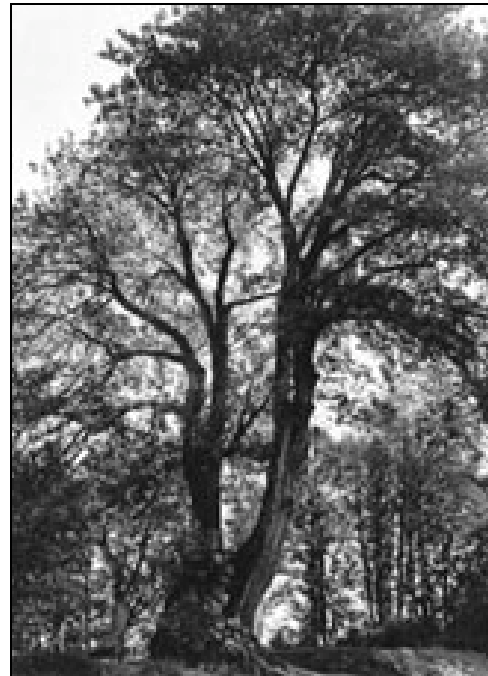
Being one of the first municipalities to incorporate in British Columbia, Maple Ridge has built a rich history. Back on September 12, 1874 when a group of early settlers met on John McIver's farm, there were less than 50 families with 33,000 acres of future potential. The location and beautiful surroundings 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 – Now's the Time to Invest in Maple Ridge

How do you find the best place to live and work? Start with a prosperous province with an international reputation for its beauty, lifestyle and industries and find a municipality that reflects those values. And that is not hard to do with all the signs pointing to Maple Ridge. 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, thousands of acres of land and a vibrant town centre, there is something here for everyone.

With the new Golden Ears and Pitt River bridges creating transportation routes that cut time and cost, the challenges of connecting to Maple Ridge are a thing of the past. That shorter commute time translates into lower costs for goods coming into and leaving Maple Ridge; and with Abbotsford Airport and the U.S. border now only 30 minutes away, there's no end to business and travel opportunities. In addition to established industries of agriculture and forestry, Maple Ridge plans growth in high tech, multimedia, education and tourism.

In 2009, the Real Estate Investment Network named Maple Ridge the No. 2 location in which to invest in B.C. In the upcoming years, the District expects to see an additional 400 businesses locate in Maple Ridge and also see a projected doubling of its population by 2040. As such, there has never been a better time to invest in Maple Ridge.



The District of Maple Ridge is the sixth 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 2009 population (estimate) is 75,051 and has shown an average annual growth rate of 1.8% over the last six years. 66.7% of Maple Ridge's population is aged 25 or older and of those 59% have completed post secondary education.

	Population	
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

Education and Schools

In 2006, 29% of Maple Ridge residents over 25 years of age have received a High School certificate or equivalent, 16% have obtained an Apprenticeship or Trades certificate or diploma, 24% have attained a College, CEGEP, or other non-university certificate or diploma, and another 19% have attained a University certificate, diploma, or degree.

Maple Ridge:
School District 42 (22 Schools from K-12)
Private Schools (3)

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
Douglas College
Justice Institute of BC

Source: Statistics Canada, 2006

Source: District of Maple Ridge Department of Strategic Economic Initiatives

Employment

It is estimated that over 65% of Maple Ridge's labour force currently commutes outside of the community. As of November 2009 it is estimated that 7.2% of the population were 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.

(Leading Employers):

Arcus Community Resources	Health Care
Chasyn Wood Technologies	Wood Products
District of Maple Ridge	Government
Fraser Cedar Products	Wood Products
Fraser Regional Corrections	Corrections
Interfor Ltd. Hammond Cedar Div.	Wood Products
NEC Moli Energy (Canada) Ltd.	Batteries
Pelton Reforestation	Agriculture
Ridge Meadows Hospital	Health Care
School District 42	Education
Waldun Forest Products Ltd.	Wood Products
West Coast Ford Lincoln	Vehicle Sales

Source: BC Stats, April 2008

Source: District of Maple Ridge Department of Strategic Economic Initiatives



Health Care

Fraser Health provides a full range of services to residents of Maple Ridge including:

Ridge Meadows Hospital and Health Care Centre – located in the heart of Maple Ridge, this 104 bed hospital provides 24/7 emergency services; as well as ambulatory/surgical day care, cardiology and chemotherapy. A new, expanded emergency department and outpatient care centre at the Ridge Meadows Hospital were opened in January 2009.

Abbotsford Regional Hospital and Cancer Centre – located less than half an hour away, this 300 bed acute care hospital opened its doors in August 2008 with services that include renal and cardiac care, NICU, nuclear medicine, and adolescent mental health treatment.

Source: www.fraserhealth.ca

Housing Types

The three month average benchmark price from the MLS Housing Price Index (December 2009) for single-family residences in Maple Ridge is \$436,038 detached homes, \$301,568 attached/townhouses, and \$242,450 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	<u>26</u>
Total Number of Housing Units	27,700

Source: District of Maple Ridge Department of Strategic Economic Initiatives

Top Taxpayers

BC Hydro & Power Authority	Distribution Lines
Sun Life Assurance Co. of Canada	Westgate Shop Ctr
Bucci Investment Corporation Inc	Valley Fair Mall
International Forest Products Ltd.	Lumber Mills
Telus (BC Telephone Company)	Poles, Lines, Towers
BC Gas Utility Ltd.	Gas Lines
Amarsham Holdings Ltd.	Haney Place Mall
M R Landmark 2000 Centre Ltd	Landmark Shop Ctr
District of Maple Ridge	Tower and Other
	Leased Properties
E-One Moli Energy (Canada) Ltd	20000 Stewart Cr.

Source: District of Maple Ridge Finance Department

Transportation

Two new bridges opened in Maple Ridge in 2009 providing quicker travel time for residents. The Golden Ears Bridge links 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 has three lanes of westbound traffic and four lanes of eastbound traffic and provides up to 16 meters of marine clearance. It also provides facilities for cyclists and pedestrians.

Highways

Located on Highway 7 (Lougheed Highway), 10 minutes north of Highway 1 (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 Department of Strategic Economic Initiatives



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.

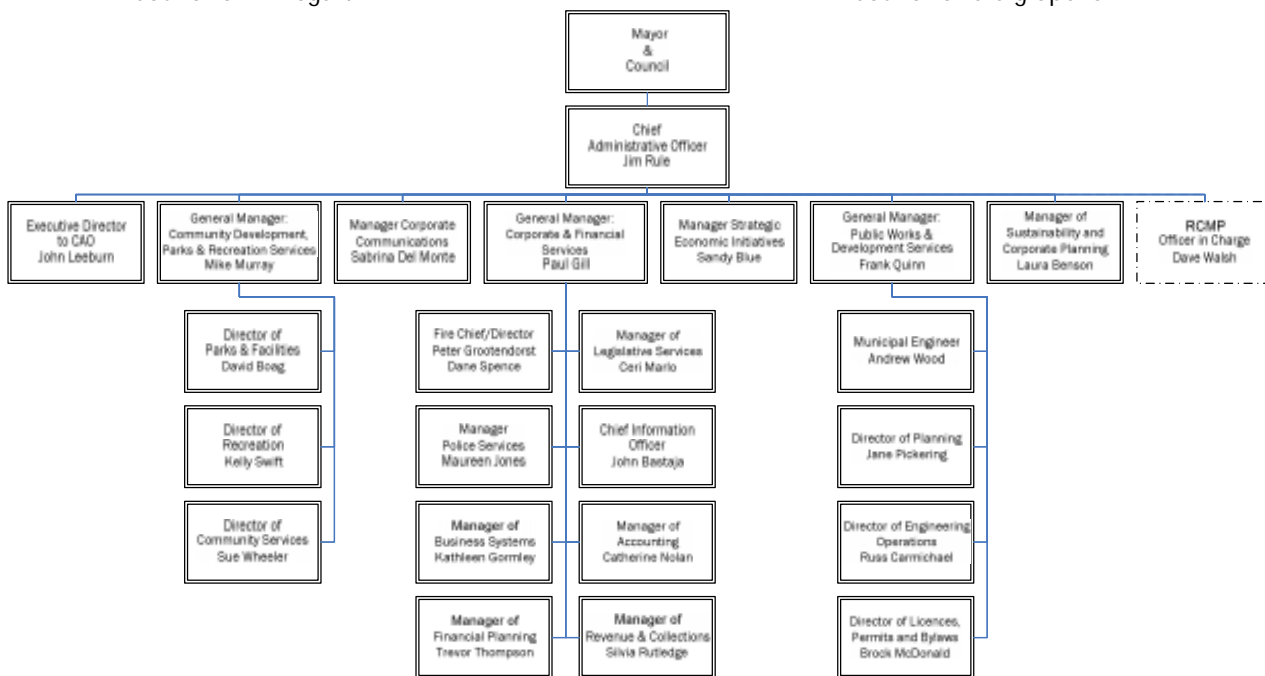
- Advisory Committee on Accessibility Issues
- Advisory Design Panel
- Agricultural Advisory Committee
- Bicycle Advisory Committee (MR/PM)
- Community Heritage Commission
- Development Agreements Committee
- Economic Advisory Commission
- Parcel Tax Review Panel
- Parks & Leisure Services Commission (MR/PM)
- Policing Task Force (MR/PM)
- Public Art Steering Committee
- Social Planning Advisory Committee



Elected Officials Mayor Ernie Daykin

Councillor Cheryl Ashlie
Councillor Judy Dueck
Councillor Al Hogarth

Councillor Linda King
Councillor Michael Morden
Councillor Craig Speirs



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, MBA, BLS
Manager of Accounting	Catherine Nolan, CGA
Manager of Business Systems	Kathleen Gormley
Manager Corporate Communications	Sabrina Del Monte
Manager of Financial Planning	Trevor Thompson, BBA, CGA
Manager of Legislative Services	Ceri Marlo
Manager of Revenue & Collections	Silvia Rutledge
Manager Strategic Economic Initiatives	Sandy Blue, ABC
Manager of Sustainability and Corporate Planning	Laura Benson, CMA
Municipal Engineer	Andrew Wood, PhD., P.Eng.
RCMP 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 by bylaw and 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. 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 when 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 approvals necessary for external borrowing 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 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 significant variances are identified and addressed earlier.

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)

- Police Services: Providing 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: Providing and maintaining parks, open space, and trails as well as managing municipal owned and leased buildings.
- Planning: Providing development application management, policy review and development, and environmental management.
- Recreational Services: Providing programs and maintaining recreational facilities.
- Road Maintenance and Traffic Control: Providing asphalt repairs, sidewalk and line marking, road grading, snow and ice control, bridge maintenance, street sweeping, and traffic signs.

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

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.

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 securing external funding or grants that may require the Municipality to contribute a portion.

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.

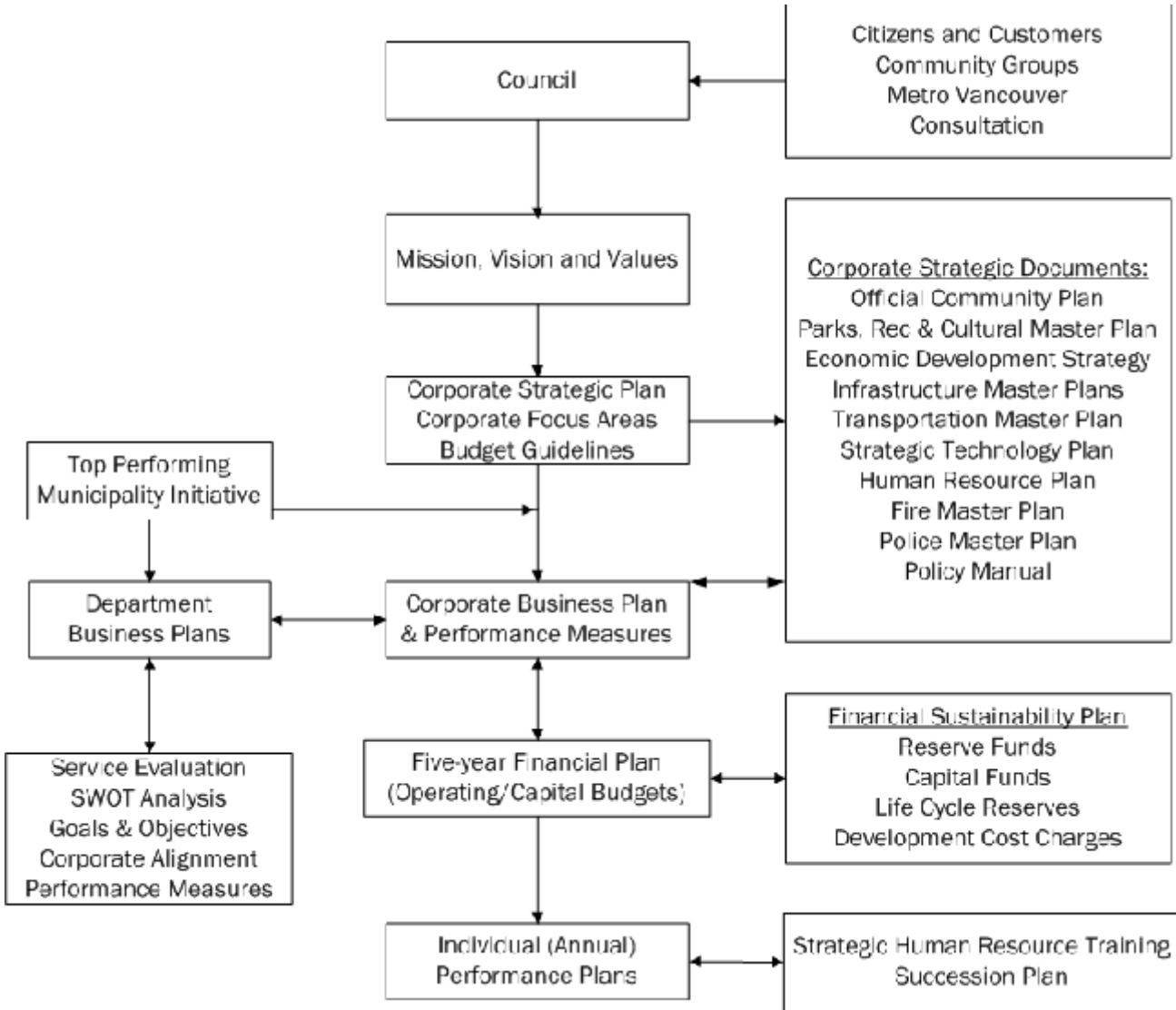
Service areas develop multi-year operating plans which directly support the Corporate Strategic Plan. This includes business evaluations with a 10% funding reduction scenario, forcing departments to look at new ways

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.





BUSINESS PLANNING GUIDELINES



In spring 2009, Council participated in an annual strategic planning exercise to evaluate the District's progress towards key strategic objectives, integrating feedback from citizens, customers and staff, and to establish direction for the next five-year planning period. The outcome was a document outlining Council priorities to guide staff in the preparation of departmental business plans, with the specific guidelines outlined below.

1. Tax increase for general purposes – 3% each year for 2010 - 2014.
2. Tax increase for capital works and 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 \$675,000 additional funding in 2010 (2010 total levy expected to generate \$4 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:
 - Ensuring alignment between the OCP and the 2040 Metro Vancouver Growth Strategy
 - Completing a Commercial/Industrial lands strategy that assesses the adequacy of our current inventory of such lands and what needs to be done to meet future commercial and industrial needs
 - Exploring what the District can do to help attract a post-secondary institution(s) to the municipality
 - Exploring incentives for densification and redevelopment in the downtown
 - An interest in increasing the use of technology to communicate with our citizens and to “do business” with our citizens
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? Contract for services, or bring services in-house, where and when it makes sense organizationally and financially.
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. Contracting/Consulting review – all consulting work should undergo a review at not only budget time, but also when services are being contracted to determine the best way to acquire services. This will involve potentially contracting out where it makes sense and contracting in where there are available staff resources. NEW
19. Quarterly performance reports are to be presented to Council at open Council meetings. Performance measures will be published in the Annual Report.
20. Progress in relation to our strategic direction is to be evaluated every six months.
21. The Financial Plan must be in accordance with Council's strategic Financial Sustainability Plan policies approved in October 2004.
22. 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.
23. 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 (2010 – 2014) was as follows:

February 2009	<ul style="list-style-type: none">Complete staff debriefing sessions for previous year's business plan
March 2009	<ul style="list-style-type: none">Council workshop to review Corporate Strategic Plan and consider Business Planning Guidelines for the ensuing planning period
April 2009	<ul style="list-style-type: none">Distribute "Business Planning Guidebook – 13th Edition." (Corporate Strategic Plan and Business Planning and Budget Guidelines for 2010 – 2014)Invite public feedback through an Open House
June 2009	<ul style="list-style-type: none">Training Sessions – OngoingBegin to develop Business Plans (operating and capital) and financial plan (budget)
July 2009	<ul style="list-style-type: none">Finance to distribute copies of 5-year operating and capital budgets
August 2009	<ul style="list-style-type: none">Submit Capital Works Program proposals to Trevor Thompson, Manager of Financial Planning by Friday, July 31, 2009Submit Information Technology proposals to John Bastaja, Chief Information Officer by Friday, July 31, 2009
September 2009	<ul style="list-style-type: none">Continue to develop Business Plans (operating and capital) and financial plan (budget)Advertisements (newspaper and website) requesting public comments on financial plansSubmit Financial Plan (Budget) to Finance representative by Monday, September 21, 2009
October 2009	<ul style="list-style-type: none">Submit draft Business Plan (one copy) to Business Planning Committee by Thursday, October 1, 2009Submit final Business Plan (one copy) to Business Planning Committee by Wednesday, October 21, 2009
November 2009	<ul style="list-style-type: none">Departmental Business Plan and Budget presentations to the Corporate Management Team (CMT) from Wednesday, November 4, 2009 to Thursday, November 5, 2009CMT 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 2009	<ul style="list-style-type: none">Departmental Business Plan and Budget presentations to Council in a public forum from Monday, November 30, 2009 to Tuesday, December 1, 2009Council reviews Business and Financial Plans and makes appropriate amendmentsCouncil adoption of Financial Plan Bylaw

Financial Plan Overview

Financial Plan Highlights

Financial Plan Overview

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 2010 through 2014.
- Tax increase of 1% per year for infrastructure sustainability in 2010 through 2014.
- The continued implementation of the Fire Department Master Plan and associated levy. Increase of \$675K, adjusted for growth in 2010 through 2012; increase is significantly less in 2013; and no additional levy in 2014.
- 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.
- A reduction of the 2010 calculated Major Industrial 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 4.9% in 2010 and 3% thereafter.
- Growth Packages, new and previously approved, as detailed in Figure 5 on Page 38, in accordance with Financial Sustainability Policy 5.52-2.0.
- Extraordinary items to be funded from General Revenue surplus totalling \$457,000 in 2010, \$393,000 in 2011, \$394,000 in 2013, and \$528,000 in 2014 and operating items approved in the 2009-2013 Financial Plan totalling \$110,000.
- Capital Works Program totalling \$29 million for 2010, \$23 million for 2011, \$29 million for 2012, \$31 million in 2013, and \$15 million in 2014.
- The borrowing of \$2.2 million for 2010, \$3.4 million for 2011, \$4.1 million in 2012, and \$6 million in 2013.
- Allocation of sustainability funds to various business areas in the amounts of \$1.34 million for 2010, \$1.85 million for 2011, \$2.39 million for 2012, \$2.96 million for 2013, and \$3.57 million for 2014.
- Cost and revenue adjustment which are included in the base budget as itemized in the reconciliation of General Revenue Surplus in Figure 12 on Page 43.
- General Revenue Fund Incremental Costs:

Ongoing Incremental Costs:	
Subsidized Ice Time	\$ 26,880
Adopt a Block Increased Fee	10,000
Reduce Major Industrial Tax Bill	63,000
One Time Incremental Costs:	
Albion Area Plan Consulting	\$100,000
BIA Security	20,000

FINANCIAL PLAN OVERVIEW



On December 1, 2009 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 2010 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:

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1. 2009 Financial Outlook

In order to set some context leading into the 2010 – 2014 Financial Plan discussions it is useful to review the current year's financial performance in the General Revenue Fund. While we typically talk about financial results on a consolidated basis and consider the organization as a whole, during business planning we tend to focus more on the General Revenue fund, as this is the area where Council has the most discretion. In addition, property tax rates are driven by transactions within this fund.

For the past several years Maple Ridge has enjoyed a brisk pace of development. In the last quarter of 2008 we saw that pace fall off, a trend that has continued throughout 2009. Our financial sustainability policies, conservative budgeting, and our practice of planning for the bad times during the good have positioned us well to manage this economic turbulence. For example, the budgeted amount for building permit revenue is set by looking at several years' worth of activity, rather than the brisk revenues realized in recent years. As a result, expenditures are controlled. When actual revenues exceeded budget, surpluses were set aside to see us through tougher periods, such as the one we are currently experiencing.

The following information is based on results to the end of September. At this time, indications are we will see a General Revenue surplus at year-end, as all areas of the organization have been cognizant of the need for careful cost containment & vacancy management.

Revenues:

Positive:

- Investment income will exceed targets by approximately \$1.6 million as a result of continued positive returns and a larger than expected investment portfolio.
- Grant revenues are favourable by \$500,000 as a result of the Strategic Community Investment Fund's acceleration of the timing of traffic fine revenue distribution. This is not a true favourable variance, but an advance of funding that would otherwise be received in 2010, consequently, this will be transferred to reserves at the end of the year in order to provide for the related 2010 expenditures.

Negative:

- Building Permit revenues will miss 2009 targets by approximately \$400,000.

As well, the financial plan included revenues from the School District to assist with the purchase of joint school/park sites. While the revenues did not materialize, neither did the expenses as acquisitions were deferred. All things considered, we expect overall revenues, after allowing for adjustments for items such as those related to the School District, to be ahead of target.

Expenditures:

Expenditures are anticipated to come in below budget, primarily due to cost containment. The following highlights some significant costs centres:

- RCMP contract will come in under budget. A significant portion of the savings is due to lower than expected wages. In accordance with Council direction, 50% of the savings will be transferred to the Police Services Reserve. This should also help us in the event there is a wage "catch up" in the future.
- Costs in the Fire Department will likely exceed budget at year-end due to higher than expected volumes, the transition to a composite department and retroactive contract settlements.
- In the Engineering & Operations areas, savings in excess of \$400,000 could be realized due to vacancy management and delayed or rescheduled projects. This will be offset by snow removal expenditures in excess of budget (costs already exceed budget by \$250,000 at the end of September). Should we see a similar pattern of early snowfall this year and expenditures in excess of budget result in an overall budget shortfall, we have capacity in the Snow Removal Reserve.
- Savings of approximately \$1.8 million in interest costs for borrowings authorized for capital projects that have not yet been accessed. The associated transfers from reserves to cover the costs will also not occur.
- In the Planning area, we will likely see some savings from a combination of salary savings & delayed or rescheduled projects. The amount of such savings is uncertain as some funding will need to be transferred to reserves to allow the work to proceed in 2010.



As with overall revenues, we expect to see favourable variances on the expenditure side due to cost containment by departments.

The above summary, based on results to the end of September, points to a General Revenue surplus for 2009, the result of sound financial planning policies and cost containment.

2009 Capital Projects

The budget for the Capital Works Program in 2009 is \$113 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 for projects that have been started is \$66M. Of these projects, \$15.6M are complete or nearly complete, \$24.6 M are well under way, and \$25.7M are in the early stages of design and tendering.

The budget of projects not yet started, is approximately \$46.9 million. The reasons for these project delays are summarized as follows:

School Site Agreements not signed	\$17,916,014	38%
Grant Funding Not Yet Received	8,599,793	18%
Land Acquisition Delays	7,389,136	16%
Reliant on other Capital Work	6,863,054	15%
Staffing, Strategic & Technical Delays	3,136,302	7%
Other	3,060,158	7%

Projects that do not complete in 2009 will have their funding carried forward to 2010.

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

This section provides a look at what the District can expect in additional revenue each year over and above the amount budgeted in the year prior. Growth in the property tax base and property tax increases provide the bulk of new revenue, which amounts to \$3,750,000 in 2010.

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. The growth rate of 2.35% for 2010 may be overly optimistic given the slowdown in development. It is quite probable that revenue projections may be short in the order of about half a million dollars. The assessment roll is received at the end of December and will provide an indication of how large a shortfall there is. The actual growth will not be certain until April 2010 once the assessments are finalized.

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 is not largely reliant on any one employer or industry. This gives us a measure of strength during uncertain economic times.

FINANCIAL PLAN OVERVIEW



2.1 New Revenue

Figure 1: Conceptual Overview of New Revenue

Item	2010	2011	2012	2013	2014
Previous Year's Taxation	49,675,000	53,425,000	57,400,000	61,600,000	65,700,000
Growth Rate	2.35%	2.35%	2.35%	2.35%	2.35%
Growth Revenue	1,175,000	1,250,000	1,350,000	1,450,000	1,550,000
Previous Year's Taxation + Growth	50,850,000	54,675,000	58,750,000	63,050,000	67,250,000
Tax Increase Rate *	4.00%	4.00%	4.00%	4.00%	4.00%
Tax Increase	1,900,000	2,025,000	2,150,000	2,300,000	2,700,000
Fire Levy Increase	675,000	700,000	700,000	350,000	0
Total Increase in Taxation + Growth	3,750,000	3,975,000	4,200,000	4,100,000	4,250,000
Next Year's Taxation Base	53,425,000	57,400,000	61,600,000	65,700,000	69,950,000
Increases in other revenue:	575,000	225,000	250,000	225,000	225,000
Increase in General Revenue	4,325,000	4,200,000	4,450,000	4,325,000	4,475,000

* Tax increase consists of 3% for General purposes and 1% for Infrastructure Sustainability

In 2010, other revenues are projected to increase by \$575,000 over the amount previously budgeted. The increase includes changes in investment income, Parks & Leisure Service fees and recoveries, recycling fees and grants. In some cases, these revenues are offset by related increased expenditures.

Figure 2 and Figure 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 long term financial stability. These transfers reduce the revenues that are available to cover other 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	2010	2011	2012	2013	2014
Increase in General Revenue	4,325,000	4,200,000	4,450,000	4,325,000	4,475,000
Transfers to Reserves:					
Infrastructure Sustainability	-475,000	-500,000	-550,000	-575,000	-600,000
Equipment Replacement Reserve -PWD	-125,000	-25,000	-75,000	-50,000	-50,000
Fire Dept. Capital Acquisition Reserve	-125,000	-100,000	-125,000	-125,000	-125,000
Police Services Reserve	-50,000	50,000	-100,000	-120,000	
Capital Works Reserve	-100,000	-25,000	-25,000	-25,000	-25,000
Other Transfers	-25,000	-25,000	50,000	25,000	-50,000
Available after transfers	3,425,000	3,575,000	3,625,000	3,455,000	3,625,000

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

A discussion of our Reserves follows in Section 8 page 51 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 remaining new revenue for 2010, after the reserve commitments, is about \$3.4 million.

2.3 Expenditures

Beyond the transfers noted above, a number of adjustments to expenditures are required. We experienced cost increases 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.

Figure 3: Conceptual Overview of Expenditure Changes

Item	2010	2011	2012	2013	2014
Available after transfers	3,425,000	3,575,000	3,625,000	3,455,000	3,625,000
Increase in expenditures:					
Labour (excluding Fire Dept)	-1,275,000	-975,000	-825,000	-925,000	-950,000
Twin Rinks Arena	-75,000				
Fire Department	-775,000	-850,000	-875,000	-550,000	-475,000
Policing - RCMP Contract & Dispatch	-600,000	-950,000	-925,000	-950,000	-1,050,000
Adjust - RCMP Contract	200,000				
Adjust - Dispatch Contract	100,000	100,000			
Fraser Valley Regional Library	-100,000	-125,000	-125,000	-150,000	-125,000
Inflation Allowance	-100,000	-100,000	-150,000	-175,000	-200,000
South Bonson Amenity Bldg	-50,000	-100,000			
Growth Costs	-300,000	-500,000	-425,000	-425,000	-500,000
Capital Funded from General Revenue			-150,000	-150,000	-175,000
Fuel/Contracts/Other	-75,000	-100,000	-50,000		50,000
Available after expenditures	375,000	-25,000	100,000	130,000	200,000
Surplus from prior year and rounding	82,182	442,685	294,488	397,525	532,083
General Revenue Surplus	457,182	417,685	394,488	527,525	732,083

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 2010 costs are forecasted to be about \$1.3 million higher than 2009, so will require \$1.3 million of the new revenue for 2010.

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:

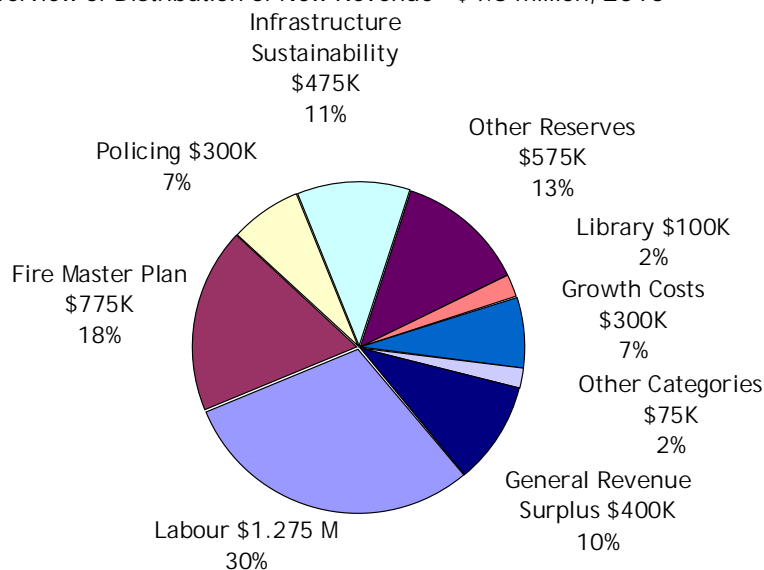
- Labour: This line reflects the financial impact of previously approved wage and benefit cost increases.
- Fire Department: Implementation of the Fire Department Master Plan is reflected, plus operating costs associated with operating a fourth fire hall included in 2010. The balance of the increase 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 includes additional members; two in 2010, three in 2011, three in 2012, two in 2013 and three in 2014. Funding from the Police Services Reserve softens the impact.
- Police Dispatch: Currently the delivery of this service is being reviewed with the intent of reducing the cost of the service about \$200,000 a year starting half way through 2010.



- **Library:** The cost of the contracted service with Fraser Valley Regional Library 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:** A small contingency exists. Future cost pressures will need to be managed to ensure that funds for increased costs are sufficient. 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.
- **Debt:** Debt payments were previously included for several projects approved in prior Financial Plans. While some of this borrowing is yet to occur, to be conservative debt payments have been included based on the earliest date that borrowing could occur. Debt is discussed in more detail under the section called “Borrowing” starting on page 46.
- **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 Figure 5 and Figure 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 the labour category including police and fire is over 60%. The Fire Master Plan implementation costs are matched by a special tax levy to support it. Following is a chart illustrating the distribution of new revenues for the 2010 year.

Figure 4: Conceptual Overview of Distribution of New Revenue - \$4.3 million, 2010



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 and Labour) 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.

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.

FINANCIAL PLAN OVERVIEW



Figure 5: Growth Packages in Financial Plan (figures represent total budget, not year over year change)

Source	Allocated to:	2010	2011	2012	2013	2014
General Rev	Fire Department Capital	50,000	100,000	150,000	200,000	250,000
	Operations	85,000	190,000	315,000	460,000	625,000
	Parks Maintenance	152,750	237,750	302,750	367,750	437,750
	Software Maintenance / Support	20,000	40,000	60,000	80,000	100,000
	Public Works & Development (PW&D)	60,000	185,000	230,000	275,000	340,000
	Allocated to:					
	Funding of inflationary costs	-65,000	-85,000	-85,000	-85,000	-85,000
	Balance to be allocated for PW&D	-5,000	100,000	145,000	190,000	255,000
	Corporate & Financial Services (C&FS)	60,000	185,000	230,000	275,000	340,000
	Allocated to:					
Funding of inflationary costs	-65,000	-85,000	-85,000	-85,000	-85,000	
Balance to be allocated for C&FS	-5,000	100,000	145,000	190,000	255,000	
Community Dev, Parks & Rec (CDPR)	60,000	185,000	230,000	275,000	340,000	
Allocated to:						
Recreation Growth	-19,000	-25,100	-32,500	-32,500	-32,500	
Funding of inflationary costs *	-41,000	-119,200	-85,000	-85,000	-85,000	
Balance to be allocated for CDPR	0	40,700	112,500	157,500	222,500	
General Revenue Subtotal		297,750	808,450	1,230,250	1,645,250	2,145,250
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

* The amount of parks inventory recently added that has to be maintained is larger in 2010 than it has been historically. In the past surplus was targeted to bridge any larger than anticipated increases. Surplus was needed in 2009 and 2010 to bridge growth related costs in CDPR. The following section on Surplus highlights the use and repayment of these funds.



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:

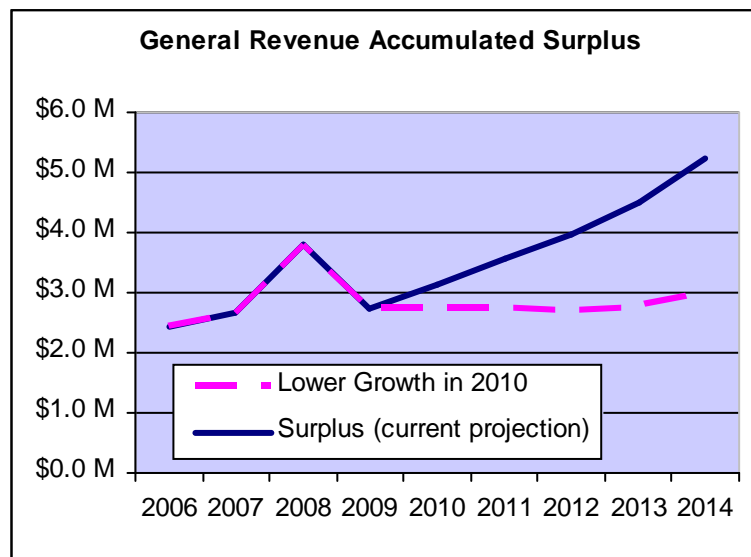
Figure 6: Items to be funded from Surplus

Item	2010	2011	2012	2013	2014
Operating items approved in prior financial plans:					
Business Improvement Area - Façade Improvements	12,000				
Other Adjustments:					
Community Dev, Park & Rec Growth	27,415	-30,772			
	39,415	-30,772	0	0	0

* 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 would be negative for 2009 and 2010.

The additional property tax revenue due to new construction, often referred to as real growth, is budgeted at 2.35% for 2010. With the slow down in construction this may be less. The conservative approach is taken to stay within the guidelines set for growth but do not commit some funds in the event that growth does not materialize to the extent budgeted. If the revenue due to growth is about \$400,000 short then the annual surpluses shown in Figure 3 would be reduced accordingly, and the dashed line below would be the projected accumulated surplus.

Figure 7: 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 8: Succession Planning Implementation

Succession Planning	2009	2010	2011	2012	2013	2014
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 \$127 million; 2010 planned capital projects are \$29 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 229. Projects carried forward from previous years will be included in a Financial Plan amendment in the spring of 2010.

Figure 9: Proposed Capital Spending by Category

Category	2010	2011	2012	2013	2014	Total
Drainage	1,239,222	893,548	1,050,606	732,392	693,264	4,609,032
Government Services	480,500	495,000	555,000	280,000	40,000	1,850,500
Highways	9,612,602	10,194,541	12,878,082	18,132,459	8,771,813	59,589,497
Operating Capital	60,030	60,030	60,030	60,030	60,030	300,150
Park Acquisition	645,002	200,000	3,016,138	200,000	200,000	4,261,140
Park Improvement	549,798	900,339	1,288,084	4,408,682	1,251,620	8,398,523
Protective Services	1,488,960	548,565	1,828,565	163,565	513,565	4,543,220
Recreation Services	335,000	277,000	70,000	70,000	70,000	822,000
Sewage	9,068,013	2,160,405	1,370,232	1,898,166	1,180,980	15,677,796
Technology	1,140,000	382,000	976,055	751,228	1,232,889	4,482,172
Water	4,486,942	6,810,848	5,987,517	4,040,343	1,353,961	22,679,611
Total Capital Program	29,106,069	22,922,276	29,080,309	30,736,865	15,368,122	127,213,641

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

Figure 10: Proposed Capital Funding Sources

Funding Source	2010	2011	2012	2013	2014	Total
Debt Financing	2,152,157	3,385,510	4,093,736	6,049,953	0	15,681,356
DCC Fund (not debt)	2,151,026	8,792,143	8,791,092	3,070,795	4,466,974	27,272,030
General Revenue	2,601,596	2,521,008	2,768,205	3,059,410	2,893,404	13,843,623
Capital Works Reserve	159,991	13,137	1,192,343	0	0	1,365,471
Infrastructure Sustainability Reserve	820,166	1,180,091	1,551,647	1,800,000	1,782,500	7,134,404
Fire Dept Capital Reserve	1,053,960	0	950,000	0	350,000	2,353,960
Equip Replacement Reserves	2,336,452	1,454,257	1,991,424	1,311,252	1,229,038	8,322,423
Sewer Capital	909,013	990,037	1,118,732	976,467	1,021,893	5,016,142
Water Capital	2,093,290	2,771,093	1,788,713	1,640,199	1,558,258	9,851,553
Grants, LIP, 3rd Parties, Translink	13,585,368	1,051,950	4,301,367	12,348,789	1,826,055	33,113,529
Recycling Reserve	260,000	440,000	325,000	280,000	40,000	1,345,000
Surplus	0	0	0	0	0	0
Other Funding Sources	983,050	323,050	208,050	200,000	200,000	1,914,150
Total Capital Program	29,106,069	22,922,276	29,080,309	30,736,865	15,368,122	127,213,641

Debt Financing has been a strategy used over the last few years to advance capital projects. Borrowing has been approved for a variety of projects and is discussed in detail in Section 4 Borrowing, with Figure 15 listing the debt funded projects. The projects currently proposed to be funded from Development Cost Charge (DCC) Reserve funds may require review the use of financing depending on the ability to delay capital expenditures to match DCC collections. The DCC Reserve also services debt payments which are discussed in more detail in Section 4 Borrowing. Given the slowdown 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 51. The Infrastructure Sustainability Reserve is used for major rehabilitation and replacement of the District's infrastructure. The Fire Department Capital Reserve is used for the acquisition of new growth-related facilities and equipment. Within the Equipment Replacement Reserve, the fire department, public works operations and technology all have dedicated equipment replacement funds. Other Funding Sources noted on Figure 11 reference sources such as reserve accounts for specific purposes.

The percentage of the 2010 planned projects funded by General Revenue is 8.8%. There are other reserves that receive inflows from General Revenue but the use of these reserves is for specific purposes.

Funds were set aside at the end of 2008 to leverage capital grants. We have been successful in securing two thirds funding for projects associated with the downtown improvements with the balance coming from the funding we set aside to take advantage of such grants.

The capital program includes over \$32 million of funding from others as itemized in Figure 11. The majority of this funding has not yet been secured; projects will be re-evaluated and reprioritized if funding is not secured.

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Figure 11: Capital Funded by Others

Projects Funded by Others	2010	2011	2012	2013	2014	Total
Grants, LIP, 3rd Parties						
Albion Dyke - Improvements	525,000					
Abernethy Way Extention to 256 St			2,502,375	8,418,104		10,920,479
Abernethy (216 - 500 E of Blackstock)					750,071	
Downtown Improvements *	2,750,000					2,750,000
Drainage - Fraser Escarpment North						0
Lougheed Highway Multiuse Cycle Track	300,000					300,000
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	8,000,000					8,000,000
Whonnock Lake Canoe Facility				1,980,000		1,980,000
Youth Action Park Albion				230,250		230,250
Drainage			200,000		25,984	225,984
Highways	984,418	50,000	595,542	720,435	50,000	2,400,395
Other	25,950	1,950	3,450	0	0	31,350
Total Project Funded by Others	13,585,368	1,051,950	4,301,367	12,348,789	1,826,055	31,838,458

* A portion of the funds that were received for the Downtown Improvements were budgeted in 2009 with the anticipation of some grant funding.

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 2009, Council approved a financial plan for 2009 through 2013. This is used as a basis to create a 2010- 2014 financial plan. The following table reconciles the changes to the previously adopted financial plan.

FINANCIAL PLAN OVERVIEW



Figure 12: Reconciliation of 2009-2013 Financial Plan to 2010-2014 Proposed Financial Plan

General Revenue Fund (GRF) (rounded to thousands)	2010	2011	2012	2013
GRF Surplus in May 2009 Adopted Financial Plan Bylaw	14,000	5,000	1,000	19,000
Administration				
Salaries - Energy Efficiency Initiative	-70,000			
Grant - BC Hydro Energy Initiative (balance of funding in C&FS)	50,000			
Subtotal - Changes In Administration	-20,000			
Corporate & Financial Services (C&FS)				
Dist'n of Growth Funds for Energy Efficiency	10,000			
Transfer from Reserves for Energy Efficiency	10,000			
Salaries - Information Services Succession Plan	-48,000	-75,000		
Dist'n of Growth Funds - Info. Serv. Succession Plan	48,000	75,000		
Salaries - PT Document Mgt.	-12,000	-37,000	-38,000	-40,000
Dist'n of Growth Funds - Document Mgt.	12,000	37,000	38,000	40,000
Property Rental Revenue (reduced)	-26,000	-14,000	-14,000	-26,000
Salary Recovery (Utilities)	7,000	13,000	21,000	28,000
Provincial Grant	11,000	11,000	11,000	11,000
Tax Penalties	15,000	50,000	85,000	120,000
Grants in Lieu of Taxation	64,000	64,000	64,000	64,000
Fire funding to cover FH#1 increased operating costs	40,000	40,000	40,000	40,000
Investment Earnings	55,000	55,000	55,000	55,000
RCMP Contract	232,000	241,000	200,000	171,000
Transfer from Police Services Reserve	-212,000	-193,000	-148,000	
RCMP Contract - Adjustment	200,000	200,000	200,000	200,000
Police Dispatch Costs - Adjustment	100,000	200,000	200,000	200,000
Pitt Meadows Cost Share - Police Services	-19,000	-38,000	-38,000	-38,000
Transfer from Police Services Reserve - Dispatch Savings to \$200K	100,000			
Inflation Allowance		28,000		
Other Adjustments	25,000	22,000	13,000	1,000
Surplus no longer used to cover survey costs		-15,000		
Subtotal Changes in C&FS	612,000	664,000	689,000	826,000

FINANCIAL PLAN OVERVIEW



Figure 12: Reconciliation of 2009-2013 Financial Plan to 2010-2014 Proposed Financial Plan (cont.)

General Revenue Fund (GRF) (rounded to thousands)	2010	2011	2012	2013
Community Development, Parks & Recreation (CDPR)				
Building Mtce - Fire Hall #1	-15,000	-15,000	-15,000	-15,000
Golf Course Lease Revenue	20,000	20,000	20,000	20,000
Park Maintenance	-68,000	-68,000	-68,000	-68,000
South Bonson Amenity Building Delay	66,000			
Twin Rinks	-73,000	-73,000	-73,000	-73,000
Utilities - Arena	-20,000	-20,000	-20,000	-20,000
Contract Contingency	-50,000	-75,000	-75,000	-75,000
Subtotal Changes in CDPR	<u>-140,000</u>	<u>-231,000</u>	<u>-231,000</u>	<u>-231,000</u>
Public Works & Development (PW&D)				
Business Licences	25,000	25,000	25,000	25,000
Parking Fines	-15,000	-15,000	-15,000	-15,000
SPCA Contract	1,000	-15,000	-15,000	-16,000
Additional Growth Funds - Snow Removal	-20,000	-40,000	-60,000	-80,000
Recycling Revenue	53,000	57,000	61,000	65,000
Recycling Costs	-53,000	-57,000	-61,000	-65,000
Subtotal Changes in PW&D	<u>-9,000</u>	<u>-45,000</u>	<u>-65,000</u>	<u>-86,000</u>
Transfer to Surplus: Prior to Incremental Adjustments	<u>457,000</u>	<u>393,000</u>	<u>394,000</u>	<u>528,000</u>

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.

2.7 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 13: Incremental Adjustments

General Revenue Fund (GRF)	2010	2011	2012	2013	2014
Transfer to Surplus Prior to Incremental Adjustment	457,000	393,000	394,000	528,000	
Rounding Adjustment	182	24,685	488	-475	
Transfer to Surplus Prior to Incremental Adjustment	457,182	417,685	394,488	527,525	732,083
Recommended Ongoing Incremental Adjustment					
Subsidized Ice Time	-26,880	-56,160	-88,320	-123,984	-162,960
Increase Fee for Service Agreement - Adopt-a-Block	-10,000	-10,000	-10,000	-10,000	-10,000
Reduce Major Industrial 2009 tax bill by 5% in 2010	-63,000	-63,000	-63,000	-63,000	-63,000
Recommended One Time Incremental Adjustment					
Consulting - Albion Area Plan	-100,000				
Appropriation of Surplus	100,000				
BIA Security	-20,000				
Funding from Police Services Reserve	20,000				
Transfer to GRF Surplus	<u>357,302</u>	<u>288,525</u>	<u>233,168</u>	<u>330,541</u>	<u>496,123</u>



The District of Maple Ridge has rigorous business planning practices that have served us well in this 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 the slowing economy has on the local economy and that potentially, when jobs are scarcer, the cost of capital projects could come down. Having said this, taking on additional costs should be done with caution in an economy that is in the early stages of recovery.

While there are considerable downsides to a slowing economy, it may also represent some opportunities. For instance, there has been 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.

3. Water, Sewer and Recycling Rates

Water Utility Rates

The Water Utility covers costs associated with water purchases, maintenance, and both regional and local capital infrastructure. The Regional District is planning an increase in water rates of about 12% annually in 2010 and 2011.

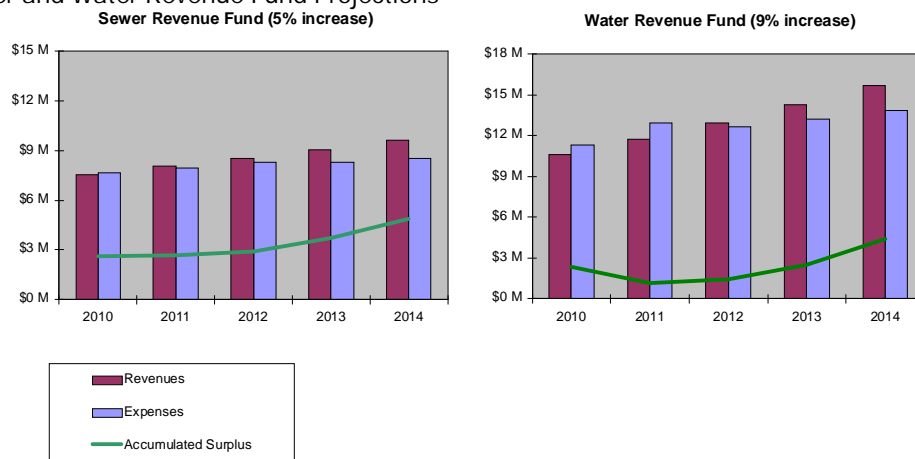
In addition, the Regional District has planned some significant capital expenditures including pump stations that will benefit Maple Ridge. Maple Ridge pays a portion of the costs with some contributions being as high as 41%. Maple Ridge's portion of the current planned projects is approximately \$9 million. The timing of the billing will likely be near the end of the five year financial plan, 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 \$3.8 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 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 14: 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. Recycling fee increases of 4.9% are planned for 2010 largely due to the reduced revenues as a result of lower commodities prices and increased labour costs. The projected rate increase is 3% per year 2011 through 2013.



4. 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 15.

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 (DCCs) 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 DCCs 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, funding to assist in the construction of an animal shelter and the replacement of a the 240 St. bridge over Kanaka Creek. The authority to externally borrow expires in 2013 and 2014, five years after the borrowing is approved. The cash flow to service this debt has already been provided for in the financial plan.

Firehall #4 Construction

The construction of Firehall #4 is projected to cost \$6 million and is expected to begin 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 balance in the reserve is sufficient to address other capital requirements. This reserve is discussed in more detail beginning on page 54.

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. The 2009-2013 Financial Plan provided for the municipality to purchase larger properties to accommodate both a park and a school site and offset the increased costs through contributions from School District 42. As avenues to offset the additional cost are still being explored, the financial plan is unchanged for 2010.

Cemetery Expansion

Debt payments associated with \$3.3 million in land purchases for cemetery expansion are funded through increased cemetery fees, which were recently approved. One of the three properties has been purchased.

Non-DCC Drainage Work

Major drainage work on River Road requiring \$2.65 million has been approved. The annual payments are to be 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 53.

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. The SPCA will be issuing a tender for the project in the coming months and the financial plan will be refreshed once more up to date cost information becomes available.

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Borrowing Considerations 2010-2014

The following table summarizes additional debt contemplated in the 2010-2014 Financial Plan.

Figure 15: Capital Projects Proposed for Debt Financing

Project	Year	Borrow	Term	Main Fund	Annual Payments	Issue Costs	Total Interest	Funded by		Total Cost
								Other Sources		
232 St Bridge (N Alouette River)	2011	1,202,836	5	CWR	270,190	9,021	148,112	9,644,954		11,004,923
Abernethy Way Phase 3	2012	2,502,375	10	DCC	333,544	18,768	833,064	2,527,648		6,463,626
Abernethy Way Phase 4	2013	4,776,416	10	DCC	636,653	35,823	1,590,114	8,466,345		16,339,650
Regional Water Supply - Pump Station	2010 - 2011	2,265,335	*	DCC						
Regional Water Supply - West Main	2010 - 2013	4,934,394	*	DCC						
		<u>15,681,356</u>			<u>1,240,387</u>	<u>63,612</u>	<u>2,571,290</u>	<u>20,638,947</u>		<u>33,808,199</u>

* Discussions are in the process to request that the region finance the debt. The water component of Development Costs Charges funds will not be sufficient to pay for this directly, so we would be in the position of having to ask permission to borrow when there is already the obligation to pay the Region.

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 2008 Annual Report the available debt servicing capacity is about \$11.5 million which, even if all the approved and 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 Development Cost Charges. 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 DCCs for interest payments is very stringent, primarily allowing the practice only where the construction of specific infrastructure projects in advance of sufficient DCCs 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.

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.

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. With rates being as low as they are we will need to consider if borrowing externally makes more sense. The 2010-2014 Financial Plan includes the previously approved debt.

5. 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, consideration must be given to 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 to reduce the exposure to energy cost increases. 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

6. Impact to the "Average Home"

The assessed value of the "average home" for the 2009 taxation year was approximately \$399,000. The calculation includes all residential properties comprising both single family homes and multi-family units such as townhouses and apartments.

The following table demonstrates the impact to a taxpayer, who for the 2009 tax year, was in a home assessed at \$399,000 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 for the municipal controlled levies is 5.63%.

Figure 16: "Average Home" Tax Increase

	2009	2010	Increase	%
General Purpose	\$1,328.53	\$1,381.67	\$ 53.14	4.00%
Recycling	59.51	62.43	2.92	
Water	348.10	379.43	31.33	
Sewer	261.60	272.93	11.33	
Fire Service Improvement Levy	96.28	115.49	19.21	
Municipal, Recycling, Utilities, Fire	2,094.02	2,211.95	117.93	5.63%

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

We regularly review the tax charges to the Residential Class. The 2009 residential house survey which compares single family homes is attached as Appendix F. It shows that residential taxes on a single family home in Maple Ridge are amongst the lowest in the region. The amounts are slightly different than we use for the "Average Home", shown above, due to the fact that "Average Home" includes strata properties as well.



7. Property Taxation Policy

Property tax revenue is the District's primary revenue source and while we try to maximize other revenue sources, the majority of municipal services are paid for through taxation. Further, our Commercial/ Industrial tax base is limited as about 92% of our assessment base is comprised of Residential Class properties. As a result, most of the taxes that we collect come from home owners.

In spring of 2009, Council adopted the Business Planning & Budget Guidelines that were used to develop the 2010-2014 Financial Plan. These guidelines called for a 3% increase for general purposes, a 1% increase for capital and infrastructure, an increase of \$675,000 in the Fire Service Improvement Levy, and a review of utility rates with a view towards continued use of rate stabilization practices.

Each year we adjust our tax rates for market value assessment fluctuations. This means that in a market in which property values are increasing, our rates will be adjusted down; the opposite will occur in a market with decreasing property values. Not all jurisdictions and taxing authorities follow this practice.

The municipality collects property taxes on behalf of several other jurisdictions. In 2009, while the tax rate to residential properties was \$6.1237 per thousand dollars in assessed value, the municipal portion amounted to \$3.5699 or about 58% of the total.

Council regularly reviews the taxes under its control to ensure fairness. In May of 2007, Council was presented with information about taxation for the business and light industry classes, indicating that rates in Maple Ridge were competitive with other lower mainland municipalities. Prior to 1997, Council had adopted a policy of shifting a small percentage of taxation from the Light Industry Class to the Residential Class in order to align the Business & Light Industry tax rates; in 2007 this alignment was achieved so no further shifts have been required.

In 2008, a review of the tax rates charged to the Major Industry class indicated that rates were relatively high and Council took steps to address this inequity by transferring 5% of the tax burden to the residential class. The impact to the residential class was much smaller at 1/6th of 1%. Major Industry rates were reviewed again in 2009, and while there has been some improvement, rates are still high and a reduction of 5% in the tax burden for this class is recommended for 2010.

In June of 2009, Council received a report on residential property taxes, comparing rates in Maple Ridge with those in other neighbouring communities. In 2009, rate increases ranged from a high of 7.5% in Coquitlam to a low of 3.4% in West Vancouver; in Maple Ridge rates increased by 5.6%, including the funding required for the Fire Service Improvement levy. The report found that taxes in Maple Ridge remain competitive.

Copies of the 2009 Residential Class property tax survey as well as our report on Industrial Class tax rates are attached as appendices to this report.

8. 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	General Revenue:	
Sewer Revenue	3,173,995	Carryforwards - Capital	4,239,744
Water Revenue	3,867,665	Carryforwards - Operating	3,124,747
Total Accumulated Surplus	10,845,179	Self Insurance	938,349
Reserve Fund Balances		Protective Services	2,259,704
Local Improvement	2,077,103	Core Development	1,129,505
Equipment Replacement	7,329,490	Recycling	1,475,367
Capital Works	8,686,373	Community Development	1,176
Fire Department Capital	6,062,996	Building Inspections	1,704,522
Sanitary Sewer	1,442,312	Gravel Extraction	549,384
Land	406,056	Neighbourhood Improvements	58,688
Net Reserve Funds	26,004,330	Snow Removal	700,000
Restricted Revenue Balances		Facilities Maintenance	360,508
Development Cost Charges	34,330,309	Youth Centre	8,535
Parkland (ESA) Acquisition	0	Cemetery Maintenance	109,457
Other Restricted Revenues	4,268,970	Infrastructure Sustainability	714,802
Total Restricted Revenues	38,599,279	Critical Building Infrastructure	368,625
		Infrastructure Grant 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

Total Reserves: Accumulated Surplus, Reserve Funds and Reserve Accounts – \$58.7 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



Accumulated Surplus and Funds Balance as at December 31, 2009

	General	Sewer	Water	Total
Operating Surplus	4,985,070	3,059,571	3,383,195	11,427,836
Reserve Funds	22,739,966	-	-	22,739,966
Reserve Accounts	19,199,308	2,256,365	1,822,164	23,277,837
Funds Balance	<u>46,924,344</u>	<u>5,315,936</u>	<u>5,205,359</u>	<u>57,445,639</u>
Equity in Capital Assets	521,845,642	104,620,660	92,426,753	718,893,055
Accumulated Surplus	<u>568,769,986</u>	<u>109,936,596</u>	<u>97,632,112</u>	<u>776,338,694</u>

Tangible Capital Assets are reported in the annual report as per PSAB Accounting Handbook Section 3150.

This budget does not include amortization as the figures were not available in January, future budget amendments will.

Developer contributed infrastructure is also not currently included in the financial plan but impacts the balance of capital assets.

Funds committed to previously approved work but not part of the 2010-2014 approved in January

	General	Sewer	Water	Total
Operating Surplus	-	-	-	-
Reserve Funds	5,206,270	-	-	5,206,270
Reserve Accounts	5,394,235	2,160,492	1,722,636	9,277,363

The above represents work approved in 2009 which is not yet complete and to be included in the next 2010 budget amendment.

Adjusted Funds Available

	General	Sewer	Water	Total
Operating Surplus	4,985,070	3,059,571	3,383,195	11,427,836
Reserve Funds	17,533,696	-	-	17,533,696
Reserve Accounts	13,805,073	95,873	99,528	14,000,474
Funds Balance	<u>36,323,839</u>	<u>3,155,444</u>	<u>3,482,723</u>	<u>42,962,006</u>

Planned changes to the fund balances for 2010 - 2014

	2010	2011	2012	2013	2014
Op. Surplus - General	217,713	296,709	235,352	332,941	497,799
Res. Funds - General	423,994	(1,291,467)	1,204,139	(1,592,284)	(1,605,800)
Res. Accts. - General	(46,470)	575,354	1,276,955	1,816,691	2,664,490
General Funds	<u>595,237</u>	<u>(419,404)</u>	<u>2,716,446</u>	<u>557,348</u>	<u>1,556,489</u>
Sewer Funds	(120,228)	70,726	252,168	801,611	1,133,081
Water Funds	(678,824)	(1,215,459)	273,119	1,053,716	1,906,983

Planned Fund Balances

	2010	2011	2012	2013	2014
Op. Surplus - General	5,202,783	5,499,492	5,734,844	6,067,785	6,565,584
Res. Funds - General	17,957,690	16,666,223	17,870,362	16,278,078	14,672,278
Res. Accts. - General	13,758,603	14,333,957	15,610,912	17,427,603	20,092,093
General Funds	<u>36,919,076</u>	<u>36,499,672</u>	<u>39,216,118</u>	<u>39,773,466</u>	<u>41,329,955</u>
Sewer Funds	3,035,216	3,105,942	3,358,110	4,159,721	5,292,802
Water Funds	2,704,371	1,488,912	1,762,031	2,815,747	4,722,730



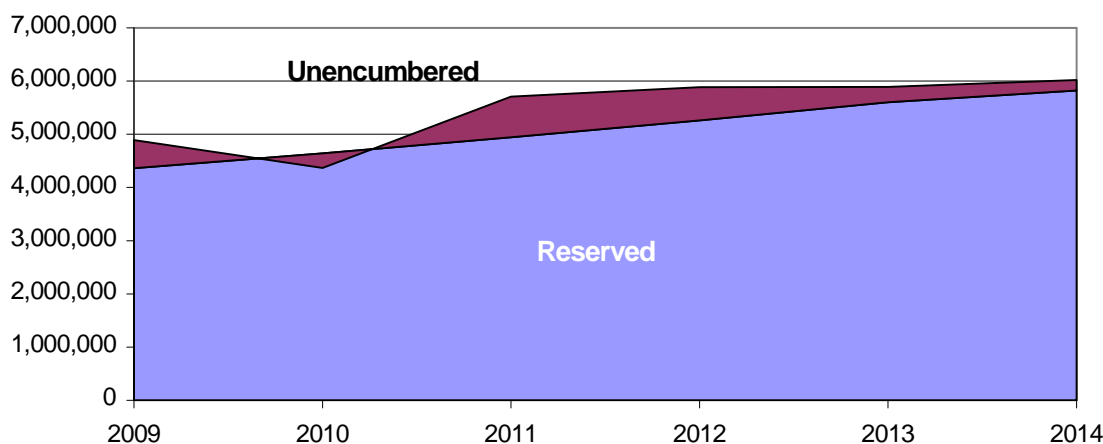
8.1 Capital Works Reserve

Following is a brief synopsis of the Capital Works Reserve, which provides for future capital expenditures. Each year 1% of general taxation is added 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	2014
Opening Balance	8,686,373	4,890,977	4,365,831	5,707,847	5,884,637	5,889,849
Inflows:						
Interest & Capital Gains	190,653	195,639	174,633	228,314	235,385	235,594
Garbage Tipping Fees	50,000	50,000	50,000	50,000	50,000	50,000
Taxation and General Revenue Transfers	631,235	827,462	868,132	910,779	945,530	982,520
Sale of Land			1,200,000			
Repayment of Energy Retrofit		65,000	65,000	65,000	65,000	65,000
Balance of General Rev. Funding for GCF	55,927	(160,122)	(105,907)	(201,517)	(332,708)	4,792
Outflows:						
Planned Capital Expenditures	(4,723,211)	(1,367,682)	(127,473)	(93,415)	(35,626)	22,163
Debt - Interest (DCC projects)			(150,000)	(150,000)	(290,000)	(600,000)
Debt (River Rd. Drainage \$2,675,000)*		(135,443)	(632,370)	(632,370)	(632,370)	(632,370)
Estimated Ending Balance	4,890,977	4,365,831	5,707,847	5,884,637	5,889,849	6,017,548
Minimum Reserve (10% Prior Year Taxes)	(4,361,939)	(4,643,022)	(4,942,218)	(5,260,695)	(5,599,694)	(5,823,682)
Unencumbered Balance	529,039	(277,191)	765,628	623,943	290,155	193,866

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 roads 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.

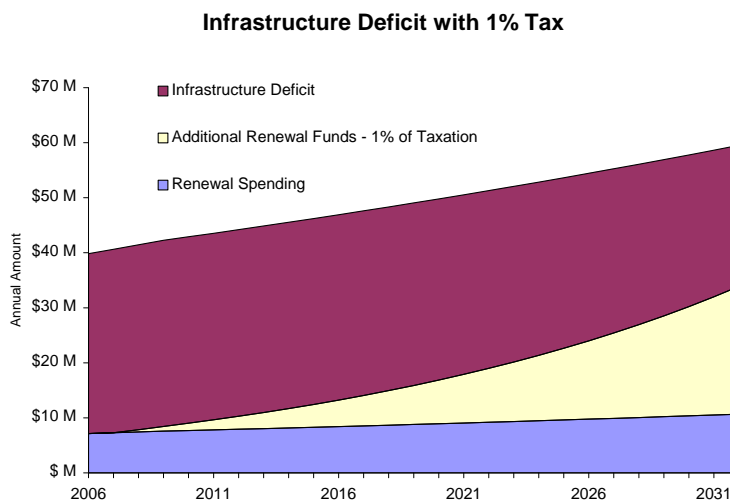


Figure 20: Infrastructure Sustainability Allocation of Funding

	2010	2011	2012	2013	2014
Inflows:					
1% General Tax Increase	1,342,514	1,849,140	2,388,413	2,962,437	3,573,451
Core Reserve Surplus	450,000	450,000	450,000	450,000	450,000
Gravel Revenue	140,000	140,000	140,000	140,000	140,000
Allocation:					
Transportation/Traffic Management	825,000	905,000	1,255,000	1,556,500	1,920,000
Town Centre Facilities	450,000	450,000	450,000	450,000	450,000
Facilities & Parks - Major Mtce	220,000	608,525	715,000	886,750	960,000
Drainage	160,000	184,500	250,000	310,000	450,000
Fire Department	101,979	112,177	123,395	153,000	175,000
Major Equipment/Systems	35,535	38,938	45,018	56,187	68,451
Dyke Mtnc (Gravel Rev)	10,000	10,000	10,000	10,000	10,000
Overhead Brushing (Gravel Rev)	40,000	40,000	40,000	40,000	40,000
Bio Filtration Pond Mtnc (Gravel Rev)	60,000	60,000	60,000	60,000	60,000
Environmental Support (Gravel Rev)	30,000	30,000	30,000	30,000	30,000

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 21 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.

FINANCIAL PLAN OVERVIEW



Figure 22: Fire Department Capital Acquisition Reserve Projection

	2010	2011	2012	2013	2014
Opening Balance	2,748,772	2,849,798	3,327,218	2,977,027	3,692,849
Inflows:					
Interest & Capital Gains	74,558	85,494	92,692	89,311	108,160
Transfer from GRF as per Budget	950,427	1,011,672	1,076,864	1,146,257	1,146,258
Growth Funding	130,000	180,000	230,000	280,000	330,000
Outflows:					
LTC Capital Program	(1,053,960)	-	(950,000)		(350,000)
Firehall#4 debt repayment		(799,746)	(799,746)	(799,746)	(799,745)
Estimated Ending Balance	2,849,798	3,327,218	2,977,027	3,692,849	4,127,522

The planned capital expenditures outlined in Figure 22 are detailed in the following table.

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

Project	2010	2011	2012	2013	2014
Firehall #4 Technical & Furnishings	200,000				
Firehall #4 Protective & Safety Equip	83,960				
Equipment Purchase - Firehall #4	70,000				
Firehall #3 Expansion	700,000				
Firehall #4 Rescue 4			325,000		
Firehall #4 Engine New			625,000		
Firehall #5 Land Acq					350,000
	1,053,960	-	950,000	-	350,000

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

	2010	2011	2012	2013	2014
Opening Balance	2,068,399	2,099,378	2,048,025	1,698,494	2,082,751
Inflows:					
Interest & Capital Gains	68,427	71,060	74,469	53,408	64,936
General Revenue	285,573	303,976	323,564	344,414	366,608
Sustainability Funding	101,979	112,177	121,000	150,000	175,000
Outflows:					
Planned Capital Expenditures	(425,000)	(538,565)	(868,565)	(163,565)	(163,565)
Estimated Ending Balance	2,099,378	2,048,025	1,698,494	2,082,751	2,525,730

9. 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

	2010	2011	2012	2013	2014
Lease Revenues (net of allowances)	1,073,490	1,094,134	1,114,778	1,141,323	1,164,149
Parking Revenues	141,742	141,766	141,790	141,814	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	-739,826	-714,989	-689,158	-662,294	-634,356
Closing Balance	352,877	398,382	444,881	498,314	549,078

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

10. Conclusions

The District can expect \$4.3 million in new general revenue in 2010, primarily from growth in the tax base and a 4% tax increase. \$2.8 million goes to labour costs including RCMP and Fire services. Infrastructure sustainability issues receive \$500,000 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 \$59 million, and another \$38.6 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.

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.

In summary, this financial plan allows the community to move forward, while respecting the uncertain economic times we find ourselves in.

11. Final Thoughts

Over the past few months, a few issues have come before Council. The purpose of this section is to provide a financial perspective on them.

Parks & Recreation Master Plan

While this plan is in draft form, there is no financial strategy around how we will pay for the amenities required in a growing community like ours. Over the past few years, advanced consideration of a financial strategy allowed Council to pay for major initiatives such as the Fire Department Master Plan and the Town Centre project in a phased manner that was supported by the community. We recommend like consideration for the implementation of this Master Plan.

In the next few years, we expect increases in the Fire Service Improvement Levy to moderate so that additional increases that exceed 1% of taxation will not be required. At that time, Council may wish to begin to set aside some funding for parks & leisure purposes. For instance, if ½ of 1% is set aside for 5 years, it will provide annual cash flows of over \$1 million. Council could then prioritize items in the Master Plan plan, based on this funding level. This approach would also support Council's financial sustainability policies which recommend early consideration of a financing strategy for these sorts of initiatives.

Acquisition of School/Park Sites

There has been considerable discussion on 3 specific sites. There are also broader implications that should also be considered. Specifically:

- The municipality is responsible for establishing the Official Community Plan. A key component of this plan is the identification of appropriate School/Park sites.
- There is a responsibility on part of the municipality to have a financial strategy in place to acquire private lands designated for public purposes.
- The most appropriate time to acquire properties is in advance of development, as prices increase significantly when development becomes imminent.
- If we do not acquire sites identified in the OCP in a reasonable time period, they may be developed. We may then have to replace them with less suitable sites.
- Interest rates are at near historic lows. Annual cashflow of \$400,000 for 30 years can be used to borrow around \$6 million.

This does not mean we should pay for school sites on our own. Consideration should, however, be given to developing a fund that will allow us to acquire strategic lands to be held for future purposes, and in the future, other agencies requiring such lands could acquire them from us for the fair market value at the time.

Road Repaving/Rehabilitation Program

Each year, the District acquires many miles of roads through development for which it then assumes the responsibility for maintaining and rehabilitating. Our operations staff has repeatedly told us that there is an optimal time in the life of a road to do this work, to get maximum life out of the investment. There is no dedicated funding source for this work, as it must compete with other general revenue funded capital works. This year, our Pavement Management Study identified road rehabilitation projects totalling over \$3 million which need to proceed as early as possible but our funding envelope required these projects to be phased over 3 years. Contract prices for these work projects are quite low. Further, these projects are generally "shovel ready" as they do not require detailed design work or property acquisitions. As discussed earlier in this report, we expect year-end financial results to be positive and as a result, have no hesitation in recommending that the 2010 paving program be supplemented by \$1 million from accumulated surplus.

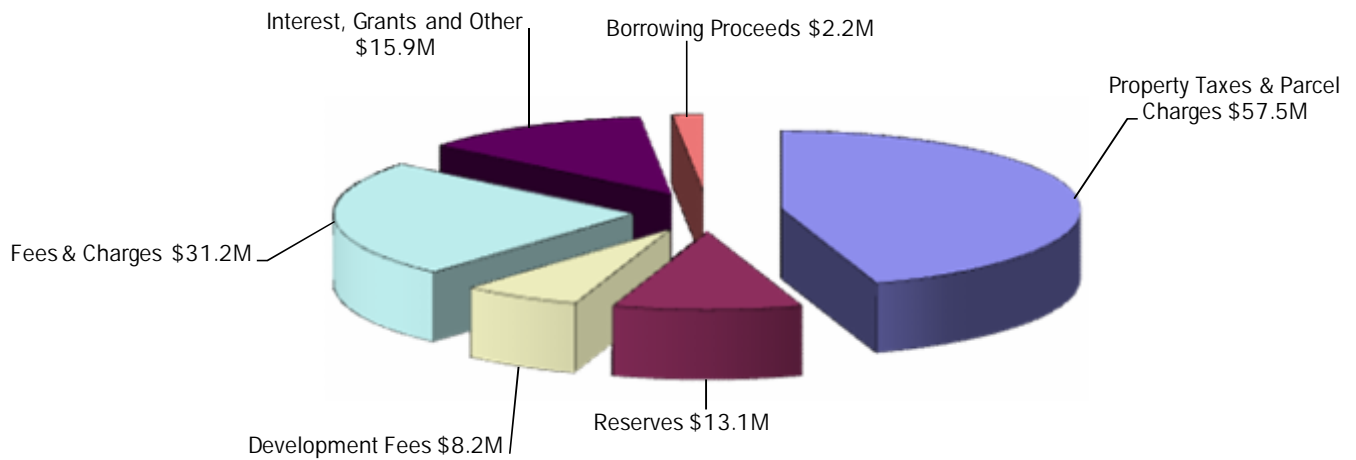
Council's financial sustainability policies provided us with a framework to see us through the uncertain economic times that we find ourselves in. As a result, this financial plan meets the needs of our community in a fiscally responsible manner and meets the direction set by Council earlier this year.

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 flourishing economy

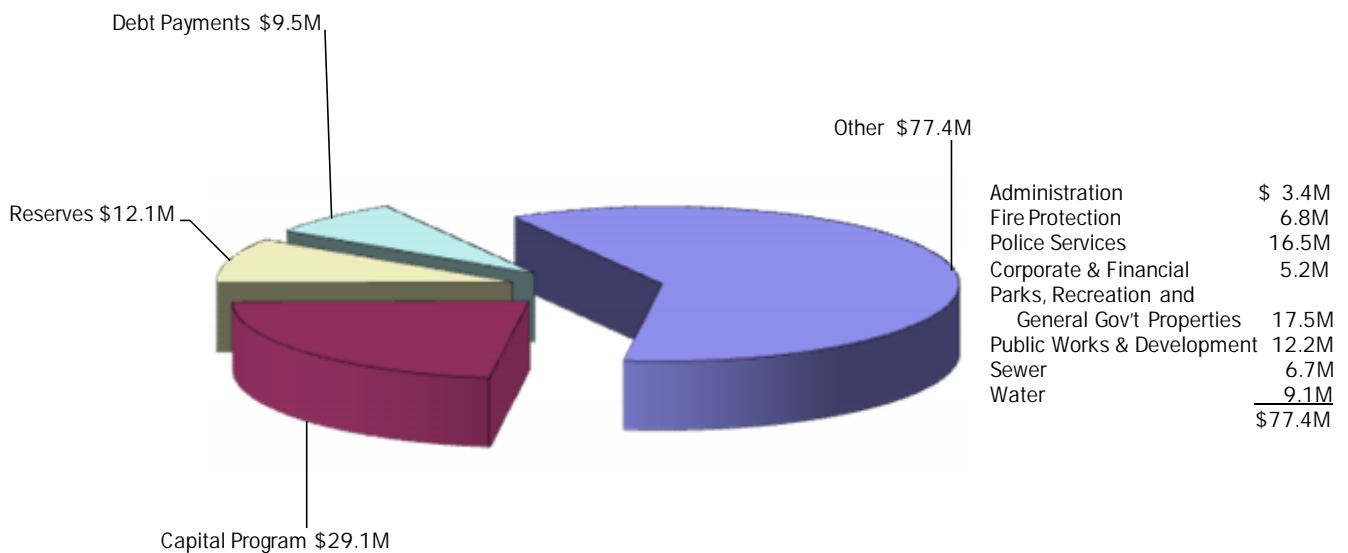
REVENUES AND EXPENDITURES



Projected Revenues \$128.1 Million



Projected Expenditures \$128.1 Million



FINANCIAL PLAN SUMMARY – REVENUES & EXPENDITURES



All Figures Represent \$'000 (thousands)

	Actual 2009	Budget 2009	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014
Revenue							
Property taxes	53,744	53,532	57,505	61,616	65,995	70,224	74,619
User fees and other revenue	30,300	28,348	31,225	32,896	34,723	36,681	38,820
Senior government transfers	4,960	20,778	13,987	2,103	4,893	10,709	2,853
Development revenue	8,445	34,280	8,244	15,147	15,944	12,458	11,190
Interest income	4,676	1,830	1,885	1,885	1,885	1,885	1,885
	102,126	138,768	112,846	113,647	123,440	131,957	129,367
Expenditures							
Interest Payments			4,444	4,570	4,349	4,389	4,596
Protective services	25,009	25,967	26,449	27,379	30,652	30,641	32,661
Transportation services	15,511	15,345	18,404	19,036	22,124	27,360	18,285
Recreation and Culture	18,945	17,299	18,489	19,104	22,679	23,603	21,102
Water Utility	9,098	10,333	13,581	16,853	16,728	15,481	13,501
Sewer Utility	8,006	8,604	15,732	9,022	8,425	9,082	8,562
General Government	12,497	15,741	10,330	10,019	10,882	10,813	11,626
Planning, other	3,174	3,625	3,585	3,602	3,748	3,863	3,984
	92,240	96,914	111,013	109,585	119,586	125,233	114,317
Revenues less Expenditure	9,886	41,854	1,833	4,062	3,854	6,724	15,050
Principle	- 1,789 -	- 4,484 -	- 5,037 -	- 6,430 -	- 7,114 -	- 7,176 -	- 7,241
Borrowing Proceeds	-	30,056	2,152	3,386	4,094	6,050	-
Change in Fund Balance	1,041 -	23,265 -	1,052	1,018	834	5,598	7,809



Five-Year Operating Plan Overview

Key Account Balances
2010 Base Budget Increases
Staffing History and Forecast

KEY ACCOUNT BALANCES



KEY REVENUE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	ACTUAL				
	2005	2006	2007	2008	2009
Revenue & Taxation					
Taxes - General Revenue (16000-4000)	-35,669	-38,860	-42,624	-46,171	-49,638
Grants in Lieu - Provincial (16000-4060)	-743	-795	-709	-694	-740
Grants in Lieu - Other (16000-4060)	-851	-859	-965	-1,045	-1,102
MFA Discharge (12400-4380)	-125	-105	-112	-55	-1
Investment Interest (15000-4295)	-892	-894	-1,532	-2,664	-3,178
Gain/Loss - Property For Resale (15000-4298)	-333	-262	-9	-500	-265
Surplus Transferred In (15000-4520)	-272	-2,238	-1,832	-549	-1,091
Prov. Grant (Unconditional) (10000-4253)	-731	-809	-926	-941	-942
Recycling Fees (51000-4220)	-95	-131	-144	-202	-86
Dog Licences (26000-4340)	-136	-122	-185	-268	-282
Property Management					
Commercial Lease Revenue-Tower (multiple)	-	-	-288	-1,100	-1,153
Parking Revenue-Tower Commercial (11800-4310)	-	-	-45	-150	-150
Common Cost Recovery - Tower (11800-4310)	-	-	-178	-250	-332
Protective Services					
Towing and contract revenue (21000-4230)	-41	-76	-76	-63	-
False Alarm Fines (21000-4240)	-49	-60	-149	-93	-119
PM Cost Share - RCMP Contract (21000-4258)	-616	-674	-738	-847	-890
Sale of Service (21000-4650)	-156	-57	-40	-47	-43
Recreation					
Planet Ice-Ice Rentals (47600-4500)	-142	-146	-148	-165	-165
Leisure Centre Admissions (47500-4110)	-711	-711	-774	-814	-822
Lessons/Prog Fees - Swimming (47500-4320)	-318	-315	-319	-354	-388
Corporate Fitness Revenue (47500-4321)	-151	-141	-137	-110	-91
L.C. - General Program Revenue (47500-4322)	-114	-144	-119	-113	-122
Development Services					
Building Permits (24000-4445)	-1,372	-1,909	-2,257	-2,401	-1,418
Business Licences (53300-4342)	-446	-425	-559	-595	-576
Application Fees - Rezoning (53110-4120)	-94	-144	-93	-80	-91
Application Fees - Subdivision (53110-4122)	-93	-130	-79	-74	-71
Application Fees - Dev Permit (53110-4124)	-135	-116	-131	-122	-119
Subdivision Inspection Fees (32110-4220)	-377	-410	-481	-810	-363
Public Works					
Sales - Gravel (33100-4510)	-14	-12	-	-292	-500
GVTA Grant - Roads (33100-4260, 4261)	-647	-451	-425	-497	-1,171

KEY ACCOUNT BALANCES



BUDGET					
2009	2010	2011	2012	2013	2014
-49,655	-53,348	-57,306	-61,529	-65,617	-69,865
-735	-769	-799	-813	-813	-813
-1,028	-1,093	-1,093	-1,093	-1,093	-1,093
-	-	-	-	-	-
-885	-940	-940	-940	-940	-940
-	-	-	-	-	-
-1,091	-139	31	-	-	-
-942	-942	-942	-942	-942	-942
-100	-100	-100	-100	-100	-100
-280	-280	-280	-280	-280	-280
-1,053	-1,073	-1,094	-1,115	-1,115	-1,115
-142	-142	-142	-142	-142	-142
-212	-212	-212	-212	-212	-212
-10	-10	-10	-10	-10	-10
-48	-48	-48	-48	-48	-48
-957	-956	-963	-990	-1,014	-1,033
-	-	-	-	-	-
-146	-146	-146	-146	-146	-146
-775	-815	-815	-815	-816	-815
-310	-350	-350	-350	-350	-350
-100	-90	-90	-90	-90	-90
-102	-142	-142	-142	-142	-142
-1,734	-1,734	-1,734	-1,734	-1,734	-1,734
-550	-575	-575	-575	-575	-575
-106	-108	-111	-113	-115	-115
-106	-108	-111	-113	-115	-116
-147	-150	-153	-156	-159	-161
-315	-315	-315	-315	-315	-315
-500	-500	-500	-500	-500	-500
-701	-701	-701	-701	-701	-701

KEY ACCOUNT BALANCES



KEY EXPENDITURE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	ACTUAL				
	2005	2006	2007	2008	2009
Legislative Services					
Grants & Donations (80B) (13000-6180)	34	54	116	503	66
Training - Council (13000-6400)	2	1	-	1	7
Fire Department					
Fire Fighting Salaries (22000-5501)	326	1,312	1,802	2,414	3,381
Paid on Call Relief Wages (22000-5505)	22	134	190	301	451
Paid on Call Wages (22000-5600)	749	642	617	565	689
Contract (Emergency 911) (22000-7007)	92	84	87	80	115
Hall #4 - Paid on Call (22041-5600)	-	-	-	-	-
Police Services					
Centralized Dispatch (21140-7051)	809	921	970	1,009	1,059
Regular Members Contract (21200-7007)	8,174	8,300	8,777	9,977	10,933
Corporate Services					
Insurance (12101-6210)	667	695	676	669	650
Recruiting Costs (12102-7065)	46	78	94	82	27
Fiscal Services					
Contribution to Core Reserve (10000-9020)	3,084	3,850	5,702	5,793	5,757
Transfers to Capital Works Res (10000-9400)	847	852	632	1,084	855
Transfers to Fire Dept Cap Acq (10000-9400)	677	722	1,026	833	1,006
Transfers to General Capital (10000-9400)	4	16	-347	50	-314
Transfers to General Capital (10000-9410)	768	1,471	10,410	1,086	2,166
Contribution to Self-Insurance (12400-9021)	45	745	45	45	45
Transfers to Equip Replc-Ops (33100-9400)	688	665	756	869	920
Other					
Fraser Valley Regional Library (47200-7007)	1,865	1,969	2,068	2,112	2,197
Consulting - Engineering (32100-7005)	245	168	219	157	143
Recycling Contract (51000-7007)	795	824	899	870	936
GVRD Water Purchases (71000-7380)	3,042	3,640	4,183	4,387	5,410
GVRD Sewer Admin Fees (61000-6005)	2,206	2,450	2,630	2,928	2,861

Please refer to each individual section for details

KEY ACCOUNT BALANCES



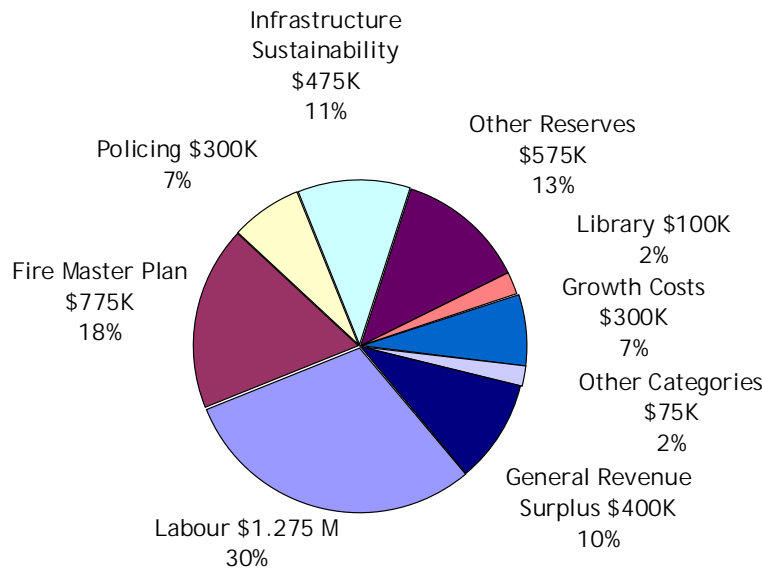
2009	2010	BUDGET			
		2011	2012	2013	2014
61	61	61	62	62	62
16	16	16	16	16	16
3,117	3,696	4,489	5,317	5,816	6,216
358	418	418	418	418	418
563	667	692	714	737	762
144	114	114	114	114	114
-	-	-	-	-	-
1,059	991	923	955	987	987
11,924	12,296	13,206	14,111	15,019	16,061
763	770	777	785	792	797
49	49	49	49	49	49
5,757	5,777	5,798	5,819	5,819	5,819
740	627	759	706	610	985
156	282	394	509	628	752
-	-	-	-	-	-
3,144	2,602	2,521	2,768	3,059	2,893
45	45	45	45	45	45
920	1,036	1,070	1,148	1,188	1,237
2,197	2,307	2,423	2,544	2,696	2,831
131	81	81	81	81	81
959	1,071	1,102	1,134	1,167	1,202
5,562	6,171	6,788	7,405	8,022	8,639
2,867	3,009	3,151	3,292	3,434	3,576

2010 BASE BUDGET INCREASES



The 2010 property tax increase is the result of the following service enhancements and capital projects:

Conceptual Overview of Distribution of New Revenue - \$4.3 million, 2010



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)	2010	2011	2012	2013	2014
Transfer to Surplus Prior to Incremental Adjustment	457,000	393,000	394,000	528,000	
Rounding Adjustment	182	24,685	488	-475	
Transfer to Surplus Prior to Incremental Adjustment	457,182	417,685	394,488	527,525	732,083
Recommended Ongoing Incremental Adjustment					
Subsidized Ice Time	-26,880	-56,160	-88,320	-123,984	-162,960
Increase Fee for Service Agreement - Adopt-a-Block	-10,000	-10,000	-10,000	-10,000	-10,000
Reduce Major Industrial 2009 tax bill by 5% in 2010	-63,000	-63,000	-63,000	-63,000	-63,000
Recommended One Time Incremental Adjustment					
Consulting - Albion Area Plan	-100,000				
Appropriation of Surplus	100,000				
BIA Security	-20,000				
Funding from Police Services Reserve	20,000				
Transfer to GRF Surplus	357,302	288,525	233,168	330,541	496,123

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 2010 through 2012. The years 2003-2009 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)							Budget 2009	Full Staffing (budget)		
	2003	2004	2005	2006	2007	2008	2009		2010	2011	2012
CAO											
CAO Administration	3.6	5.0	6.9	7.0	6.4	7.0	6.7	7.0	8.0	7.0	7.0
Economic Development	0.0	1.0	2.0	2.6	2.7	2.8	3.3	3.5	4.0	4.0	4.0
Human Resources	6.5	5.9	4.0	4.3	5.0	5.0	5.6	5.5	5.5	5.5	5.5
	<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>15.6</u>	<u>16.0</u>	<u>17.5</u>	<u>16.5</u>	<u>16.5</u>
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES											
CDPR Administration	2.5	2.5	2.5	2.2	2.3	3.0	3.2	3.0	3.0	3.0	3.0
Parks & Facilities	19.0	19.0	19.7	20.5	24.5	24.4	27.1	27.5	28.0	28.0	28.0
Recreation	56.3	57.3	57.7	56.7	58.9	61.2	61.2	59.6	61.2	61.3	61.3
Community Services	8.3	7.5	7.9	9.1	9.4	10.8	11.3	11.0	11.5	11.5	11.5
	<u>86.0</u>	<u>86.3</u>	<u>87.9</u>	<u>88.6</u>	<u>95.1</u>	<u>99.4</u>	<u>102.7</u>	<u>101.1</u>	<u>103.7</u>	<u>103.8</u>	<u>103.8</u>
CORPORATE & FINANCIAL SERVICES											
CFS Administration	1.7	1.5	1.5	1.5	1.8	2.0	2.0	2.0	2.0	2.0	2.0
Clerks	6.3	6.2	6.3	6.5	6.6	6.9	7.0	6.9	7.0	7.0	7.0
Finance	15.9	16.9	16.5	16.6	17.7	17.3	16.4	16.6	16.6	16.6	16.6
Information Services	12.6	11.9	12.1	12.6	13.2	13.4	14.3	14.5	13.0	13.0	13.0
Fire Department	8.0	8.0	12.0	24.1	29.6	35.4	41.6	43.0	47.1	50.1	50.1
Police Services	29.4	32.4	33.3	35.6	37.0	38.6	42.4	43.7	44.7	44.7	44.7
	<u>73.9</u>	<u>77.0</u>	<u>81.7</u>	<u>96.9</u>	<u>105.8</u>	<u>113.6</u>	<u>123.6</u>	<u>126.8</u>	<u>130.3</u>	<u>133.3</u>	<u>133.3</u>
PUBLIC WORKS & DEVELOPMENT SERVICES											
PWD Administration	2.8	2.5	2.5	2.5	2.9	2.4	3.0	3.0	3.0	3.0	3.0
Engineering	22.9	22.6	22.1	24.2	24.8	23.9	24.2	28.1	28.0	28.0	28.0
Licenses, Permits & Bylaws	20.7	21.5	22.4	22.9	24.1	26.0	28.7	28.5	28.4	28.4	28.4
Planning	14.0	12.5	13.2	14.7	16.1	16.1	16.6	17.0	17.0	17.0	17.0
Operations	61.2	64.4	69.1	66.7	69.7	69.2	70.6	68.4	73.7	73.7	73.7
	<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>143.1</u>	<u>145.0</u>	<u>150.1</u>	<u>150.1</u>	<u>150.1</u>
	<u>291.5</u>	<u>298.8</u>	<u>311.8</u>	<u>330.3</u>	<u>352.6</u>	<u>365.4</u>	<u>385.0</u>	<u>388.9</u>	<u>401.7</u>	<u>403.8</u>	<u>403.8</u>

* RCMP contract members are not included in Police Services staff count

STAFFING HISTORY AND FORECAST



Budgeted FTEs per Department 2008 - 2010

The 2010 estimate of 401 full-time equivalents has increased from a budget of 389 in 2009, and 385 in 2008. Throughout 2009 several staffing changes were made:

DIVISION	New Permanent Positions and Position Changes
CHIEF ADMINISTRATIVE OFFICER'S OFFICE	
Human Resources	Human Resources Clerk reclassified to Human Resources Assistant
Strategic Economic Initiatives	Administrative Assistant position full-time from part-time
Sustainability and Corporate Planning	Added Research Technician position - funded for 2010 only
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES	
Community Services	Recreation Programmer reclassified to Youth Program Supervisor
Community Services	Additional 0.5 Program Assistant
Parks & Facilities	Parks & Leisure Services Clerk reclassified to Senior Parks & Leisure Services Clerk
Parks & Facilities	Additional 0.5 Labourer
Recreation	Customer Service Supervisor reclassified to Office Supervisor
Recreation	Additional 0.5 Administrative Assistant, Booking Clerk
CORPORATE & FINANCIAL SERVICES	
Information Services	Senior Analyst Programmer replaced by Systems Analyst
Fire Department	Additional Fire Captain and 3 Firefighters
Police Services	Crime Prevention Program Coordinator now a RCMP Volunteer Program Coordinator
Police Services	Additional Clerical assistance (1 FTE)
PUBLIC WORKS & DEVELOPMENT SERVICES	
Operations	Truck Driver II, Equipment Operator II replaced by Equipment Operator IVA/Truck Driver III and Equipment Operator III
Operations	Additional 4.5 Labourers and 1 Apprentice - Mechanic

Departmental Business/Financial Plans

Office of the Chief Administrative Officer

Community Development, Parks & Recreation Services

Corporate & Financial Services

Public Works & Development Services

The Office of the Chief Administrative Officer (CAO) is the liaison between Council and staff and provides overall leadership and direction for the Administration of the District and works with outside agencies. The primary role of the CAO is to provide policy options and recommendations to Council and to ensure that Council's priorities are implemented. A brief summary of some of our 2009 accomplishments in the division are shown below, followed by efficiency and effectiveness initiatives which were undertaken by all areas, and the business context relevant to the 2010-2014 planning period.

The subsequent pages in the CAO section provide information on the departments reporting to this division, including staffing, 2010 workplan highlights, performance measurements, and budgets. The departments within this section are Administration, Communications, Human Resources, Strategic Economic Initiatives, and Sustainability and Corporate Planning.

Select 2009 Division Accomplishments

- Continued work with Council on the implementation of the nine strategic focus areas and Vision 2025 as identified in the Corporate Strategic Plan.
- Continued to build on the "Top Performing Municipality" initiative with the launch of the Supervisory Skills program and received the CAMA award for "Organizational commitment to creating a positive learning culture for all employees" for the Customer Service Training program.
- Increased use of the Web for the delivery of District Services (both internal and external).
- Made significant advances on fibre optic network (more bandwidth), including a service agreement with private sector partner to support an expansion of web-delivered services.
- Continued to implement the Sustainability Action Plan including the following ongoing energy and emissions projects:
 - Fire Hall #1 geoexchange system.
 - Leisure Centre energy retrofit.
- Continued to work to make Downtown Maple Ridge a dynamic and vibrant core of the community including the completion of Spirit Square and the launch of "Our Spirit Our Town" campaign in partnership with the Downtown Business Improvement Association and the Chamber of Commerce.
- Dealt effectively with major issues or policy items that arose during the year:
 - H1N1 communication and strategy plan
 - Regional Growth Strategy
 - Jackson Farm
 - 256 Street Sewer Extension
 - Northumberland Court
- Working to retain existing business through implementation of a business retention strategy and by launching a business welcome package.

- Continued with the high tech investment attraction strategy – held Maple Ridge Advanced Technology Summit.
- Continued to strengthen investment profile with industry sectors and investors.
- Conducted survey on citizen satisfaction and strategic direction and delivered results to Council in a manner that will assist in strategic planning activities.
- Implemented performance reporting tool (See-It) and Articulate software to enhance presentations.
- Pursued grant applications that resulted in over \$4,000,000 in infrastructure funding from senior levels of government.

Efficiency/Effectiveness Initiatives

- Aggressively pursuing grant funding opportunities.
- Ensuring all departments are in alignment with the vision and that rigour of process is followed.
- Tendered benefits with a reduction in costs, improved on-line service, and improved Accidental Death & Dismemberment benefit.
- Implemented payroll employee self-service features and eliminated on-call payroll clerk hours.
- Developed Fire and CUPE Letters of Understanding relating to operational efficiencies.

Business Context

- Our challenge is to provide excellence in service delivery while balancing the demands of a growing community.
- Need to build on the momentum of Town Centre successes, and increase residential and commercial density to accommodate our growth potential.
- A high priority placed on continuance of emergency planning, both corporately and community-wide.
- Online, 24/7 access to information is increasingly becoming the expectation of many of our citizens.
- Momentum building in awareness of and interest in Maple Ridge as a place to invest the with increased access from the Golden Ears and Pitt River Bridges.
- Opportunity to build profile and awareness with 2010 Olympic and Paralympic Games in February/March.
- A positive culture and positive working relationships with employees.
- Economy impacted the volume of recruitments and delayed a number of anticipated retirements. There is a risk of losing key corporate knowledge as people leave; need to take advantage of this key source of knowledge.
- Seeing increased number of long-term sick leave and long-term WCB claims particularly with long-service employees.
- Meeting the expectations of younger workers (work-life balance, career progression)
- The need to work together to leverage our resources and develop collective solutions to deal with climate change.



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 responsible for corporate communication, ensuring the dissemination of information and ample opportunities for input and participation by customers and staff. Research, development, coordination and implementation of corporate initiatives are undertaken. Guidance to the organization and the community toward a more sustainable future is provided and progress is monitored to ensure we are on course. In addition, responsibility for the corporate-wide performance measurement and reporting program is managed through this office.

2010 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 Strategic Economic Initiatives to pursue economic development opportunities.

Actions recommended in the Sustainability Report will continue to be implemented, including the coordination of the implementation of the Sustainability Action Plan and development of a Strategic Energy Management Plan. Opportunities for obtaining grant funding for District infrastructure and initiatives will be fully utilized.

External customers will be given easy access to timely, accurate and meaningful information related to planned and current District activities and will be kept informed of positive events in the community; external customers will be made aware of the variety of opportunities they have to provide input on matters before Council.

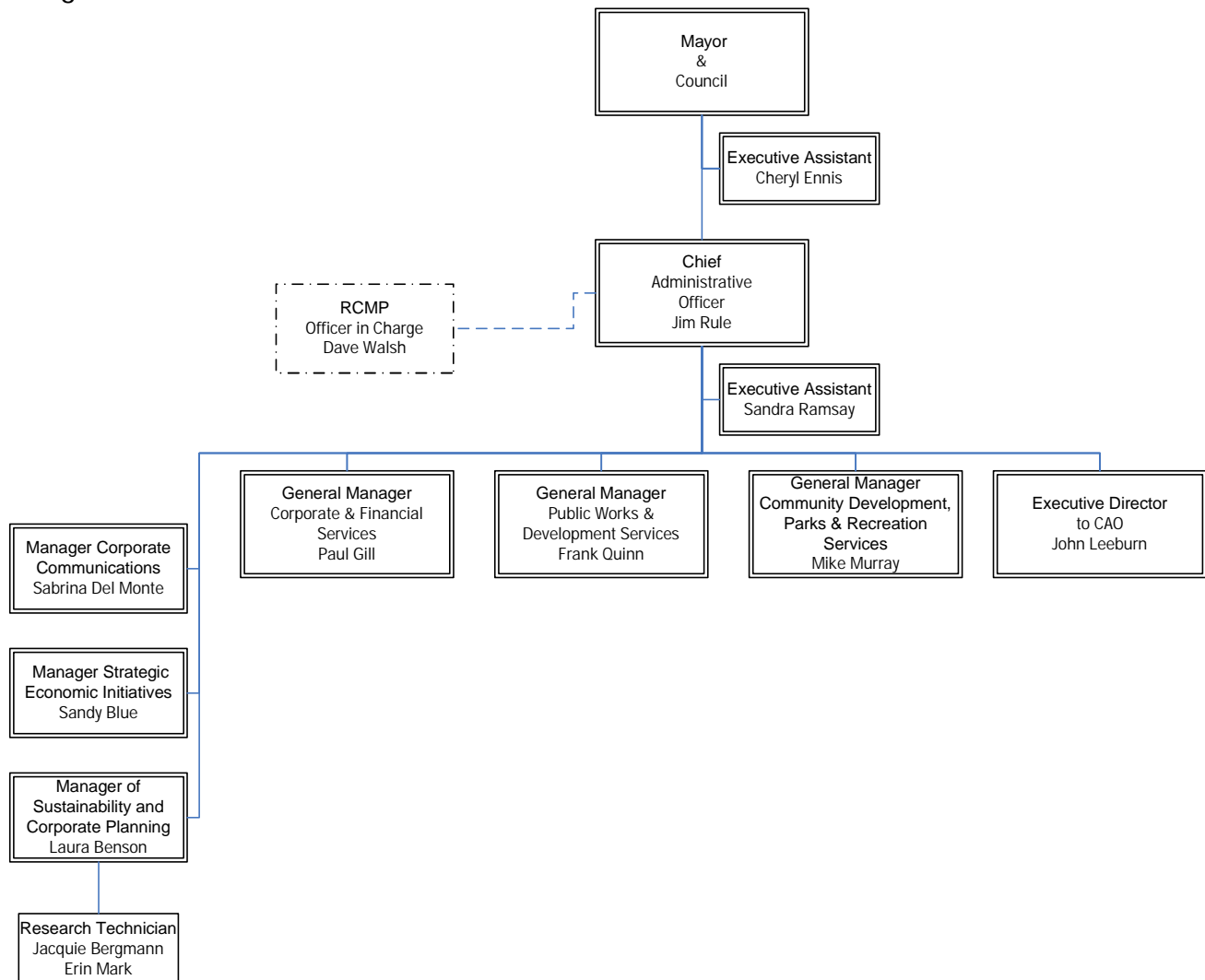
Internal communication to staff relating to strategic decisions and activities will be augmented by a periodic narrated address from the Chief Administrative Officer. Departmental interests will be represented on the Records Management Committee to ensure appropriate records management practices are in place.

Performance Measurement (Appendix C)

- Reduce citizen dissatisfaction levels with the types of information received from the District by 5% per year.
- Increase the percentage of the workforce using public transit, walking or cycling to commute to work.



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 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Chief Administrative Officer	1.0	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	1.0
Manager Corporate Communications	0.5	1.0	1.0	1.0	1.0	1.0	0.7	1.0	1.0	1.0
Manager of Sustainability and Corporate Planning	-	-	-	-	-	0.9	1.0	1.0	1.0	1.0
Policy Analyst	-	-	0.9	1.0	1.0	0.1	-	-	-	-
Executive Assistant	2.1	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0
Research Technician	-	-	-	-	0.4	1.0	1.0	2.0	1.0	1.0
Full-Time Equivalent	3.6	5.0	6.9	7.0	6.4	7.0	6.7	8.0	7.0	7.0

One of the Research Technician positions is currently funded for 2010 only

OFFICE OF THE CAO – ADMINISTRATION including COMMUNICATIONS and SUSTAINABILITY



The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Conventions & Conferences (12100-6051)	14	8	19	19	-	-	19	19	19	19
Lease Expense (11000-6230)	129	102	122	122	-	-	122	122	122	122
Legal (12101-7030)	35	6	-	-	-	-	-	-	-	-
Lieu Time Payouts (12000-5700)	-	-	28	180	152	543%	187	193	199	205
Memberships (12100-6270)	26	27	29	29	-	-	29	29	29	29
Miscellaneous (12101-6275)	8	6	10	10	-	-	10	10	10	10
Prov. Grant (Conditional) (12101-102-4252)	-	-	-	-50	-50	n/a	-	-	-	-
Publications (12101-6335)	-	-	1	1	-	-	1	1	1	1
Salaries (12101-5500)	472	510	519	590	71	14%	540	560	580	602
Seminars/Prof Meetings/Train'g (12100- Studies & Projects (multiple)	2	-	4	4	-	-	4	4	4	4
	71	34	118	67	-51	-43%	67	67	67	67
TOTAL ADMINISTRATION	757	693	850	972	122	14%	979	1,005	1,031	1,059

Includes Administration as well as Sustainability and Corporate Planning functions

Comments:

- Legal Cost – The budget is centralized in the Clerk's Department. As legal expenses are incurred they are charged to the departments initiating the cost. Expenses without budgets are therefore expected.
- Lieu Time Payouts – The 2009 budget was distributed to departments that had lieu time payout before the 2009 May budget being adopted. The 2010 budget does not show this as distributed because it was adopted in January.
- Prov. Grant (Conditional) – A grant was awarded from BC Hydro for energy efficiency initiatives.
- Salaries – The majority of the increase is due to funding associated with a position to address energy efficiency initiatives and the balance of the increase a wage and benefit cost increase contingency.

Financial Plan – Legislative Services

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Committee Costs (13000-6045)	-	-	4	4	-	-	4	4	4	4
Conventions & Conferences (13000-6051)	21	20	21	21	-	-	21	21	21	21
Grants & Donations (13000-6180)	503	66	61	61	-	-	61	62	62	62
Miscellaneous (13000-6275)	11	15	8	8	-	-	8	8	8	8
Public Relations (13000-7060)	5	8	11	11	-	-	11	11	11	11
Salaries (13000-5500)	359	442	451	467	16	4%	482	504	520	534
Training (13000-6400)	1	7	16	16	-	-	16	16	16	16
Utilities - Telephone (13000-6520)	4	4	7	7	-	-	7	7	7	7
TOTAL LEGISLATIVE	904	562	579	595	16	3%	610	633	649	663

Comments:

- Grants & Donations – The 2008 actual costs included the Maple Ridge Secondary School running track expansion.

OFFICE OF THE CAO – ADMINISTRATION including
COMMUNICATIONS and SUSTAINABILITY



Financial Plan – Communications

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Advertising (12105-6010)	29	21	40	30	- 10	-25%	30	30	30	30
Consulting (12105-7005)	36	20	35	35	-	-	35	35	35	35
Miscellaneous (12105-6275)	5	6	5	5	-	-	5	5	5	5
Publicity & Promotions (12105-6330)	2	10	20	20	-	-	20	20	20	20
Salaries (12105-5500)	121	90	121	120	- 1	-1%	125	129	134	139
Supplies - Software (12105-6280)	1	-	3	3	-	-	3	3	3	3
TOTAL COMMUNICATIONS	194	147	224	213	- 11	-5%	218	222	227	232

Comments:

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



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 two Collective Agreements (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 support, employee assistance, occupational health & safety, employee recognition and suggestion, and employee welfare benefits programs.

2010 Workplan Emphasis

Our high level priorities continue to be enhancing leadership capacity, increasing cross-functional involvement and ensuring we have adequate succession plans. We will support and monitor the BCIT accredited leadership program, the Office Administration Certificate through Vancouver Community College and our in-house practical supervisory skills program. Additionally, we will expand the successful executive coaching program and add an internal mentoring program.

Revising the recruitment section of the District's website is an important deliverable this year as is taking action to address the issues identified in the Occupational Health and Safety Audit conducted in the fall of 2009.

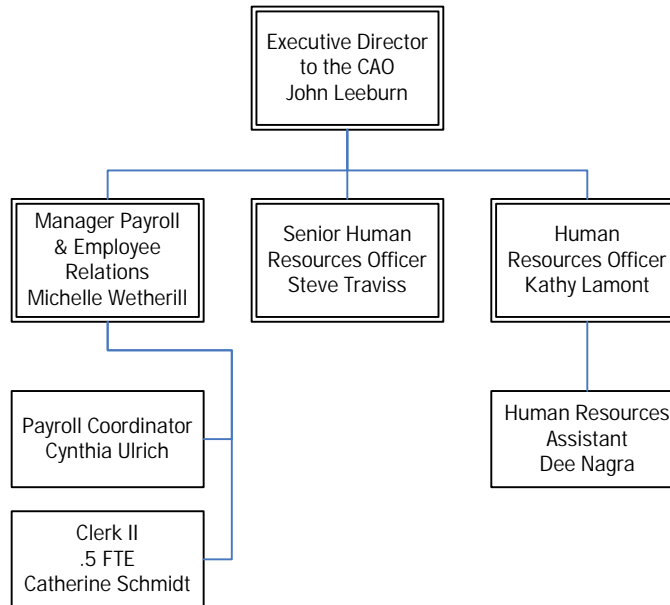
We will continue to take an active role in the employee "grass-roots" group that is championing sustainable practices in the work place. The work group has implemented and is working on initiatives in the areas of the 3R's waste reduction, alternative commuter transportation, and energy reduction.

Performance Measurement (Appendix C)

- Career development programs, particularly certification programs, can support staff in their current jobs as well as preparing them for future opportunities.



Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Director of Communications & HR	0.5	1.0	-	-	-	-	-	-	-	-
Director of Corporate Support	0.5	-	-	-	-	-	-	-	-	-
Mgr Payroll & Employee Relations	-	-	-	-	0.4	0.4	1.0	1.0	1.0	1.0
Senior Human Resources Officer	0.5	1.0	0.8	1.0	1.0	1.0	0.9	1.0	1.0	1.0
Human Resources Officer	1.3	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0	1.0
Human Resources Assistant	0.5	-	-	-	-	-	0.3	1.0	1.0	1.0
Payroll Coordinator	-	-	-	-	-	0.5	1.0	1.0	1.0	1.0
Payroll Clerk	0.9	0.8	1.0	1.0	0.9	0.5	0.1	-	-	-
Human Resources Clerk	0.5	1.0	1.0	1.0	1.0	1.0	0.7	-	-	-
Clerk II	1.3	0.3	0.2	0.1	0.3	0.6	0.6	0.5	0.5	0.5
Other	0.5	0.8	-	0.2	0.3	-	-	-	-	-
Full-Time Equivalent	6.5	5.9	4.0	4.3	5.0	5.0	5.6	5.5	5.5	5.5



The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Consulting (12102-7005)	28	19	19	19	-	-	19	19	19	19
Counselling (12102-7010)	17	14	16	16	-	-	16	16	16	16
Labour Relations (12102-6220)	22	25	30	30	-	-	30	30	30	30
Memberships (12102-6270)	1	1	1	1	-	-	1	1	1	1
Miscellaneous (12102-6275)	17	12	13	13	-	-	13	13	13	13
Municipal Functions (12102-5532)	21	23	18	18	-	-	18	18	18	18
Program Costs (multiple)	63	72	109	93	-16	-15%	93	93	93	93
Recruiting Costs (12102-7065)	82	27	49	49	-	-	49	49	49	49
Retirement Expenditures (12102-5531)	6	1	-	-	-	-	-	-	-	-
Salaries (12102-5500)	579	636	638	666	28	4%	694	718	744	771
Severance (multiple)	3	15	-	-	-	-	-	-	-	-
Special Promotional Projects (12102-6331)	36	36	46	31	-15	-33%	31	31	31	31
Studies & Projects (12102-6380)	3	1	429	-	-429	-100%	-	-	-	-
Training (multiple)	195	218	199	203	4	2%	211	218	227	235
TOTAL HUMAN RESOURCES	1,073	1,099	1,567	1,139	-428	-27%	1,175	1,206	1,241	1,276

Comments:

- Studies & Projects – The budget is funding for succession planning initiatives, the budget is drawn down for succession planning costs in the year and the balance is carried forward. There is no ongoing funding source for this initiative.
- Training – The corporate wide training budget is a function of total salaries.



Services Provided

The Department of Strategic Economic Initiatives provides information and resources to help you start or grow your business. We market the investment opportunities in Maple Ridge to our strategic priority sectors – Advanced Technology, Education, and Tourism. Our goal is to attract industrial and commercial investment to diversify the tax base and create high value local jobs. We also offer a “one-stop” Film Production Liaison service to assist in location scouting and permits.

Our participation in Metro Vancouver Commerce (MVC) – a group of member municipalities from across the Metro Vancouver region whose focus is on investment attraction is a key focus for 2010 as we participate in ‘The MVC Olympic Business Leveraging Initiative’, designed to leave an outstanding business legacy in Metro Vancouver. This program brings key decision makers who intend to invest here to the Olympic Games in February; and will be an important focus for the MVC team until the end of 2011 as we follow-up on leads.

2010 Workplan Emphasis

This workplan was developed in consultation with the Economic Advisory Commission (EAC) and insight from the Maple Ridge Economic Summit – Building Connected Communities. This day-long event that brought together leaders from industry, associations, and education as well as senior levels of government significantly raised the profile of Maple Ridge as an ideal location to invest.

Developing a long range, sustainable regional Tourism Strategy that includes product development, marketing, and visitor services is an important deliverable.

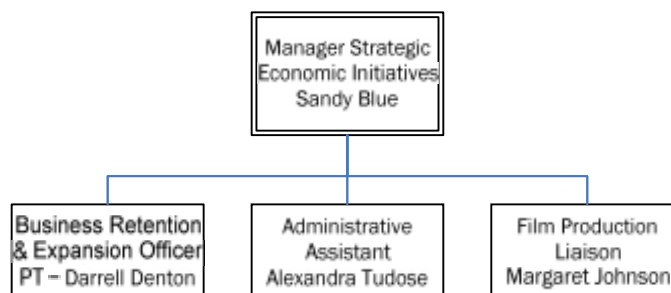
We use a collaborative, relationship-based approach to marketing. By working together with our partners and building on our collective strengths, we significantly increase the likelihood of achieving our goals of strengthening our competitiveness, and creating an increasingly more vibrant community. These partnerships include national, regional, and local agencies such as – EDAC, EDABC /LinxBC, Metro Vancouver Commerce; and agencies such as Tourism BC, Tourism Vancouver Coast and Mountains, School District 42, and Fraser Health.

The Film Industry is big business in BC. Due in part to Provincial incentives for the industry, BC continues to enjoy a healthy film production climate, and Maple Ridge sees more than our fair share of productions. Our office works closely with the BC Film Commission to ensure that Maple Ridge is well represented and that we continue to attract productions.

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.
- Retain the existing number of licensed businesses and attract/generate incremental licensed businesses to the District.

Organization Chart





Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Director Economic Development	-	0.7	-	-	-	-	-	-	-	-
Manager Strategic Economic Initiatives	-	-	-	-	-	0.8	1.0	1.0	1.0	1.0
Business Retention & Expansion Officer	-	0.2	1.0	1.0	0.7	-	0.6	0.8	0.8	0.8
Administrative Assistant	-	0.2	1.0	0.8	1.0	1.0	0.7	1.0	1.0	1.0
Film Production Liaison	-	-	-	0.7	1.0	1.0	1.0	1.0	1.0	1.0
Other	-	-	-	-	-	-	-	0.2	0.2	0.2
Full-Time Equivalent	-	1.0	2.0	2.6	2.7	2.8	3.3	4.0	4.0	4.0

The base budgets for 2010-2014 for this department follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Strategic Economic Initiatives

All figures represent \$'000 (thousands)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Revenue										
Contributions from Others (multiple)	- 153	- 165	- 153	- 160	- 7	5%	- 164	-	-	-
Federal Grant (Conditional) (12106-4250)	- 147	- 69	- 40	-	40	-100%	-	-	-	-
Miscellaneous Income (12106-4390)	- 3	- 1	-	-	-	-	-	-	-	-
Permits (12106-4445)	- 10	- 4	- 5	- 5	-	-	- 5	- 5	- 5	- 5
Prov. Grant (Unconditional) (12106-4253)	- 10	- 40	-	-	-	-	-	-	-	-
Sale of Service (12106-4600)	- 14	- 5	- 10	- 10	-	-	- 10	- 10	- 10	- 10
Total Revenue	- 337	- 284	- 208	- 175	33	-16%	- 179	- 15	- 15	- 15
Expense										
Advertising (multiple)	226	232	172	47	- 125	-73%	47	47	47	47
Committee Costs (12106-6045)	6	4	1	1	-	-	1	1	1	1
Contract (12106-7007)	35	49	35	35	-	-	35	35	35	35
Conventions & Conferences (12106-6051)	18	7	21	21	-	-	21	21	21	21
Cost of Goods Sold (12106-7300)	5	-	-	-	-	-	-	-	-	-
Grants & Donations (12106-6180)	153	161	165	172	7	4%	164	-	-	-
Maintenance - Buildings (12106-8060)	1	1	-	-	-	-	-	-	-	-
Memberships (12106-6270)	8	7	1	1	-	-	1	1	1	1
Miscellaneous (12106-6275)	-	5	1	1	-	-	1	1	1	1
Postage & Courier (12106-6305)	-	-	2	2	-	-	2	2	2	2
Salaries (12106-5500)	223	264	282	290	8	3%	300	308	317	326
Studies & Projects (12106-6380)	-	11	15	15	-	-	15	15	15	15
Supplies (12106-6300)	15	4	2	2	-	-	2	2	2	2
Travel (12106-6410)	-	2	-	-	-	-	-	-	-	-
Wages (12106-5600)	9	-	-	-	-	-	-	-	-	-
Total Expense	699	748	697	587	- 110	-16%	589	433	442	451
TOTAL STRATEGIC ECONOMIC INITIATIVES	362	464	489	412	- 77	-16%	410	418	427	436

Comments:

- Contributions from Others – Business Improvement Area levy charge to businesses in the downtown area.
- Federal Grant – Previous budgets included grant from the Union of British Columbia Municipalities for community tourism.
- Grants and Donations – Remittances of the levy for the Business Improvement Area.
- Advertising – Previous actual costs included were largely for initiatives funded by grants.



The Community Development, Parks & Recreation Services Division (CDPR) has responsibility for parks, recreation, cultural activities, programs, facilities, liaison with community groups, community development work, accessibility, and emergency preparedness. A brief summary of some of our 2009 accomplishments in the division are shown below, followed by efficiency and effectiveness initiatives which were undertaken by all areas, and the business context relevant to the 2010-2014 planning period.

The subsequent pages in the CDPR section provide information on the departments reporting to this division, including staffing, 2010 workplan highlights, performance measurements, and budgets. The departments within this section are CDPR Administration, Parks & Facilities, Recreation, Community Services (incl. Social Planning), and Emergency Services.

Select Division 2009 Accomplishments

- Parks, Recreation & Cultural Plan research.
- Land acquired: Cemetery, North Alouette Greenway, Coniagas Trail, and Silver Valley Neighbourhood Park.
- School District 42 site acquisition agreement.
- Maple Ridge Public Art Committee and Volunteer Coordinator's Network established.
- Supportive Housing project approved.
- Maple Ridge and Pitt Meadows Spirit Squares completed.
- Disability Games hosted.
- Outdoor Recreation & Sport Council and Pitt Meadows Arena Steering Committee formed.
- Senior's Network established/Aging Communities forum held.
- Universal Design for Outdoor Spaces published.
- 70+ Special Events hosted.
- Distributed 20,000 Outdoor Recreation guides.
- Design completed for Pitt Meadows Arena and South Bonson Community Centre.
- After school clubs expanded to seven.
- Listen to Us Youth Engagement in Pitt Meadows completed – 400+ surveys and 200 youth engaged in workshops.
- One new school neighbourhood garden developed.
- Neighbourhood Futures conference held.
- Farmers Market support enhanced growth (vendors and attendance).
- Community indicator profile updated.
- Food Policy Table established.
- Eric Langton community school "Hub" opened.
- Whonnock Lake compensation planting completed.
- Reg Franklin Park opened.
- Maple Ridge Park, Eagle Park, and other play equipment replaced.
- First Silver Valley mini-park completed.
- Dog off leash park consultation completed.
- Leisure Centre energy retrofit completed.

- 136 Avenue trail and Pitt Meadows Senior Secondary artificial turf field grants obtained.
- Autodial valet implemented for emergency programs.
- Emergency Evacuation Plan completed.
- Pandemic Preparedness Plan developed.

Efficiency/Effectiveness Initiatives

- Squeezing every benefit from our parks and facilities (maximizing use).
- Partnering with community organizations to deliver service.
- Partnering with private sector.
- Network development (connecting people to illuminate opportunities).
- Use of prison crews for clean up projects.
- Partnering with Metro Parks on land acquisitions.
- Challenging those who want additional services to raise funds.
- Technology - online registration now 42% of total.
- Self scanning stations to avoid bottlenecks.
- Energy saving retrofits.
- Encouraging collaboration and co-location.
- Contracting where it makes sense (regular analysis of new approaches).
- Review of fees and charges (ensuring fee subsidy programs remain).
- Daily savings (i.e. perennials replacing annuals, reduce color printing, and fewer software licences).

Business Context

During the process of developing the 2010–2014 plan several challenges have been noted:

- Facilities and fields experiencing maximum use (population increasing by 1,500+ people per year).
- Some neighbourhoods behind on park development.
- Infrastructure issues – buildings reaching 10 years old.
- Reduced senior government funding for community groups.
- Requests from partners in service (Senior's Society, Festival, Equestrian, and Sport Groups, etc.).
- Demand for low cost opportunities, subsidies, and drop-in services.
- Support to "networks" is effective, but demanding.
- Transportation barriers for citizens.
- Illegal dumping in park areas.
- Rising poverty and unemployment rates - growing number and increased complexity of social issues (i.e. poverty now the leading cause of homelessness).
- Sustainability of community networks and community building projects in jeopardy due to change in funding priorities.



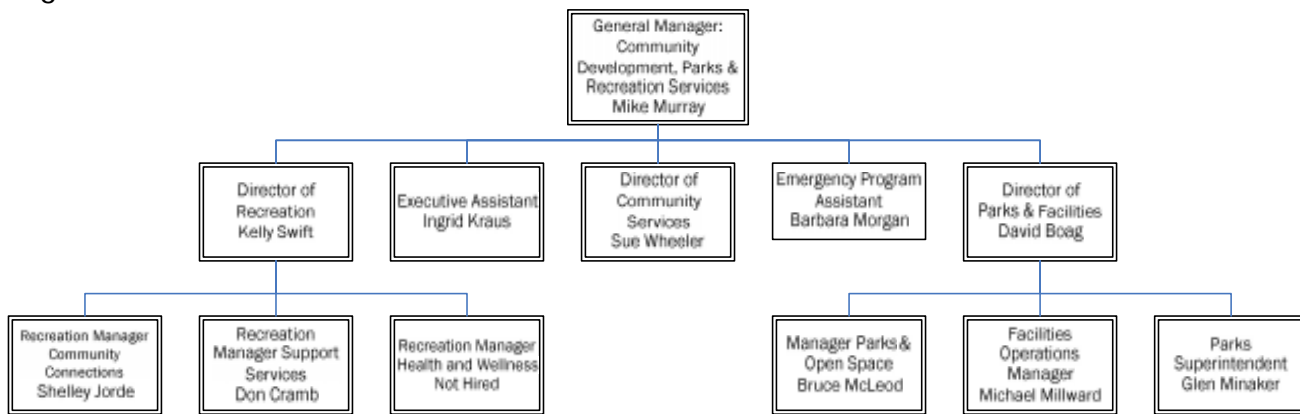
Services Provided

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, and 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.

2010 Workplan Emphasis

We will prepare an implementation outline for the recently updated 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 complete the Maple Ridge/ Pitt Meadows Joint Agreement review incorporating Master Plan research, the previous BDO Dunwoody review, and a "go it alone" financial analysis. We will also reinvigorate the School District No. 42/Commission Master Agreement Steering Committee. Finally, several key projects will also be completed like the installation of a new artificial turf field, upgrading the Pitt Meadows arenas and construction of the South Bonson Community Centre.

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 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
GM Community Dev, Parks & Rec.	1.0	1.0	1.0	1.0	1.0	1.0	1.1	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	0.2	0.3	1.0	1.0	1.1	1.0	1.0	1.0
Full-Time Equivalent	2.5	2.5	2.2	2.3	3.0	3.0	3.2	3.0	3.0	3.0

CDPR – ADMINISTRATION



The base budgets for 2010-2014 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)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Conventions & Conferences (41200-6051)	12	9	12	12	-	-	12	12	12	12
Other Outside Services (41000/41200-7051)	26	5	5	5	-	-	20	5	5	20
PM - Cost Recovery (41200-4236)	- 67	- 73	- 71	- 63	8	-11%	- 68	- 67	- 68	- 73
Recovery - Other (40000-4372)	-	- 20	-	-	-	-	-	-	-	-
Salaries (41200-5500)	257	280	275	274	- 1	-	326	408	464	540
Special Projects (40000-6385)	44	81	73	-	- 73	-100%	-	-	-	-
Supplies (41200-6300)	1	2	3	3	-	-	3	3	3	3
TOTAL CDPR-ADMIN	273	284	297	231	- 66	-22%	293	361	416	502

Comments:

- Other Outside Services – A citizen's satisfaction survey is carried out every three years.
- Salaries – The Budget is in line with the wage and benefit cost contingency. In 2011 through 2014 there is funding to address costs associated with growth for this division.
- Special Projects – 2009 budget contained funding for the Fraser Riverfront Master Plan.

Financial Plan – CDPR Support

All figures represent \$'000 (thousands)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Bank Charges (47500-6030)	28	33	28	32	4	14%	32	32	32	32
Federal Grant (Conditional) (41300-4250)	- 2	- 2	-	-	-	-	-	-	-	-
Insurance (41210-6210)	89	63	102	103	1	1%	103	103	104	104
Memberships (41000/41100-6270)	5	5	4	4	-	-	4	4	4	4
Miscellaneous (multiple)	23	20	14	14	-	-	14	14	14	14
Program Costs (41300-6325)	-	2	-	-	-	-	-	-	-	-
Salaries (multiple)	1,687	1,871	1,838	1,913	75	4%	1,991	2,060	2,130	2,207
Service Severance Costs (41400/42000-5150)	32	27	43	43	-	-	43	43	43	43
SS Allocation (41000-5425)	- 2,125	- 2,286	- 2,097	- 2,189	- 92	4%	- 2,270	- 2,337	- 2,408	- 2,484
Supplies (multiple)	42	36	50	50	-	-	50	50	50	50
Supplies - Software (41100-6280)	71	73	99	89	- 10	-10%	89	89	89	89
Vehicle Costs (41100/41400-6430)	34	52	33	34	1	3%	35	35	36	37
Wages (41210-5600)	104	104	100	128	28	28%	139	143	148	153
TOTAL CDPR-SUPPORT	- 11	- 2	214	221	7	3%	230	236	242	249

Comments:

- SS Allocation – The Support Services area, which is shown under the heading Marketing & Customer Service, increased in cost. The Support Services costs are allocated out to each area in Community Development Parks & Recreation Services (CDPR).
- Wages – A part time booking clerk has been moved here by reallocating wage budgets from other areas.



Services Provided

The Community Services Department is comprised of three functions: Social Planning, Youth Services, and Neighbourhood Development.

Social Planning supports the Social Planning Advisory Committee to improve 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 oversees the Greg Moore and the Pitt Meadows Youth Centres and provides recreational program services for preschool children (0 - 5 years), school children (6 - 12 years), and youth (13 - 18 years) throughout Maple Ridge and Pitt Meadows.

Programming utilizes a benefit-based approach with a focus on active living and leadership development. As concerns grow regarding inactivity levels and the effects of the growing number of children living in poverty, partnerships have been developed to offer programming within a collaborative framework increasing the department's ability to respond to the growing needs of these age groups.

The department recognizes the importance of the role that neighbourhoods play in overall community health and wellness. Neighbourhood Services supports neighbourhood development; Neighbourhood Network development; and neighbourhood input to community planning processes. This work is enhanced by the development of partnerships and through the contribution to community wide initiatives.

2010 Workplan Emphasis

Social Planning will host a community prioritization workshop utilizing the 2009 Snapshot Community Profile to provide direction for the development of the Social Planning Strategic Plan. With the Planning Department, the process to update the Affordable Housing Strategy will be initiated. Staff will be supporting the Alouette Home Start Society with the development of the

proposed Supportive Housing Project, community building initiatives such as the Building Community Solutions project, the Hive Neighbourhood Centre at Eric Langton, and the Haney Farmers Market.

The diversity of program focuses and delivery frameworks for preschool and children's recreation programs will continue as will the new experiential education and outdoor adventure programs. Work with community partners to explore alternative approaches to offering subsidized recreation program opportunities continues.

Youth Services will expand active and nutritional education focused recreation programs. The Youth Action Park Leadership Steering Committee will focus on expanding the Youth Mentorship Program and planning for the Pitt Meadows Youth Action Park in 2011. Pre-teen registered programs will be expanded and the Pitt Meadows Youth Engagement Process Team will be supported in the Listen To Us project follow-up and implementation planning. Programming will be designed and implemented for the new multi-use sport court at Pitt Meadows Family Recreation Centre.

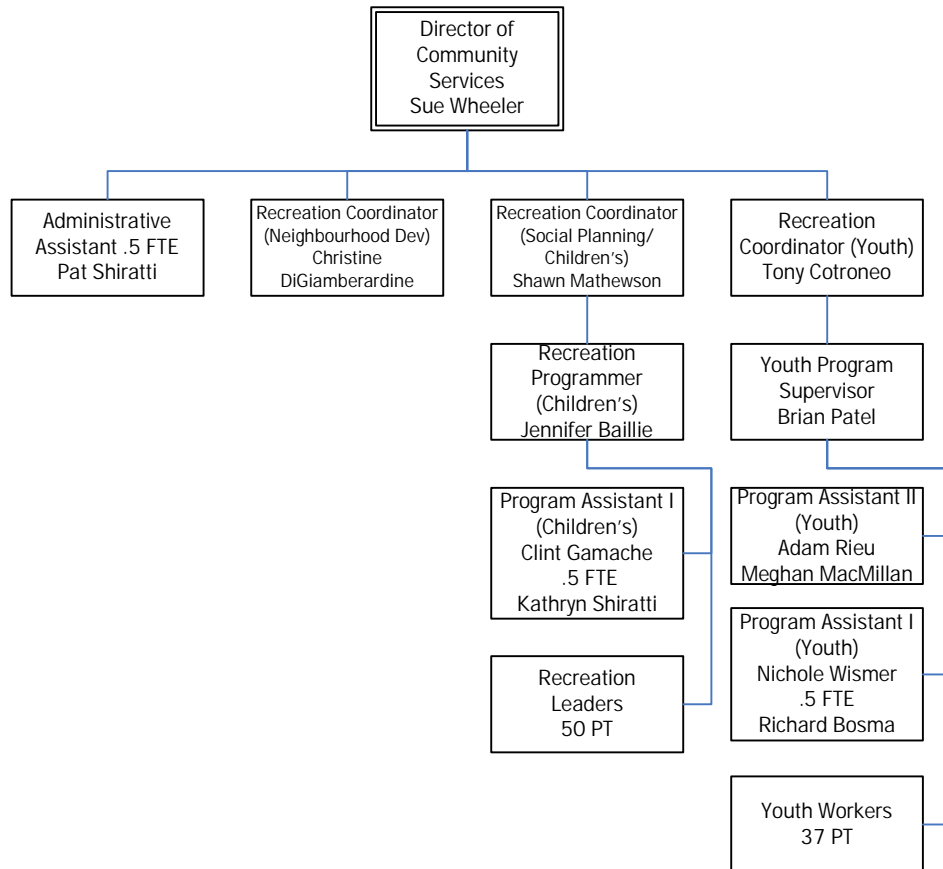
Neighbourhood Development will support opportunities to encourage the development of a neighbourhood network focused on creating healthy connected neighbourhoods. A focus is to support long term community initiatives such as the efforts to create a community garden plan, the development of school-neighbourhood gardens, and a neighbourhood seed grant program.

Performance Measurement (Appendix C)

- Support the Building Community Solutions Steering Committee in their goal of identifying and supporting leadership development and strengthening of neighbourhoods through the promotion and implementation of the Neighbourhood 'Seed Grant' program.
- Support the work of Substance Misuse Prevention Standing Committee of the Community Network to address the 10 priority recommendations outlined in the 2007 Substance Misuse Prevention Strategic Plan "Putting the Pieces Together."
- Support the community social service network 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 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Director of Community Services	-	-	-	0.1	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Manager - Central	1.0	1.0	1.0	0.9	-	-	-	-	-	-
Recreation Coordinator	1.3	1.2	1.4	2.0	2.2	3.0	3.2	3.0	3.0	3.0
Youth Program Supervisor	-	-	-	-	-	-	0.6	1.0	1.0	1.0
Recreation Programmer	0.9	1.0	2.0	2.1	1.9	1.8	1.4	1.0	1.0	1.0
Administrative Assistant	-	-	-	-	-	-	0.5	0.5	0.5	0.5
Youth Program Assistant II	0.5	0.3	0.6	0.7	-	0.7	2.0	2.0	2.0	2.0
Program Assistant	4.6	4.1	2.9	3.4	4.3	4.3	2.6	3.0	3.0	3.0
Full-Time Equivalent	8.3	7.5	7.9	9.1	9.4	10.8	11.3	11.5	11.5	11.5

The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
PM - Cost Recovery (52500-4236)	-	-	-14	-16	-2	14%	-17	-17	-18	-18
Program Costs (52500-6325/6326)	8	-	-	-	-	-	-	-	-	-
Prov. Grant (Conditional) (52500-4252)	-4	-	-	-	-	-	-	-	-	-
Salaries (52500-5500)	78	77	156	163	7	4%	170	175	181	188
Special Promotional Projects (52500-6331)	7	13	13	-	-13	-100%	-	-	-	-
SS Allocation (52500-5425)	42	46	42	44	2	5%	45	47	48	50
Studies & Projects (52500-6380)	17	18	103	10	-93	-90%	10	10	10	10
TOTAL SOCIAL PLANNING	148	154	300	201	-99	-33%	208	215	221	230

Comments:

- Special Promotional Projects, Salaries, Studies & Projects – 2009 budget contains funding for a variety of Social Planning Action Committee and neighbourhood building initiatives that were not completed in 2007, and were carried forward.

Financial Plan – Youth

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Lease Revenue (45022-4310)	-12	-10	-10	-10	-	-	-10	-10	-10	-10
Lessons / Program Fees (multiple)	-22	-21	-33	-33	-	-	-33	-33	-33	-33
Other Grant (Conditional) (45025-4258)	-103	-74	-31	-31	-	-	-31	-31	-31	-31
PM - Cost Recovery (45020/52400-4236)	-142	-199	-156	-160	-4	3%	-169	-176	-185	-194
Program Fees (multiple)	-51	-79	-46	-46	-	-	-46	-46	-46	-46
Programs (multiple)	-206	-219	-241	-263	-22	9%	-263	-263	-263	-263
Programs - Special Events (multiple)	-102	-137	-84	-84	-	-	-84	-84	-84	-84
Prov. Grant (Conditional) (45020/45025-4252)	-54	-59	-	-	-	-	-	-	-	-
Prov. Grant (Unconditional) (45021-4253)	-25	-19	-13	-13	-	-	-13	-13	-13	-13
Rentals (45022-4500)	-2	-	-1	-1	-	-	-1	-1	-1	-1
Total Revenue	-719	-817	-615	-641	-26	4%	-650	-657	-666	-675
Expense										
Maintenance - Buildings (45022-8060)	23	17	17	17	-	-	17	17	17	17
Program Costs (multiple)	450	564	347	357	10	3%	367	376	385	395
Salaries (multiple)	732	850	597	631	34	6%	656	677	702	727
SS Allocation (45020-5425)	127	137	126	131	5	4%	136	140	145	149
Supplies (45022-6300)	2	3	4	4	-	-	4	4	4	4
Travel (45026-6410)	15	15	13	13	-	-	14	14	14	15
Utilities - Cable (47500-6510)	3	2	5	5	-	-	5	5	5	5
Wages (41250/45025-5600)	110	115	147	138	-9	-6%	145	149	154	160
Total Expense	1,462	1,703	1,256	1,296	40	3%	1,344	1,382	1,426	1,472
TOTAL YOUTH	743	886	641	655	14	2%	694	725	760	797

Comments:

- 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 oversees maintenance of all Municipal facilities including the Municipal Hall, fire halls, and public safety buildings as well as rental and leased properties.

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.

2010 Workplan Emphasis

We will be focusing on the development of five new dog off-leash areas, which is a result of an extensive public process through meetings, open houses, and an "online survey" with dog owners, residents, and other stakeholders. This process was conducted by staff and a volunteer steering committee who recommended the proposed sites, which will be a great addition to the one very well-used off-leash area offered at this time.

We will be working closely with volunteers and other local bicycle enthusiasts to construct mountain bike skill development areas, (one of which is subject to Agricultural Land Commission approval for non farm use). Construction will begin on the Albion Park site early in 2010. The second mountain bike skills park will proceed once approval has been provided by the Agricultural Land Commission.

We will be implementing recommendations contained in the 2008 Cemetery Master plan which include expansion of the existing site adding an additional three acres of land (already underway), as well as the expansion of our services to include columbaria interments at the Maple Ridge Cemetery. We will also purchase and

implement a new cemetery records management system to provide enhanced customer service and management of historical cemetery records.

We will completely renovate two of our divisional sized soil based sports fields, adding irrigation and drainage systems at both sites as well as extensive re-leveling work to ensure that both of these popular sports fields can be used by a wide range of sports including softball, baseball, soccer, and lacrosse. A new synthetic sports field will also be constructed in 2010, adding both enhanced practice capability for soccer, football, and lacrosse players.

We will be working closely with Metro Parks on the design and construction of a bridge crossing over the Alouette River at 136 Avenue connecting the trails to the east and west of the equestrian center and dyke trail system. The bridge will be constructed to accommodate pedestrians, cyclists, and equestrians, while protecting the valuable wildlife habitat in this area.

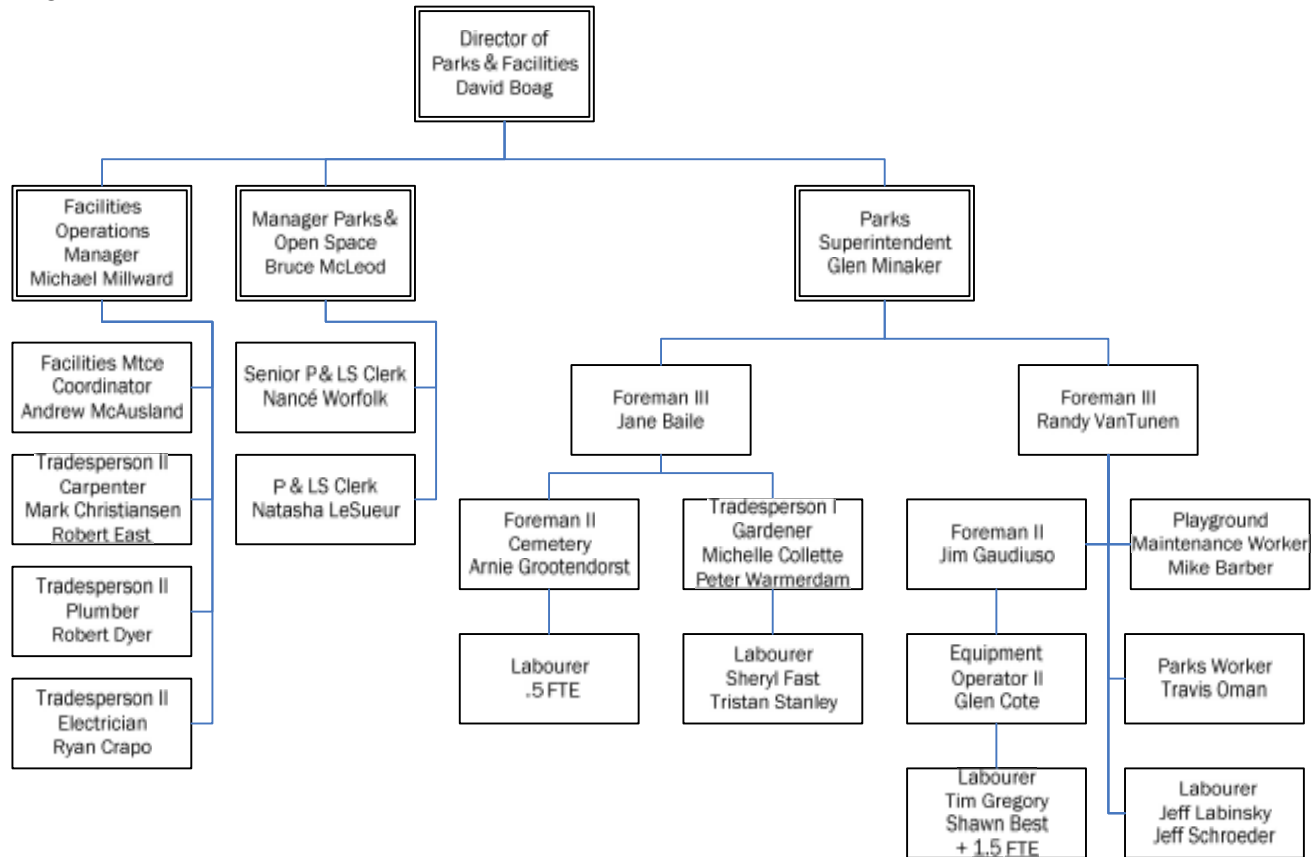
Another focus area will be the construction of a new children's spray park area in Maple Ridge, which will provide an alternative to the many residents who enjoy the existing spray park opportunities at Maple Ridge Park and Harris Road Park. Members of the community will be asked to contribute their ideas and suggestions on what features can be incorporated into the design of this new park.

Performance Measurement (Appendix C)

- Support and promote citizen volunteer participation as a valuable leisure and recreation activity.
- By 2020, the BC Government has committed to reduce its greenhouse gas emissions by 33% from 2007 levels. This target will be used until a community target specific to Maple Ridge has been adopted.
- Promote individual and community responsibility for the stewardship of natural resources.
- Provide new park areas in consultation with residents to determine needs and ensure maximum facility use.
- 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 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Director Parks & Facilities	1.0	1.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parks & Open Space Manager	1.0	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parks Superintendent	-	-	-	-	-	-	0.9	1.0	1.0	1.0
Facilities Operations Manager	1.0	1.0	1.0	0.3	1.0	1.0	1.0	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	-	-	-	-	-	-	-	-
Sr. Parks & Leisure Services Clerk	-	-	-	-	-	-	0.2	1.0	1.0	1.0
Parks & Leisure Services Clerk	-	-	1.2	1.8	2.0	1.7	2.2	1.0	1.0	1.0
Playground Maintenance Worker	1.0	1.0	1.0	1.0	-	0.7	1.0	1.0	1.0	1.0
Foreman III	1.0	1.7	2.0	2.0	2.0	2.0	1.9	2.0	2.0	2.0
Foreman II - Cemetery	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0
Foreman II	1.0	1.0	1.0	1.0	1.7	1.2	0.9	1.0	1.0	1.0
Tradesperson Foreman	0.9	-	-	-	-	-	-	-	-	-
Tradesperson II - Carpenter	0.3	0.4	1.0	1.0	1.7	1.8	1.9	2.0	2.0	2.0
Tradesperson II - Electrician	1.0	0.2	-	-	-	-	0.8	1.0	1.0	1.0
Tradesperson II - Gardener	1.0	1.0	0.8	1.0	0.3	-	-	-	-	-
Tradesperson II - Plumber	-	-	-	-	0.5	1.0	1.0	1.0	1.0	1.0
Tradesperson I - Carpenter	-	-	-	0.5	0.1	-	-	-	-	-
Tradesperson I - Gardener	1.0	1.0	1.0	1.8	1.7	1.7	1.9	2.0	2.0	2.0
Equipment Operator II	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0	1.0
Parks Worker	-	-	-	-	-	0.7	1.0	1.0	1.0	1.0
Truck Driver II	1.0	1.0	1.0	1.0	1.0	0.1	-	-	-	-
Labourer	4.4	5.2	4.8	4.3	7.8	7.6	7.5	8.0	8.0	8.0
Full-Time Equivalent	19.0	19.0	19.7	20.5	24.5	24.4	27.2	28.0	28.0	28.0



The base budgets for 2010-2014 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)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Revenue										
Lease Revenue (43500-4310)	- 154	- 194	- 155	- 175	- 20	13%	- 175	- 175	- 175	- 175
SS Allocation (43500-5425)	21	23	21	22	1	5%	23	23	24	25
User Fees (multiple)	- 108	- 86	- 61	- 61	-	-	- 61	- 61	- 61	- 61
Total Revenue	- 241	- 257	- 195	- 214	- 19	10%	- 213	- 213	- 212	- 211
Expense										
Burden (Salaries) (42000-5100)	- 29	- 116	-	-	-	-	-	-	-	-
Contract (43200-7007)	5	-	8	8	-	-	8	8	8	8
Maintenance - Buildings (41250/43200-8060)	70	84	60	61	1	2%	62	65	66	67
Maintenance - General (multiple)	1,935	2,134	1,924	2,109	185	10%	2,250	2,360	2,476	2,597
Maintenance - Grounds (multiple)	95	111	107	109	2	2%	113	115	119	123
Non-Productive Time (42000-5800)	18	20	-	-	-	-	-	-	-	-
Other Outside Services (10000-7051)	109	84	146	146	-	-	126	126	126	126
PM - Cost Recovery (multiple)	- 458	- 493	- 479	- 520	- 41	9%	- 550	- 576	- 603	- 630
SS Allocation (multiple)	425	458	420	438	18	4%	454	468	482	498
Total Expense	2,170	2,282	2,186	2,351	165	8%	2,463	2,566	2,674	2,789
TOTAL PARKS	1,929	2,025	1,991	2,137	146	7%	2,250	2,353	2,462	2,578

Comments:

- Maintenance – General – Includes funding to maintain additional assets from growth. The maintenance costs of additional park inventory in Maple Ridge and Pitt Meadows for 2010 is \$131,250. This is higher than it has been in recent years due to the extent of new parks. The annual increase for 2011 and beyond due to new parks is between \$65,000 and \$85,000.
- 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)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Insurance (11000-6210)	13	45	37	37	-	-	37	37	37	37
Maintenance - Buildings (47700/52000-8060)	6	14	-	-	-	-	-	-	-	-
Maintenance - General (11000/22000-8056)	238	249	252	276	24	10%	291	291	292	292
Salaries (11000-5500)	57	60	58	60	2	3%	62	65	67	70
SS Allocation (11500-5425)	234	251	231	241	10	4%	250	257	265	273
Taxes - Rental Properties (10000/11500-4530)	53	17	58	60	2	3%	62	65	67	69
TOTAL FACILITIES	601	636	636	674	38	6%	702	715	728	741

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 – 2010 budget includes additional operating costs for the increased size of Fire Hall #1.
- 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 – Infrastructure

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Infrastructure (multiple)	130	75	63	127	64	102%	127	127	127	127
Lifecycle (multiple)	443	1,024	464	473	9	2%	499	500	502	502
TOTAL INFRASTRUCTURE	573	1,099	527	600	73	14%	626	627	629	629

Financial Plan – Library

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Contract (47200-7007)	2,112	2,197	2,197	2,307	110	5%	2,423	2,544	2,696	2,831
Lease Expense (47200-6230)	-	14	-	-	-	-	-	-	-	-
Lease Revenue (47200-4310)	-6	-5	-	-	-	-	-	-	-	-
Maintenance - Buildings (47200-8060)	181	168	156	156	-	-	156	156	156	156
Operating Capital (47200-9050)	8	7	6	6	-	-	6	6	6	6
Rentals (47200-4500)	-1	-2	-2	-2	-	-	-2	-2	-2	-2
SS Allocation (47200-5425)	42	46	42	44	2	5%	45	47	48	50
TOTAL LIBRARY	2,336	2,425	2,399	2,511	112	5%	2,628	2,751	2,904	3,041

Financial Plan – Cemetery

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Fees (52100-4220)	-122	-163	-129	-192	-63	49%	-192	-192	-192	-192
Plots (52100-4450)	-100	-157	-322	-279	43	-13%	-279	-279	-279	-279
Recovery - Other (52100-4372)	-31	-19	-14	-21	-7	50%	-23	-25	-27	-29
Total Revenue	-253	-339	-465	-492	-27	6%	-494	-496	-498	-500
Expense										
Maintenance - General (52100-8056)	182	192	181	186	5	3%	193	198	205	210
Purchases (52100-7380)	4	4	10	10	-	-	10	10	10	10
SS Allocation (52100-5425)	53	57	52	55	3	6%	57	58	60	62
Total Expense	239	253	243	251	8	3%	260	266	275	282
TOTAL CEMETERY	-14	-86	-222	-241	-19	9%	-234	-230	-223	-218

Comments:

- Plots/Fees – Plot fees were increased to fund debt payments associated with borrowing of \$3.3 million to expand the cemetery. Debt payments are shown in Fiscal Services. The budget has been redistributed between fees and plots.



Services Provided

The Recreation Department operates public facilities and a broad range of recreation programs and services in collaboration with community organizations and agencies such as the Maple Ridge and Pitt Meadows Arts Centre Society, the Ridge Meadows Seniors Centre Society, Museum and Heritage Societies, School District No. 42, 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 arts and culture, aquatic, fitness, skating, and others. Services include recreation access programs; volunteer development; festival development; and community planning tables for sport and activity initiatives, as well as administrative duties such as ice and sport field scheduling. 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.

2010 Workplan Emphasis

- Senior's Network Work Plan development
- Support PM Seniors Centre Advisory Committee to expand volunteer base
- MR and PM Heritage Societies' Fee for Service
- Training series for non-profit boards and volunteers
- Low cost Recreation Guide
- Review participation program and additional funding sources
- Retrofit boxing studio to maximise use
- Complete RFP's for public skate and lesson delivery

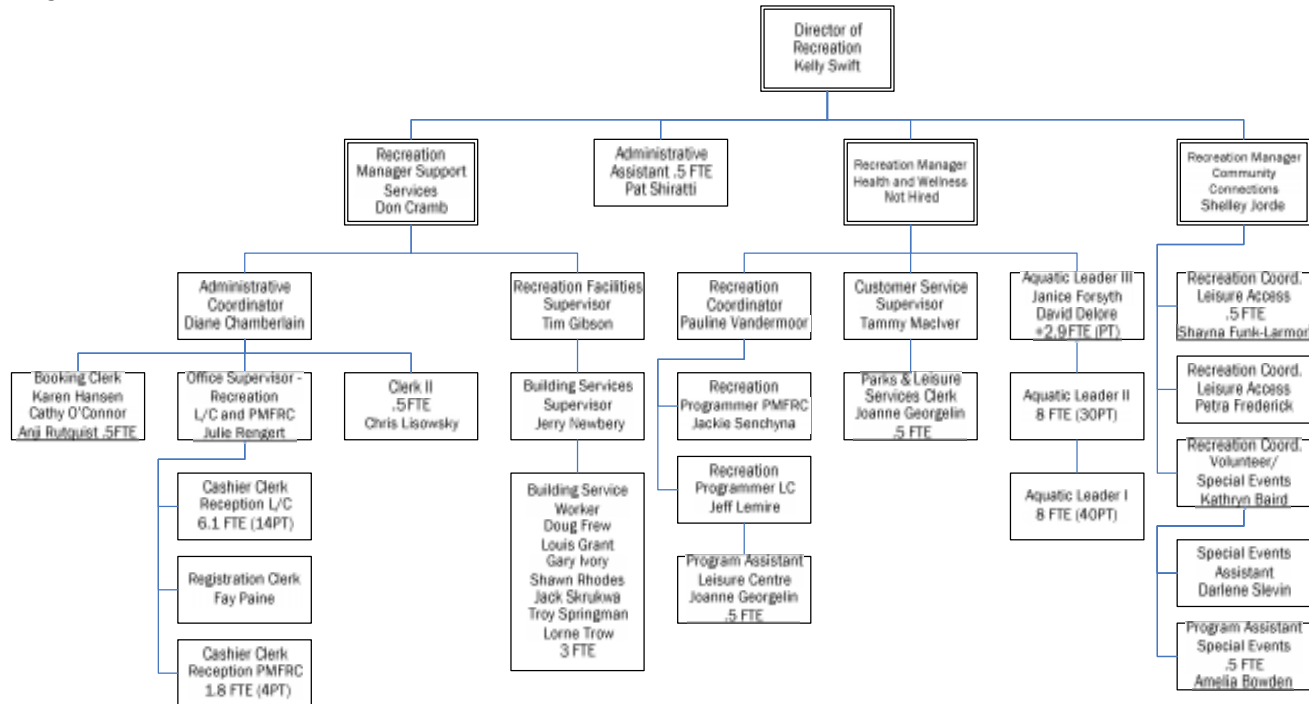
- Finalize PM Arena Operator RFP
- Install additional adaptive fitness equipment and new pool lift
- Planet Ice User Advisory Committee
- 2011 Fees and Charges
- Golden Ears Winter Club lease
- Expand sport groups registration system use
- Sponsorship for outdoor guide reprint
- PM Arena upgrades
- South Bonson Community Centre construction and opening preparations
- Olympic and Para-Olympic Torch Relay events in MR and PM

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.
- Reduce greenhouse gas emissions by 54% in 2010 from the 2008 baseline of 855 tonnes. Since the Leisure Centre's emissions are caused by using electricity and natural gas, reducing emissions also means using less energy and saving money.



Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Director of Recreation	-	-	-	0.1	1.0	1.0	1.0	1.0	1.0	1.0
Manager Marketing & Customer Serv	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	1.0
Recreation Coordinator	3.5	3.5	3.6	4.0	4.2	3.3	3.4	3.4	3.4	3.4
Recreation Facility Supervisor	-	-	-	-	-	0.6	1.0	1.0	1.0	1.0
Technical Support Supervisor	1.0	0.9	1.0	0.5	1.0	-	-	-	-	-
Office Supervisor	1.0	0.5	-	-	-	-	-	-	-	-
Aquatic Leader III	4.6	5.1	4.9	4.9	4.2	3.4	3.8	3.8	3.8	3.8
Recreation Programmer	0.2	1.0	1.4	1.0	1.9	2.0	2.0	2.0	2.0	2.0
Administrative Assistant	-	-	1.0	1.0	0.8	1.5	0.5	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	1.0
Customer Service Supervisor	-	0.8	3.0	2.5	3.0	3.0	3.0	3.0	3.0	3.0
Working Supervisor Bldg Serv.	1.1	1.0	1.0	-	-	-	-	-	-	-
Booking Clerk	2.0	1.8	1.7	1.4	1.8	2.0	2.0	2.0	2.0	2.0
Program Assistant	0.7	0.6	-	-	0.1	0.6	1.0	1.0	1.0	1.0
Clerk II	1.8	1.6	0.3	-	0.7	0.7	0.8	0.8	0.8	0.8
Cashier Clerk Receptionist	8.9	8.6	8.1	8.1	8.6	8.3	7.0	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	10.7	9.5	8.8	7.1	9.1	9.2	10.4	10.4	10.4	10.4
Aquatic Leader I	5.3	6.0	6.7	8.6	6.8	8.0	6.1	6.1	6.1	6.1
Building Service Worker	9.9	10.4	10.4	11.3	10.9	11.6	11.5	11.7	11.7	11.7
Other	-	-	-	0.3	-	-	-	-	-	-
Full-Time Equivalent	56.3	57.3	57.7	56.7	58.9	61.2	59.6	59.8	59.8	59.8

Contract staff are not represented.

The base budgets for 2010-2014 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)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Revenue										
Admin Fee (47500-4100)	-8	-11	-9	-9	-	-	-9	-9	-9	-9
Admissions (47500-4110/4111)	-839	-840	-801	-841	-40	5%	-841	-841	-842	-841
Lease Revenue (47500-4310)	-78	-55	-67	-67	-	-	-67	-67	-67	-67
Lessons / Program Fees (47500-4320)	-354	-388	-310	-350	-40	13%	-350	-350	-350	-350
Miscellaneous Income (47500-4390)	-15	-15	-9	-14	-5	56%	-14	-14	-14	-14
Programs (multiple)	-241	-246	-242	-257	-15	6%	-257	-257	-257	-257
Prov. Grant (Conditional) (47500-4252)	-	-4	-	-	-	-	-	-	-	-
Recovery - Other (47500-4372)	-20	-	-	-	-	-	-	-	-	-
Rentals (multiple)	-71	-100	-77	-84	-7	-	-84	-84	-84	-84
Taxes - Rental Properties (47500-4530)	-	13	-	-	-	-	-	-	-	-
Total Revenue	-1,626	-1,646	-1,515	-1,622	-107	7%	-1,622	-1,622	-1,623	-1,622
Expense										
Cost of Goods Sold (47500-7300)	8	8	6	9	3	50%	9	9	9	9
Equipment (47500-7340)	-	17	15	15	-	-	15	15	15	15
Maintenance (47500-8057/8056)	465	485	458	392	-66	-14%	392	391	391	391
Non-Productive Time (47550-5800)	28	40	39	40	1	3%	41	42	43	44
PM - Cost Recovery (47500-4236)	-329	-349	-358	-375	-17	5%	-396	-413	-431	-451
Program Costs (multiple)	366	426	388	424	36	9%	429	436	442	448
Programs - Emergency Services (47500-6328)	74	60	67	69	2	3%	71	73	75	75
Publicity & Promotions (47500-6330)	62	72	73	73	-	-	73	73	73	73
SS Allocation (47500-5425)	388	417	383	400	17	4%	414	427	440	453
Supplies (multiple)	82	78	70	82	12	17%	82	82	82	82
Wages (multiple)	1,729	1,715	1,718	1,815	97	6%	1,889	1,952	2,018	2,090
Total Expense	2,873	2,969	2,859	2,944	85	3%	3,019	3,087	3,157	3,229
TOTAL LEISURE CENTRE	1,247	1,323	1,344	1,322	-22	-2%	1,397	1,465	1,534	1,607

Comments:

- 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.
- Maintenance - As a result of a capital investment in an energy efficient heating system, the annual cost of natural gas is expected to decrease by at least \$65,000.
- Programs Fees & Wages – Both the revenues and associated expenses have increased with increased volume of users.

Financial Plan – Seniors

All figures represent \$'000 (thousands)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Contract (45010/47300-7007)	181	171	202	207	5	2%	212	218	224	230
Lease Revenue (47300-4310)	-20	-20	-20	-20	-	-	-20	-20	-20	-20
Maintenance - General (47300-8056)	-	-	-	14	14	n/a	15	15	16	16
PM - Cost Recovery (47300-4236)	-41	-40	-46	-50	-4	9%	-51	-53	-54	-56
Program Costs (47300-6325)	-	2	-	-	-	-	-	-	-	-
Prov. Grant (Conditional) (47300-4252)	-	-3	-	-	-	-	-	-	-	-
SS Allocation (47300-5425)	53	57	52	55	3	6%	57	58	60	62
TOTAL SENIORS	173	167	188	206	18	10%	213	218	226	232

Financial Plan – Outdoor Pools

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Admissions (47400/47410-4110)	- 19	- 25	- 33	- 33	-	-	- 33	- 33	- 33	- 33
Lessons / Program Fees (47400-4320)	- 8	- 8	-	-	-	-	-	-	-	-
PM - Cost Recovery (47410-4236)	- 21	- 24	- 20	- 21	- 1	5%	- 21	- 22	- 23	- 24
Total Revenue	- 48	- 58	- 53	- 54	- 1	2%	- 54	- 55	- 56	- 57
Expense										
Maintenance - General (47400/47410-8056)	48	51	39	39	-	-	39	39	40	41
Program Costs (47410-6325)	24	29	25	26	1	4%	27	28	29	30
Salaries (47410-5500)	1	-	2	2	-	-	2	2	2	2
SS Allocation (47400-5425)	42	46	42	44	2	5%	45	47	48	50
Utilities (47410-6500)	-	1	1	1	-	-	1	1	1	1
Wages (47410-5600)	23	28	26	27	1	4%	28	29	30	31
Total Expense	138	155	135	139	4	3%	142	146	150	155
TOTAL OUTDOOR POOLS	90	97	82	85	3	4%	88	91	94	98

Financial Plan – Heritage

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Admissions (48000-4110)	-	-	- 2	- 2	-	-	- 2	- 2	- 2	- 2
Contract (48000-7007)	155	179	179	198	19	11%	202	206	210	214
Maintenance - General (48000-8056)	16	11	9	9	-	-	9	9	9	9
Maintenance - Grounds	15	35	25	25	-	-	25	25	25	25
PM - Cost Recovery (48000-4236)	- 40	- 48	- 46	- 50	- 4	9%	- 51	- 52	- 53	- 54
SS Allocation (48000-5425)	27	29	26	27	1	4%	28	29	30	31
TOTAL HERITAGE	173	206	191	207	16	8%	211	215	219	223

Comments:

- Contract – The 2010 budget increase is from increased funding to the Maple Ridge Historic Society and the Pitt Meadows Heritage and Museum Society.

Financial Plan – Special Services

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Lessons / Program Fees (45010/45015-4320)	- 44	- 52	- 40	- 40	-	-	- 40	- 40	- 40	- 40
Other Grant (Conditional) (45015-4258)	- 33	- 2	-	-	-	-	-	-	-	-
PM - Cost Recovery (45010-4236)	- 54	- 58	- 61	- 38	23	-38%	- 39	- 40	- 41	- 42
Program Costs (45015-6325/6326)	67	60	62	42	- 20	-32%	42	42	42	42
Programs - Subsidized Admiss. (45015-6329)	2	1	13	13	-	-	13	13	13	13
Prov. Grant (Conditional) (45010-4252)	- 28	- 35	- 34	- 34	-	-	- 34	- 34	- 34	- 34
Salaries (multiple)	200	200	194	89	- 105	-54%	93	96	99	102
SS Allocation (45010-5425)	74	80	73	77	4	5%	79	82	84	87
Supplies (multiple)	7	11	15	15	-	-	15	15	15	15
Wages (45010/45015-5600)	42	34	32	34	2	6%	34	34	34	34
TOTAL SPECIAL SERVICES	233	239	254	158	- 96	-38%	163	168	172	177

Comments:

- Program Costs – The costs of employee fitness program has been moved to Human Resources.
- Salaries – Staff costs previously recorded here has been moved to Special Events.



Financial Plan – Arts

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Contract (multiple)	558	610	608	621	13	2%	646	666	682	694
Lease Revenue (47700-4310)	- 80	- 80	- 80	- 80	-	-	- 80	- 80	- 80	- 80
Maintenance - General (47700-8056)	8	11	6	7	1	17%	7	7	7	7
PM - Cost Recovery (47700-4236)	- 108	- 121	- 109	- 114	- 5	5%	- 118	- 122	- 126	- 128
SS Allocation (47700-5425)	74	80	73	77	4	5%	79	82	84	87
TOTAL ARTS	452	500	498	511	13	3%	534	553	567	580

Financial Plan – Pitt Meadows Heritage Hall

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Admissions (47610-4110)	- 27	- 22	- 24	- 24	-	-	- 24	- 24	- 24	- 24
PM - Cost Recovery (46550-4236)	-	-	-	- 10	- 10	n/a	- 26	- 26	- 26	- 26
Program Fees (45020/46550-4230)	-	-	-	- 5	- 5	n/a	- 10	- 10	- 10	- 10
Rentals (46550-4500)	-	-	-	- 22	- 22	n/a	- 44	- 44	- 44	- 44
Total Revenue	- 27	- 22	- 24	- 61	- 37	154%	- 104	- 104	- 104	- 104
Expense										
Maintenance - Buildings (46550/47010-8060)	86	141	132	139	7	5%	180	183	186	189
PM - Cost Recovery (41210-4236)	- 20	- 32	- 27	- 28	- 1	4%	- 29	- 30	- 31	- 32
Program Costs (46550-6325)	-	5	6	26	20	333%	62	62	62	62
SS Allocation (47610-5425)	48	51	47	49	2	4%	51	53	54	56
Utilities (47610-6500)	1	1	1	1	-	-	1	1	1	1
Wages (46550-5600)	-	4	4	34	30	750%	68	68	68	68
Total Expense	115	170	163	221	58	36%	333	337	340	344
TOTAL PM HERITAGE HALL	88	148	139	160	21	15%	229	233	236	240

Comments:

- South Bonson Amenity Building costs and revenues are factored in based on half a year's operation in 2010.

Financial Plan – Arenas

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Admissions (multiple)	- 35	- 40	- 31	- 1,041	- 1,010	3,258%	- 1,041	- 1,041	- 1,041	- 1,041
Lease Revenue (47010/47100-4310)	-	-	- 27	- 27	-	-	- 27	- 27	- 27	- 27
Lessons / Program Fees (47010/47600-4320)	- 64	- 67	- 58	- 58	-	-	- 58	- 58	- 58	- 58
PM - Cost Recovery (47100/47600-4236)	- 130	- 120	- 113	- 140	- 27	24%	- 148	- 156	- 165	- 175
Programs - Special Events (47010-4324/4325)	- 964	- 1,210	-	-	-	-	-	-	-	-
Rentals (multiple)	- 208	- 209	- 181	- 181	-	-	- 181	- 181	- 181	- 181
Total Revenue	- 1,401	- 1,646	- 410	- 1,447	- 1,037	253%	- 1,455	- 1,463	- 1,472	- 1,482
Expense										
Lease Expense (47010-6230)	79	44	68	68	-	-	68	68	68	68
Maintenance - General (47100/47600-8056)	6	55	-	20	20	n/a	20	20	20	20
Program Costs (multiple)	663	712	724	1,848	1,124	155%	1,884	1,925	1,969	2,018
Programs - Emergency Services (47010-6328)	1,071	1,269	-	-	-	-	-	-	-	-
SS Allocation (47100/47600-5425)	74	80	73	77	4	5%	79	82	84	87
Supplies (47000/47600-6300)	10	6	14	14	-	-	14	14	14	14
Total Expense	1,903	2,166	879	2,027	1,148	131%	2,065	2,109	2,155	2,207
TOTAL ARENAS	502	520	469	580	111	24%	610	646	683	725

Comments:

- Admissions/Program Costs – Estimated revenues and operating costs for the arena in Pitt Meadows are included in the 2010 budget.

Financial Plan – Pitt Meadows Family Recreation Centre

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Fees (41250-4220)	- 2	- 1	- 3	- 2	1	-33%	- 2	- 2	- 2	- 2
Lease Revenue (41250-4310)	- 26	- 26	- 18	- 18	-	-	- 18	- 18	- 18	- 18
PM - Cost Recovery (41250-4236)	- 130	- 138	- 119	- 125	- 6	5%	- 129	- 133	- 137	- 141
Program Fees (41250-4231)	- 68	- 40	- 50	- 50	-	-	- 50	- 50	- 50	- 50
Programs (41250-4322)	- 75	- 82	- 79	- 79	-	-	- 79	- 79	- 79	- 79
Rentals (41250-4501/4502)	- 26	- 28	- 17	- 27	- 10	59%	- 27	- 27	- 27	- 27
Rentals (46500-4500)	- 28	- 22	- 29	- 29	-	-	- 29	- 29	- 29	- 29
Total Revenue	- 355	- 337	- 315	- 330	- 15	5%	- 334	- 338	- 342	- 346
Expense										
Contract (46500-7007)	13	13	15	15	-	-	15	15	15	15
Maintenance - General (multiple)	215	184	167	190	23	14%	195	199	204	208
Program Costs (multiple)	105	103	116	111	- 5	-4%	111	111	111	111
Salaries (41250-5500/5503)	113	143	148	155	7	5%	161	166	172	179
SS Allocation (41250-5425)	303	326	299	312	13	4%	324	333	343	354
Supplies (multiple)	21	20	24	24	-	-	24	24	24	24
Utilities (46500-6500)	2	1	11	11	-	-	11	11	11	11
Wages (41250-5601/5602)	23	26	-	-	-	-	-	-	-	-
Total Expense	795	816	780	818	38	5%	841	859	880	902
TOTAL PMFRC	440	479	465	488	23	5%	507	521	538	556

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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Miscellaneous Income (45030-4390)	- 1	- 1	-	-	-	-	-	-	-	-
PM - Cost Recovery (45030-4236)	- 32	- 34	- 42	- 46	- 4	10%	- 47	- 49	- 50	- 52
Programs - Special Events (45030-4325)	- 1	- 1	-	- 1	- 1	n/a	- 1	- 1	- 1	- 1
Prov. Grant (Conditional) (45030-4252)	- 2	- 2	-	-	-	-	-	-	-	-
Salaries (45030-5500)	-	-	-	112	112	n/a	117	121	125	130
Software Maintenance (41100-7070)	-	-	3	3	-	-	3	3	3	3
Special Events (45030-6360)	97	111	114	47	- 67	-59%	48	49	51	52
SS Allocation (45030-5425)	74	80	73	77	4	5%	79	82	84	87
TOTAL SPECIAL EVENTS	135	153	148	192	44	30%	199	205	212	219

Comments:

- Salaries – Staff costs previously in Special Services have been moved here.
- Special Events – The 2008 and 2009 had funding for hosting the BC Disability Games.



Services Provided

The Municipal Emergency Program is the collective title for the organization, plans, and procedures established within the District of Maple Ridge and the City of Pitt Meadows for combating major emergencies and disasters.

The Emergency Management Committee (EMC) is chaired by two Emergency Program Coordinators and is comprised of two Chief Administrative Officers, two Fire Chiefs, one General Manager: Community Development, Parks & Recreation Services, one Director of Operations and Development Services, and one Emergency Program Assistant.

The Emergency Program Coordinators are responsible for planning and developing the Emergency Planning Committee's emergency program within the guidelines of the British Columbia Emergency Response Management System (BCERMS). They also provide input into the coordination of the Joint Municipal Emergency Program (JMEP) initiatives with each Municipality. In addition to the EMC, representatives from Municipal departments and volunteers are involved. Meetings and training of the EMC, the Emergency Operations Centre staff, and the Emergency

Social Services volunteers are held on a regular basis, jointly and separately. An Emergency Program Manual along with supplementary support manuals are kept updated and distributed to the appropriate departments within the municipalities.

2010 Workplan Emphasis

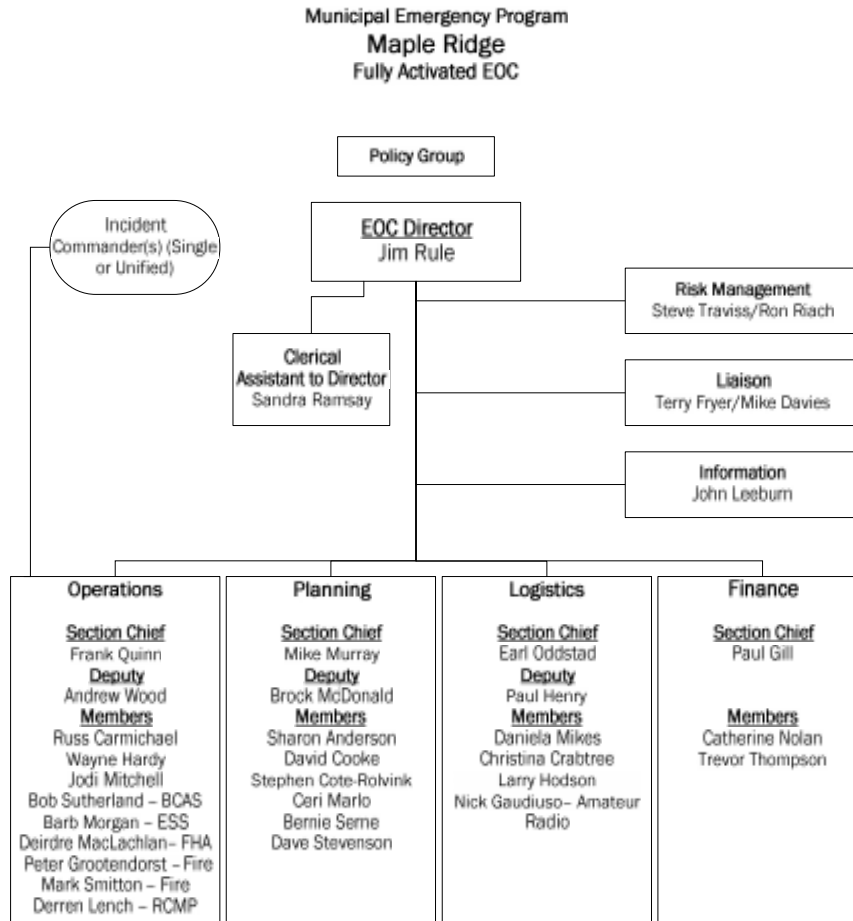
The Municipal Emergency Program will continue the public education program to ensure residents are prepared to cope with an emergency event. Recruit and train new Emergency Program volunteers to facilitate the Neighbourhood Program, community emergency preparedness presentations, and attend public information events. We will also stock the primary Reception Centres, one in each community, with start-up supplies and work towards establishing Fire Hall 1 as the primary Emergency Operation Centre with the Blaney Room providing a secondary location.

Performance Measurement (Appendix C)

- Support and promote citizen volunteer participation as a valuable leisure and recreation activity.
- Ensure adequate commitment to Municipal Emergency Program staff and volunteer development.



Organization Chart



The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Contract (23000-7007)	-	41	-	34	34	n/a	35	36	37	37
Conventions & Conferences (23000-6051)	1	2	3	3	-	-	3	3	3	3
PM - Cost Recovery (23000-4236)	- 11	- 11	- 12	- 13	- 1	8%	- 13	- 14	- 14	- 15
Program Costs (23000-6325/6326)	80	28	73	15	- 58	-79%	15	15	15	15
Prov. Grant (Conditional) (multiple)	- 25	- 11	- 21	- 5	16	-76%	- 5	- 5	- 5	- 5
Salaries (23000-5500)	60	65	63	65	2	3%	68	70	73	75
SS Allocation (23000-5425)	21	23	21	22	1	5%	23	23	24	25
TOTAL EMERGENCY	126	137	127	121	- 6	-5%	126	128	133	135

Comments:

- Contract /Program Costs – Budgets have been reallocated from Program Costs to Contract based on how the program has been delivered.

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 our 2009 accomplishments are shown below, followed by efficiency and effectiveness initiatives, and the business context relevant to the 2010-2014 planning period.

The subsequent pages will provide information on the departments in this division, including staffing, 2010 workplan highlights, performance measurements, and budgets. The departments within this division are CFS Administration, Clerk's, Finance, Information Services, Fire, and Police.

Select Division 2009 Accomplishments

- Enhancements to our website, including upgrades to our search engine.
- Reached an agreement with the SPCA for a new shelter and participated in RCMP Contract negotiations.
- Supported Council in conducting its business and held orientation sessions for new Council.
- Advanced standardized electronic document and records management system.
- Conducted risk management training sessions.
- Budget document received Government Finance Officers Assoc. Distinguished Budget Presentation Award.
- Developed an inventory of municipal assets and held a variety of financial workshops for Council
- Undertook several technological improvements including the testing of new equipment and software.
- Provided public fire education sessions to all grade 5/6 students in the municipality and conducted inspections on all apartment structures.
- Recruited/trained additional paid-on-call firefighters and hired 6 fulltime career firefighters to allow 3 firefighters to staff Firehall 3 during daytime 7days/week.
- Enhanced downtown patrols in summer months and completed the Community Safety Officer pilot project.
- RCMP welcomed new Officer In Charge, Superintendent Dave Walsh.
- Marijuana Enforcement Team dismantled 73 grow operations. RCMP identified and targeted 50 priority prolific offenders.
- Worked with support agencies to provide care for the 25 youth identified as most at risk.

Efficiency/Effectiveness Initiatives

- Vacancies have been reviewed and where possible, the filling of positions has been delayed.
- Implemented financial sustainability policies and reporting changes largely using internal resources.
- Developed funding partnerships (E-Comm, City of Surrey, SPCA, Fraser Valley Regional Library).
- Investigated insurance claims internally to reduce costs.
- Reviewed and provided advice on contracts to address liability and insurance issues.

- Analysed crime trends to identify emerging problems and hotspots and collaborated with community groups to resolve issues.
- Adjusted RCMP Watch shift schedule to improve service and reduce costs
- Maximized use of the intranet and website to deliver information.
- Many technological savings: use of 'open source' software and replacement of expensive software only where appropriate, deferred computer refresh project, reused old watermains for fibre optics, and better inventory and asset control
- Out-sourced website maintenance, support, and major improvements.
- Backfilled career firefighter positions with paid-on-call members; career firefighters provide inspections and continue to support the paid-on-call program.
- Delayed hiring of next round of career firefighters until second quarter 2010.
- Partnered with the Justice Institute of BC and traded surplus equipment for training time.
- Installed geo-exchange energy system at Firehall #1 to reduce costs.

Business Context

- Our investment in our people is paying dividends; People recently appointed need to be given the opportunity to learn and grow.
- Strategic Financial Planning policies are serving our present and future citizens.
- District business is conducted in an open and transparent manner and this builds trust.
- Records centre and archive facility are at capacity and social media and collaboration spaces present records management challenges. Business process changes will result from records management initiatives.
- Revenues and costs need to be closely monitored through these economic times.
- Public Sector Accounting Board standards continue to evolve and we must keep up.
- Changes to our technology platform necessitate software upgrades and the need to upgrade skills.
- Continued monitoring of emergency response times as community grows and traffic congestion increases.
- Positive integration and cooperation between paid-on-call firefighters and career firefighters exists.
- The existing fire contract expires at the end of 2009 and collective bargaining is likely to commence 2010.
- It is important to maintain fire and life safety inspections and keep pre-fire plans up to date and derelict buildings need to be closely monitored.
- Golden Ears Bridge has increased traffic and accessibility to criminals.
- Increased complexity and multi-jurisdictional nature of crimes.
- Economic impact on crime, domestic concerns. Prolific offender focus to get chronic offenders off the street.
- Legislative burdens on police work – investigative standards and recruitment challenges have increased as levels of experience within organization decrease.



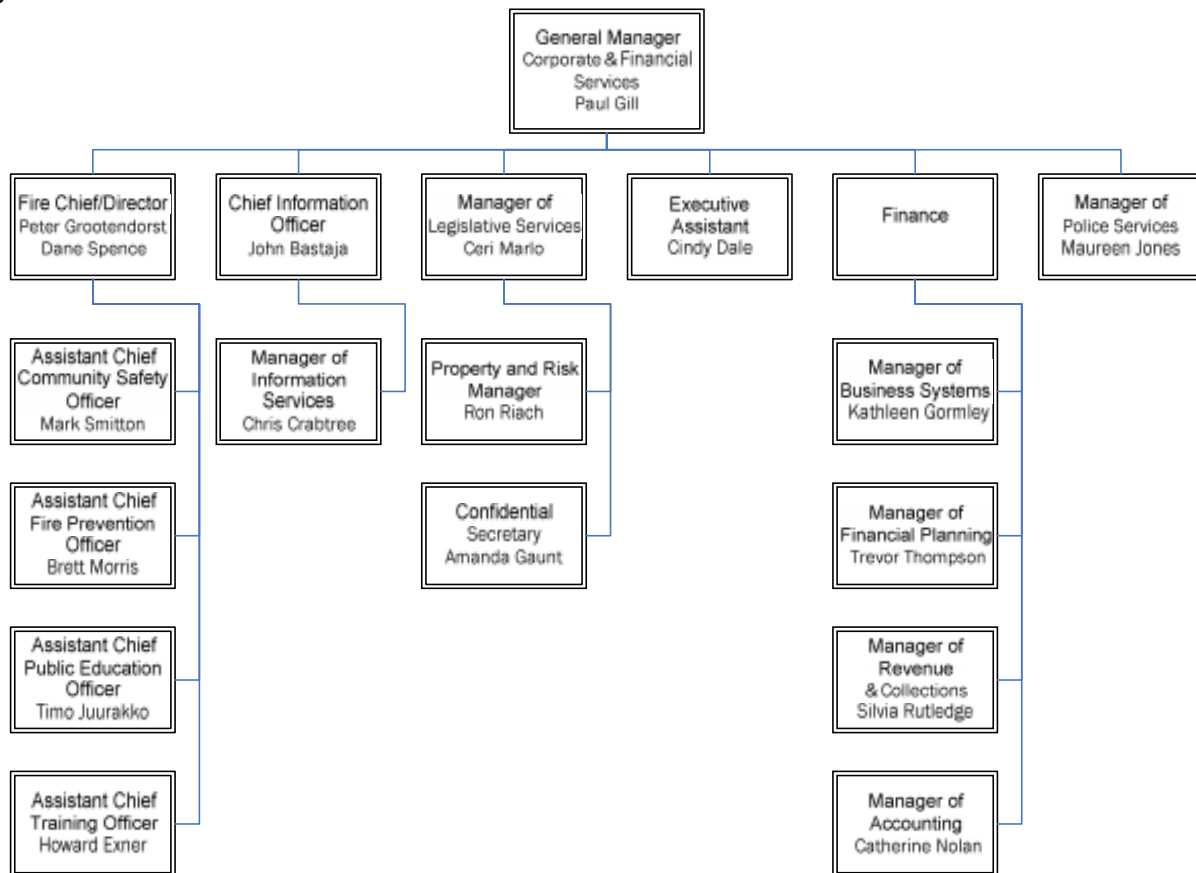
Services Provided

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 requests for assistance from fellow staff, Council members, and the general public.

2010 Workplan Emphasis

We will evolve our Business Planning process to make sure it continues to meet our needs including improved performance reporting using the "See-It" software. We will continue to review the succession planning needs of the Division. We will assist the Fire Department in the roll out of the Master Plan with particular attention to financial implications and will develop plans for Fire Hall 4 in alignment with Council direction. 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 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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	0.7	0.5	0.5	0.5	0.8	1.0	1.0	1.0	1.0	1.0
Full-Time Equivalent	1.7	1.5	1.5	1.5	1.8	2.0	2.0	2.0	2.0	2.0

The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Conventions & Conferences (12000-6051)	18	13	25	25	-	-	25	25	25	25
Legal (41000-7030)	12	6	-	-	-	-	-	-	-	-
Memberships (12000-6270)	2	1	1	1	-	-	1	1	1	1
Miscellaneous (12100-6275)	1	2	2	2	-	-	2	2	2	2
Salaries (12000-5500)	197	192	246	178	- 68	-28%	248	373	424	495
TOTAL C&FS-ADMIN	230	214	274	206	- 68	-25%	276	401	452	523

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 – Budget is in line with the wage and benefit cost contingency. In 2011 through 2014 there is funding to address costs associated with growth for this division.



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 taxpayer, and for the administration of all rental properties. The District’s risk management program for loss control and insurance is also a function of the Department.

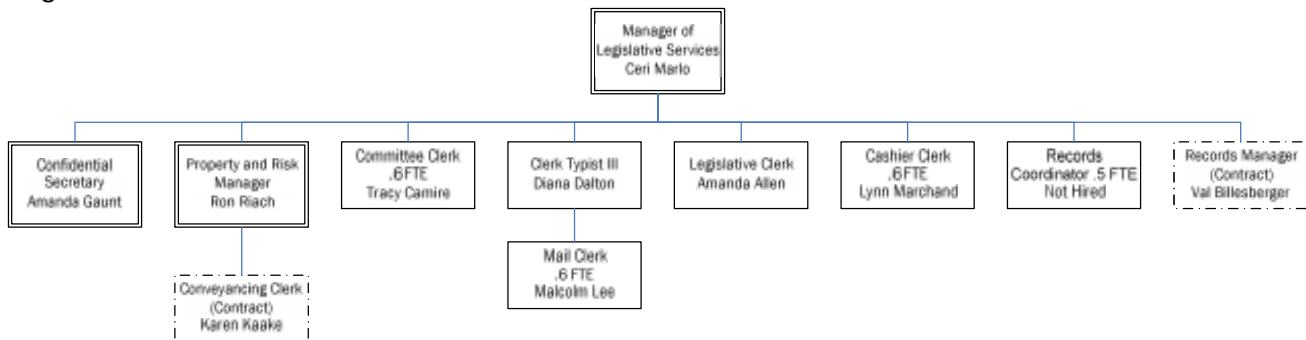
2010 Workplan Emphasis

We will expand the use of technology to enable streaming video of Council meetings and review the audio-visual equipment needs in Council Chambers and Blaney Room. We will continue with the development and implementation of the Local Government Management Association of BC electronic file structure into all departments including hiring a part time person to assist with document management. We will continue with Incident and Report Training sessions and coordinate a presentation on mitigating risks associated with contracting out construction/consultant work.

Performance Measurement (Appendix C)

- Agendas for Council meetings will be posted to the District website by 10:00 am on the Friday before the meeting 90% of the time.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Manager of Legislative Services	-	-	-	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Municipal Clerk	1.0	1.0	1.0	1.0	-	-	-	-	-	-
Property and Risk Manager	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0	1.0
Confidential Secretary	1.0	1.0	1.0	1.0	0.8	1.0	1.0	1.0	1.0	1.0
Committee Clerk	0.7	0.4	0.5	0.6	0.5	0.7	0.7	0.7	0.7	0.7
Legislative Clerk	1.0	1.0	1.1	1.4	1.2	1.4	1.2	1.0	1.0	1.0
Clerk II	0.1	-	-	-	-	-	-	-	-	-
Clerk Typist III	0.7	1.3	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Information Clerk	0.3	-	-	-	-	-	-	-	-	-
Mail Clerk	0.5	0.5	0.6	0.6	0.7	0.8	0.8	0.6	0.6	0.6
Other	-	-	-	-	0.2	-	0.3	0.7	0.7	0.7
Full-Time Equivalent	6.3	6.2	6.3	6.5	6.6	6.9	7.0	7.0	7.0	7.0

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

The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Application Fees (12103-4120)	- 2	- 2	-	-	-	0%	-	-	-	-
Fees (11800/35000-4220)	- 150	- 150	- 142	- 142	-	-	- 142	- 142	- 142	- 142
Lease Revenue (multiple)	- 1,437	- 1,574	- 1,351	- 1,376	- 25	2%	- 1,399	- 1,424	- 1,428	- 1,428
Rentals (multiple)	- 175	- 150	- 173	- 148	25	-14%	- 148	- 148	- 136	- 136
Salaries Recovery (14000-5400)	- 2	-	- 25	- 25	-	-	- 25	- 25	- 25	- 25
Total Revenue	- 1,766	- 1,876	- 1,691	- 1,691	-	-	- 1,714	- 1,739	- 1,731	- 1,731
Expense										
Advertising (12103/13500-6010)	9	2	2	2	-	-	77	2	2	77
Advertising - Recovery (12000-6011)	- 3	- 3	- 4	- 4	-	0%	- 4	- 4	- 4	- 4
Audit Fees (11800-7000)	5	1	-	-	-	-	-	-	-	-
Bad Debts (11800-6026)	-	44	-	-	-	-	-	-	-	-
Coffee / Etc. (12101-6040)	29	32	27	27	-	-	27	27	27	27
Consulting (12103-7005)	18	-	10	-	- 10	-100%	-	-	-	-
Contract (13500-7007)	52	1	-	-	-	-	-	-	-	-
Copying (12103-6095)	44	42	37	37	-	-	37	37	37	37
Insurance (multiple)	694	675	789	796	7	1%	803	811	818	823
Insurance Recovery (12101-6209)	- 325	- 303	- 416	- 426	- 10	2%	- 433	- 440	- 447	- 448
Insurance-Adj Fee / Deductible (14000-6211)	26	267	25	25	-	-	25	25	25	25
Legal (12000/12103-7030)	36	86	226	176	- 50	-22%	176	176	176	176
Maintenance - Buildings (11800-8060)	390	481	373	373	-	-	373	373	373	373
Maintenance - General (14000-8056)	48	39	42	42	-	-	42	42	42	42
Memberships (12103-6270)	2	1	2	2	-	-	2	2	2	2
Miscellaneous (12103-6275)	3	2	17	17	-	-	17	17	17	17
Overhead - reallocation (12103-6311)	- 2	-	- 49	- 49	-	-	- 49	- 49	- 49	- 49
Postage & Courier (12101-6305)	51	36	39	41	2	5%	42	43	45	45
Program Costs (14000-6325)	17	5	13	13	-	-	13	13	13	13
Recovery - Professional Fees (53110-7099)	2	1	4	4	-	-	4	4	4	4
Risk Management Expense (12101-6490)	-	4	2	2	-	-	2	2	2	2
Salaries (multiple)	467	511	578	613	35	6%	660	682	704	729
Stationery (12000-6370)	29	20	27	27	-	-	27	27	27	27
Studies & Projects (12103/14000-6380)	44	20	52	23	- 29	-56%	23	23	23	23
Taxes - Rental Properties (multiple)	66	49	61	58	- 3	-5%	63	55	55	55
Total Expense	1,702	2,013	1,857	1,799	- 58	-3%	1,927	1,868	1,892	1,996
TOTAL CLERKS	- 64	137	166	108	- 58	-35%	213	129	161	265

Comments:

- Advertising – Election costs occur once every three years.
- Legal – The budget is centralized in the Clerk's Department. As legal expenses are incurred they are charged to the departments initiating the cost.
- Lease Revenue, Maintenance Buildings, Other Outside Services & Property Tax Expenses – Office tower costs and revenues are included in this area as our other property management items.
- Overhead – reallocation – The costs for stationary and copying is intended to be allocated to departments based on actual usage, however, this has not occurred for the last several years.



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. The Department is also responsible for reporting financial matters to the Audit and Finance Committee.

2010 Workplan Emphasis

We will maintain an inventory of municipal assets consistent with accepted industry standards. We will implement HST or tax changes as mandated by legislation and upgrade financial software modules. We will be conducting ongoing reviews of internal control procedures including payment processing and asset stewardship. We will provide published documents that provide a comprehensive and clear overview of the District's financial performance and

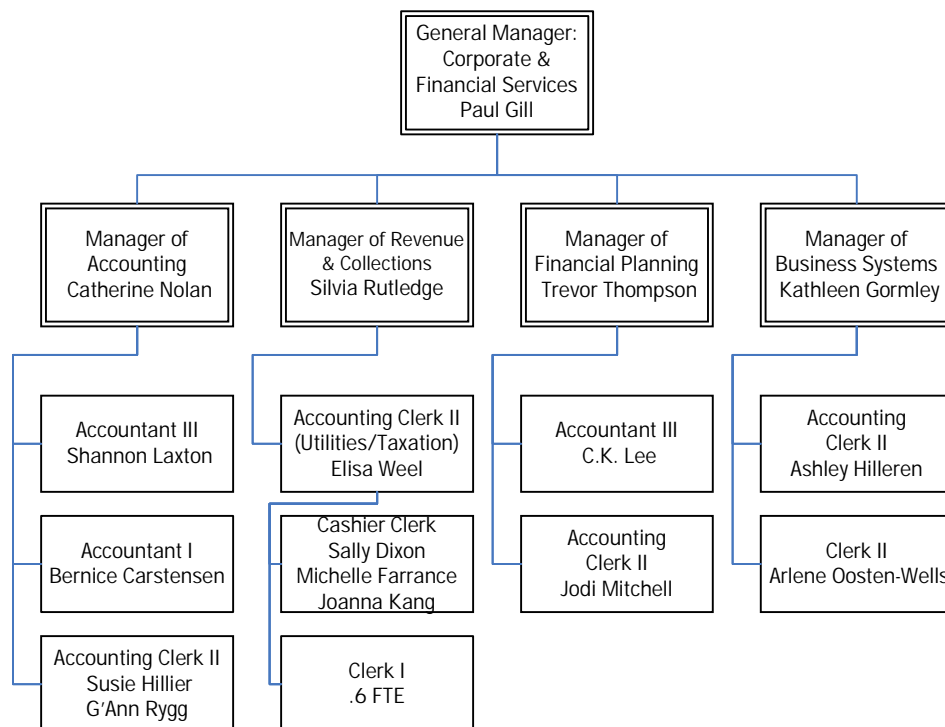
resources. We will manage our investment portfolio in a manner that maximizes our return without compromise to safety and liquidity and review and revise corporate financial policies as necessary. We will host workshops for Council and staff that will inform and improve the financial management decision-making 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.

Performance Measurement (Appendix C)

- Maximize the return on cash and investments held by the District, while maintaining the safety and liquidity of the underlying funds.
- Provide high quality municipal services to citizens and customers in a cost-effective and efficient manner.
- Property tax revenue must keep pace with growth in the community, demand for enhanced services, and the rising cost of existing services.
- Have an adopted 5-year financial plan in place before the year begins.



Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Director of Finance	1.0	1.0	1.0	1.0	0.6	-	-	-	-	-
Senior Finance Manager	0.3	-	-	-	-	-	-	-	-	-
Municipal Accountant	1.0	1.0	1.0	1.0	1.0	0.3	-	-	-	-
Manager of Accounting	-	-	-	0.2	1.0	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	1.0
Manager of Business Systems	-	-	-	0.2	1.0	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	1.3	1.6	0.8	0.9	2.0	2.0	2.0	2.0	2.0	2.0
Accountant II	0.9	0.7	-	-	-	-	-	-	-	-
Accountant I	-	-	-	-	0.3	1.0	1.0	1.0	1.0	1.0
Accounting Clerk - Revenue	-	-	-	-	0.6	1.0	1.0	1.0	1.0	1.0
Accounting Clerk II	3.2	4.0	3.9	4.7	4.2	3.6	3.7	4.0	4.0	4.0
Cashier Clerk Finance	2.6	3.0	3.0	2.9	3.2	3.3	3.1	3.0	3.0	3.0
Clerk II	1.9	2.0	2.3	1.4	1.0	1.0	1.0	1.0	1.0	1.0
Cashier Clerk (Students)	0.9	0.7	0.7	0.7	0.9	1.1	0.5	0.6	0.6	0.6
Clerk I	-	-	-	-	-	-	0.1	-	-	-
Full-Time Equivalent	15.9	16.9	16.5	16.6	17.7	17.3	16.4	16.6	16.6	16.6

The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%				
Advertising (15000-6010)	2	2	4	4	-	-	4	4	4	4
Audit Fees (12200/12210-7000)	50	59	50	50	-	-	50	50	50	50
Memberships (12200-6270)	4	4	4	4	-	-	4	4	4	4
Miscellaneous (12200-6275)	10	9	17	17	-	-	17	17	17	17
Postage & Courier (15000-6305)	13	21	22	22	-	-	22	22	22	22
Recovery - Professional Fees (multiple)	- 11	- 11	- 11	- 11	-	-	- 11	- 11	- 11	- 11
Salaries (multiple)	1,123	1,133	1,427	1,312	- 115	-8%	1,368	1,424	1,472	1,523
Salaries Recovery (12200/12210-5400)	- 225	- 225	- 225	- 232	- 7	3%	- 239	- 246	- 253	- 261
Stationery (12200-6370)	4	5	10	10	-	-	10	10	10	10
Studies & Projects (12200/12210-6380)	6	5	5	5	-	-	5	5	5	5
TOTAL FINANCE	976	1,003	1,303	1,181	- 122	-9%	1,230	1,279	1,320	1,363

Comments:

- **Salaries** – The 2009 budget contains funding committed to meeting the requirements of Tangible Capital Asset reporting. A cost will likely be incurred in 2010 in software costs to address the needs of capital asset reporting.

Financial Plan – Financial Services -Tax Revenue

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%				
Grants in Lieu (multiple)	- 1,739	- 1,842	- 1,763	- 1,862	- 99	6%	- 1,892	- 1,906	- 1,906	- 1,906
Interest Paid on Tax Prepaymnt (16000-4001)	127	31	100	100	-	-	100	100	100	100
Local Improvement Program (multiple)	- 208	- 57	- 19	- 19	-	-	- 19	- 19	- 19	- 19
Parcel Charges - Blue Box (16000-4011)	- 694	- 758	- 737	- 840	- 103	14%	- 882	- 927	- 973	- 1,023
Parcel Charges - Recycling (16000-4010)	- 651	- 691	- 708	- 739	- 31	4%	- 776	- 816	- 857	- 900
Taxes - General (16000-4000)	- 46,171	- 49,638	- 49,655	- 53,348	- 3,693	7%	- 57,306	- 61,529	- 65,617	- 69,865
TOTAL FIN. SRV-TAX REV	- 49,336	- 52,955	- 52,782	- 56,708	- 3,926	7%	- 60,775	- 65,097	- 69,272	- 73,613

Comments:

- **Taxes – General** – The increase consists of general tax increase of 3%, a further 1% for infrastructure sustainability, \$675,000 for the Fire Service Improvement Levy and the balance is the new tax revenue anticipated due to new construction.

Financial Plan – Fiscal Services -Debt

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%				
Debt - Interest (multiple)	2,437	2,337	4,236	4,260	24	1%	4,385	4,165	4,204	4,411
Debt - Principal (multiple)	1,767	1,788	4,483	5,038	555	12%	6,429	7,113	7,176	7,241
Overdraft Interest (12400-9060)	184	211	184	184	-	-	184	184	184	184
TOTAL FISCAL SERVICES - DEBT	4,388	4,336	8,903	9,482	579	7%	10,998	11,462	11,564	11,836

Comments:

- **Debt – Interest & Principle** – The budget is reflective of additional capital projects funded by debt approved in the last few years. These include the animal shelter, fire hall, River Road drainage, the bridge at 240th at Kanaka Creek, cemetery expansion and the park/school sites. The majority of the borrowing is yet to occur due to the fact the associated work has not yet completed or that reserve funds have been used.



Financial Plan – Fiscal Services -Transfers

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%				
Appropriation of Surplus (10000-9010)	3	13	13	357	344	2646%	266	235	332	498
Bad Debts (15000-6026)	9	14	5	5	-	-	5	5	5	5
Bank Charges (12400-6030)	19	22	13	13	-	-	13	13	13	13
Contingency (12400-8099)	84	69	434	195	-239	-55%	313	466	644	844
Contribution from own Reserves (multiple)	-6,645	-7,449	-6,888	-6,900	-12	-	-7,320	-7,303	-7,348	-7,404
Contribution to own Reserves (multiple)	8,654	9,580	8,084	8,621	537	7%	9,565	10,227	11,007	11,728
Contribution to Self-Insurance (12400-9021)	45	45	45	45	-	-	45	45	45	45
Interest Transfers (multiple)	272	308	440	440	-	-	440	440	440	440
Investment Earnings - Res Acct (multiple)	-272	-308	-570	-570	-	-	-570	-570	-570	-570
Purchasing Card Clearing (multiple)	16	42	-	-	-	-	-	-	-	-
Transfer in from RCP (12400-4841)	-3,764	-2,932	-2,695	-142	2,553	-95%	-165	-	-	-75
Transfer to Capital Funds (multiple)	1,724	2,166	3,144	2,602	-542	-17%	2,521	2,768	3,059	2,893
Transfers In (multiple)	-283	-405	-1,082	-1,652	-570	53%	-3,234	-3,736	-3,879	-4,191
Transfers Out (multiple)	8,232	7,076	896	909	13	1%	1,153	1,215	1,238	1,737
TOTAL FISCAL SERVICES - TRANSFERS	8,094	8,241	1,839	3,923	2,084	113%	3,032	3,805	4,986	5,963

Comments:

- Transfers to and from reserves are mostly used to fund the capital program.

Financial Plan – Financial Services - Grants

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%				
Prov. Grant (Conditional) (10000-102-4252)	-	-21	-	-11	-11	n/a	-11	-11	-11	-11
Prov. Grant (Unconditional) (10000-102-4253)	-941	-942	-942	-942	-	-	-942	-942	-942	-942
TOTAL FIN.SRV-GRANTS	-941	-963	-942	-953	-11	1%	-953	-953	-953	-953

Financial Plan – Financial Services - Other Revenue

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%				
Admin Fee (15000/30000-4100)	-80	-58	-35	-35	-	-	-35	-35	-35	-35
Auction Proceeds (15000-4410)	-18	-7	-20	-20	-	-	-20	-20	-20	-20
Contributions from Others (10000-4820)	-6	-	-2,504	-2,504	-	-	-2,504	-2,504	-2,504	-2,504
Discount on Payables (15000-4170)	-9	-7	-8	-8	-	-	-8	-8	-8	-8
Gain/Loss - Property 4 Resale (15000-4298)	-500	-265	-	-	-	-	-	-	-	-
Gifts & Donations - Capital (15000-4395)	-100	-4	-	-	-	-	-	-	-	-
Information Fees (15000-4280)	-119	-135	-120	-120	-	-	-120	-120	-120	-120
Interest (10000/15000-4290)	-192	-141	-170	-170	-	-	-170	-170	-170	-170
Interest - A/R (15000/16000-4291)	-1	-1	-1	-1	-	-	-1	-1	-1	-1
Investment Interest (10000/15000-4295)	-2,664	-3,178	-885	-940	-55	6%	-940	-940	-940	-940
Lease Revenue (10000-4310)	-	-	-56	-56	-	-	-56	-56	-56	-56
M.F.A. Discharge (12400-4380)	-55	-1	-	-	-	-	-	-	-	-
Miscellaneous Income (15000-4390)	-82	-92	-36	-36	-	-	-36	-36	-36	-36
Municipal Plate Fees (15000-4221)	-22	-22	-22	-22	-	-	-22	-22	-22	-22
Surplus (15000-4520)	-549	-1,091	-1,091	-139	952	-87%	31	-	-	-
Tax Penalties (15000-4440)	-526	-579	-485	-520	-35	7%	-555	-590	-625	-660
TOTAL FIN.SRV-OTHER REV	-4,923	-5,580	-5,433	-4,571	862	-16%	-4,436	-4,502	-4,537	-4,572

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. The budget is set conservatively assuming that the funds reserved for approved capital is spent.
- Surplus – The items that are being funded through accumulated surplus for 2010 include:
 \$ 12,000 for Façade Improvements through the Business Improvement Area
 \$ 27,415 for growth funding timing adjustment
 \$100,000 to develop the Albion Area Plan



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 continue to provide value to the organization.

New software systems or upgrades and enhancements planned for implementation this year include: web mapping, remote access to corporate data from home, web based transactions, email archiving system, Amanda property system, ROSS financials system, Hyperion budgeting system, and the migration of the remaining VMS applications and databases to SUN Solaris.

2010 Workplan Emphasis

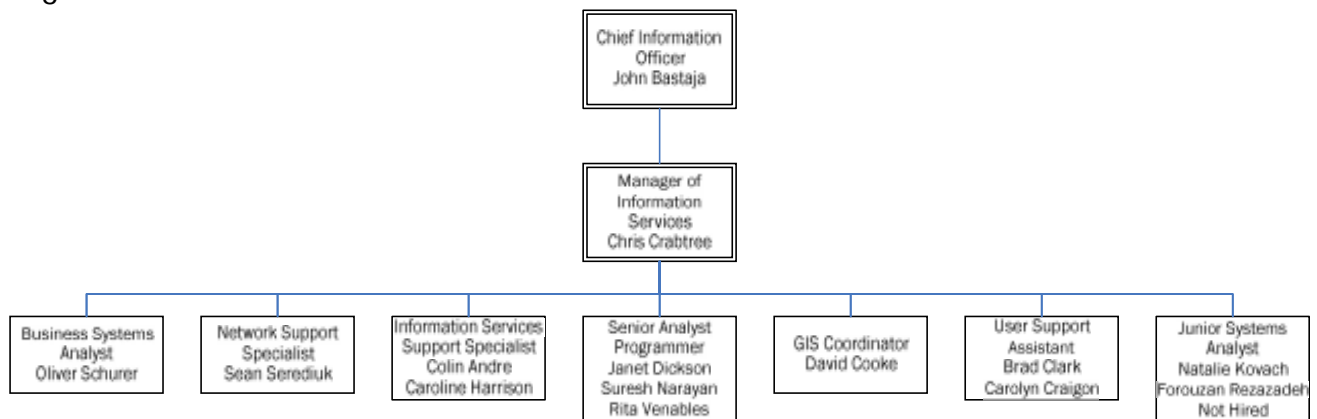
We will investigate fibre optics system extensions (e.g. - up 232 Street, down 240 Street, along Lougheed Highway, and perhaps sewer line). We will roll out a new phone system for District Hall and conduct a review of audio-visual equipment needs in the Council Chambers and Blaney Room.

We will conduct research and a collaborative effort will be spent on developing responses in the document management area as well as the infrastructure and capital works management field.

Performance Measurement (Appendix C)

- Raise website visits by 5% per year from 2007 baseline by driving more District business to the website with quality information and services.

Organization Chart





Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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	0.6	0.7	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Project Manager	-	1.0	1.0	1.0	1.0	1.0	0.6	-	-	-
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	1.1	1.0	1.0	1.0
Network Support Specialist	1.0	1.0	1.0	1.5	1.7	1.0	1.0	1.0	1.0	1.0
Senior Analyst Programmer	2.0	2.0	2.0	2.3	3.0	3.0	3.0	1.0	1.0	1.0
Systems Analyst	2.0	2.0	1.3	0.7	-	-	-	2.0	2.0	2.0
Info Services Support Specialist	-	-	-	-	-	0.9	2.0	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	2.0	2.4	2.0	1.5	1.0	-	-	-	-
Junior Systems Analyst	-	-	-	-	-	1.5	2.0	1.0	1.0	1.0
User Support Assistant	-	0.4	0.9	1.1	2.0	1.5	1.6	2.0	2.0	2.0
User Support Clerk	0.7	-	-	-	-	-	-	-	-	-
Other	0.7	-	-	-	-	-	-	-	-	-
Full-Time Equivalents	12.6	11.9	12.1	12.6	13.2	13.4	14.3	13.0	13.0	13.0

The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%				
Consulting (12310-7005)	83	63	105	32	-73	-70%	32	32	32	32
Equipment Maintenance (12310-8030)	35	19	71	71	-	-	71	71	71	71
Interest Transfers (12300-ERR-9402)	-	-	5	5	-	-	5	5	5	5
Salaries (12310-5500)	1,205	1,241	1,313	1,317	4	-	1,363	1,341	1,390	1,433
Salaries Recovery (12310-5400)	-185	-200	-250	-250	-	-	-254	-248	-270	-270
Software Maintenance (12310-7070)	399	502	567	493	-74	-13%	516	536	556	576
Supplies (12310-6300)	23	15	30	15	-15	-50%	15	15	15	15
Training (12320-6400)	15	13	10	10	-	-	10	10	10	10
Transfers Out (12300-ERR-9400)	298	307	307	307	-	-	307	307	307	307
Utilities (12310-6500)	16	15	25	17	-8	-32%	9	9	9	9
Utilities - Telephone (12000/12310-6520)	81	39	75	71	-4	-5%	71	71	71	71
Vehicle Charges (12300-7400)	2	2	2	2	-	-	3	3	3	3
TOTAL INFORMATION SERVICES	1,972	2,016	2,260	2,090	-170	-8%	2,148	2,152	2,199	2,262

Comments:

- Consulting – Prior year’s actuals and budgets include specific projects.



Capital Works Program – Information Services

TECHNOLOGY	2010	2011	2012	2013	2014
Attendance Management Program	-	-	-	90,000	-
Budget software update	40,000	-	-	-	-
Capital Reporting Module (Hyperion)	-	40,000	-	-	-
Capital Works Program Replacement (LTC 4134+)	30,000	-	-	-	-
Council Chamber Multimedia Upgrade	-	30,000	-	-	-
Document Processing System - Phase 1B	75,000	-	-	-	-
Document Processing System - Phase 2	-	107,000	-	-	-
Equip Purch - SMS Redundancy	-	-	-	38,225	-
Equip Purch - Wireless Data Sys.	-	-	-	-	22,100
Equip Repl - Info Serv	450,000	55,000	838,780	283,003	200,789
Financials New Version	-	-	-	-	1,000,000
Fleet Management Software	70,000	-	-	-	-
Integrated Cash System	-	-	-	50,000	-
IT Disaster Recovery Infrastructure	-	-	97,275	-	-
IT Fibre Optic 132 (232 - Fern)	-	75,000	-	-	-
IT Fibre Optic GVRD WM Reclam Study	10,000	30,000	40,000	-	-
IT Fibre Optic Network - DT	250,000	-	-	-	-
IT Fibre Optic Network - Firehall #4 Ph 4	-	-	-	250,000	-
IT Fibre Optic Network - Transit Exchange	50,000	-	-	-	-
Legacy Program Replacement - Interface	75,000	-	-	-	-
Management Reporting Software Phase 2	-	-	-	40,000	-
Production Legacy Replacements	-	25,000	-	-	-
Replace Excess Capacity/Latecomer prog	20,000	-	-	-	-
Systems Management Server Phase 2	-	-	-	-	10,000
Website Improvements	-	20,000	-	-	-
Website Public Transactions	70,000	-	-	-	-
Technology	1,140,000	382,000	976,055	751,228	1,232,889



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.

2010 Workplan Emphasis

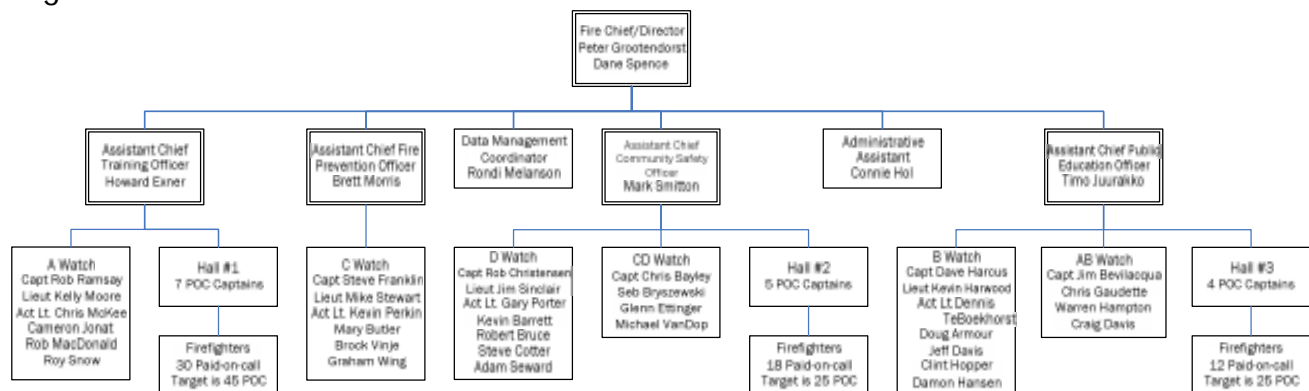
We will reduce the severity of fires and emergencies through adequate response times and manpower and reduce the number and seriousness of emergency incidents through an aggressive program of proactive inspections and public education including sessions to

all Grade 3/4 students in the District. We will commence renovations to Hall 3 in order to provide 24 hours a day full time response from Hall #3. We will also begin planning the construction of Fire Hall 4 and develop an implementation plan for the Community Wildfire Protection Plan, with a particular focus on public education.

Performance Measurement (Appendix C)

- Reduce Fire Hall 1 response times to 7 minutes, 90% of the time.
- 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.
- Demonstrate 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.
- Reduce greenhouse gas emissions by 67% in 2011 from the 2007 baseline. Since the fire hall's emissions are caused by using electricity and natural gas, reducing emissions also means using less energy and saving money.

Organization Chart





Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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	5.8	7.0	7.0	7.0
Fire Lieutenant	-	-	-	-	4.0	3.8	4.0	4.0	4.0	4.0
Firefighter	-	-	3.0	12.0	13.5	19.5	23.2	28.0	31.0	31.0
Administrative Assistant	-	1.0	1.0	1.1	1.1	1.1	1.6	1.1	1.1	1.1
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	-	-	-	-	-	-	-	-	-
Full-Time Equivalent	8.0	8.0	12.0	24.1	29.6	35.4	41.6	47.1	50.1	50.1

- 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.

The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Fees (22000-4220)	- 91	- 128	- 50	- 50	-	-	- 50	- 50	- 50	- 50
Miscellaneous Income (22000-4390)	- 2	- 1	-	-	-	-	-	-	-	-
Salaries Recovery (22000-5400)	- 4	- 2	-	-	-	-	-	-	-	-
Sale of Service (22000-4600/4650)	- 17	- 25	-	-	-	-	-	-	-	-
Total Revenue	- 114	- 156	- 50	- 50	-	-	- 50	- 50	- 50	- 50
Expense										
Contract (22000-7007)	80	115	144	114	- 30	-21%	114	114	114	114
Equipment (22000/22075-7340)	144	180	179	171	- 8	-4%	171	171	171	171
Equipment Maintenance (22000-8030)	39	51	84	59	- 25	-30%	59	59	59	59
Holiday Coverage (22000-5505)	301	451	358	418	60	17%	418	418	418	418
Insurance (22000-6210)	32	27	21	21	-	-	21	21	21	21
Interest Transfers (22000-ERR-9402)	-	-	51	51	-	-	51	51	51	51
Legal (22000-7030)	-	1	2	2	-	-	2	2	2	2
Memberships (22000-6270)	3	3	3	3	-	-	3	3	3	3
Miscellaneous (multiple)	31	33	30	30	-	-	30	30	30	30
Operating Repairs (22000-8080)	179	161	135	135	-	-	135	135	135	135
Other Outside Services (22000-7051)	2	-	1	1	-	-	1	1	1	1
Professional Fees - Other (22000-7050)	24	29	23	23	-	-	23	23	23	23
Program Costs (multiple)	85	75	70	75	5	7%	75	75	75	75
Salaries (multiple)	3,350	4,396	4,051	4,654	603	15%	5,486	6,349	6,886	7,325
Seminars/Prof Meetings/Train'g (22000-6050)	19	14	23	23	-	-	23	23	23	23
Service Severance Costs (21000/22000-5150)	49	42	66	66	-	-	66	66	66	66
Special Events (22000-6360)	14	16	15	15	-	-	15	15	15	15
Special Projects (22000-6385)	-	-	29	-	- 29	-100%	-	-	-	-
Studies & Projects (22000-6380)	16	-	-	-	-	-	-	-	-	-
Supplies (multiple)	218	194	208	195	- 13	-6%	195	195	195	195
Transfers Out (22000-ERR-9400)	262	338	338	388	50	15%	416	447	497	542
Vehicle Costs (22000-6430)	154	145	149	149	-	-	153	158	162	167
W.C.B. (Non-employees) (22000-7080)	15	16	13	13	-	-	13	13	13	13
Wages (22000/22041-5600)	565	689	563	667	104	18%	692	714	737	762
Total Expense	5,582	6,976	6,556	7,273	717	11%	8,162	9,083	9,697	10,211
TOTAL FIRE PROTECTION	5,468	6,820	6,506	7,223	717	11%	8,112	9,033	9,647	10,161

Comments:

- Holiday Coverage, Salaries & Wages - Majority of increase is additional career fire fighters. The balance of the variance is a wage and benefit cost contingency.
- Transfers Out – The increase is to fund equipment replacement costs.



Services Provided

The Ridge Meadows RCMP Detachment is responsible for policing the communities of Maple Ridge and Pitt Meadows. The current 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, 21 assigned to Pitt Meadows, and 3 supplied by the Provincial government; there are also 3 Community Safety Officers in Maple Ridge. Maple Ridge also contributes the equivalent of 9.91 regular members in Integrated (centralized) RCMP services.

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 the RCMP Auxiliary program.

2010 Workplan Emphasis

We will continue our work with youth in the community by researching and implementing a High Risk Youth “wrap around” program, maintaining two Community Safety Officer’s in School Liaison roles, creating a Graffiti Coordinator position, providing preventative education in the elementary and secondary school settings, providing Drug Awareness Resistance Education program training and presentations, and by working closely with the Youth Diversion Program and Youth Services.

We will participate in Traffic 2010 initiatives to reduce serious injury accidents by targeting high risk physical locations, running specific monthly projects focusing on impaired driving, seatbelt compliance, as well as aggressive driving, and investigate the use of Road Safety Boards (speed) in partnership with ICBC.

We will develop and implement strategies to address community crime problems by analyzing crime series, trends, “hot spots,” and targets with a view to identifying and targeting prolific offenders. We will be 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.

The Marihuana Enforcement Team will continue work on enforcement of marihuana cultivation which is a direct link to Organized Crime by training on grown and general drug investigations, Asset Restraint/Forfeiture and Civil Forfeiture, and producing a video of search warrants being executed.

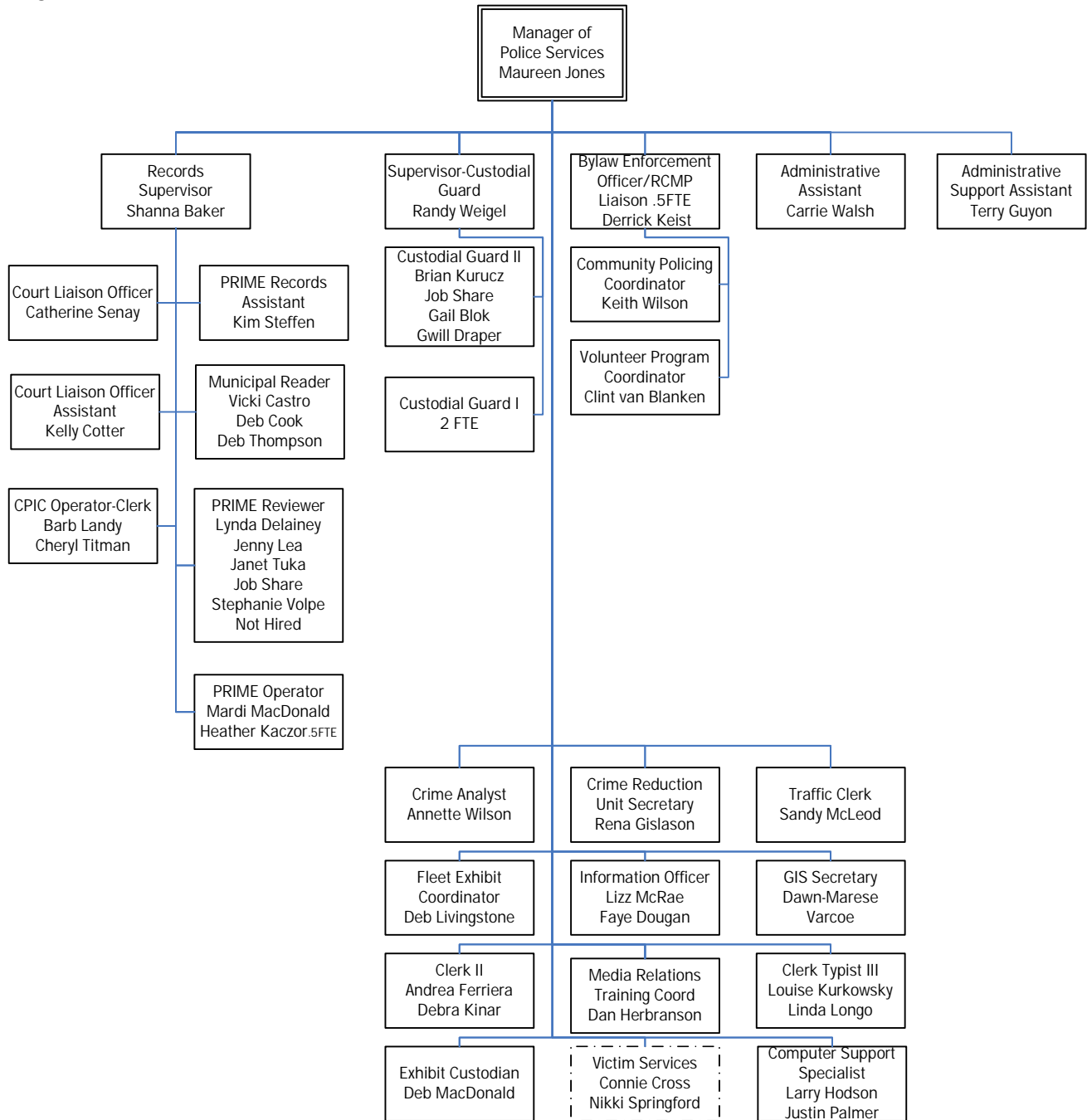
In the Administrative area we will undertake detachment priority and strategic planning with partners, conduct a review of dispatch services and explore alternatives, explore conversion of an RCMP regular member to a municipal employee, move to Staff Sergeant level on Watches and implement a Recruit Training Manual (handbook).

Performance Measurement (Appendix C)

- Divert first time youth offenders through the youth diversion program.
- Achieve a 75% success rate for youths diverted who do not reoffend.
- Reduce by 5% the number of property crime offences.



Organization Chart





Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Municipal Staff Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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	1.0
Court Liaison Officer	1.0	1.0	1.0	1.3	1.3	1.3	1.1	1.0	1.0	1.0
Bylaw Enforce Officer/RCMP Liaison	-	-	-	-	-	-	0.6	0.5	0.5	0.5
Computer Support Specialist	1.0	2.0	1.4	2.0	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	1.0
Crime Prevention Program Coord.	-	-	-	0.4	0.9	0.9	-	-	-	-
RCMP Volunteer Services Coord.	1.0	1.0	1.0	0.5	-	-	0.7	1.0	1.0	1.0
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	0.7	0.8	0.1	-	-	-	-	-	-	-
Media Relations Training Coordinator	-	-	-	0.4	1.0	1.0	1.0	1.0	1.0	1.0
Municipal Reader	1.0	1.0	2.0	2.0	1.9	2.1	3.0	3.0	3.0	3.0
CPO Coordinator	0.7	1.0	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	1.0
Court Liaison Officer Assistant	-	-	-	-	-	0.1	1.0	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	1.0
Fleet Mtce Coordinator Clerk Typist III	-	1.0	1.0	1.0	0.2	-	-	-	-	-
PRIME Assistant	-	-	-	-	-	0.1	1.0	1.0	1.0	1.0
User Support Clerk	0.1	-	-	-	-	-	-	-	-	-
Clerk Typist III	1.8	1.0	1.0	1.0	1.8	2.0	2.0	2.0	2.0	2.0
CPIC Operator-Clerk	1.8	1.9	2.0	1.7	2.0	2.5	2.2	2.0	2.0	2.0
Crime Reduction Unit Secretary	-	-	-	-	-	-	0.9	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	2.3	2.3	2.2	2.1	2.6	2.0	2.0	2.0
PRIME Reviewer	3.8	3.6	4.1	5.0	4.3	4.3	3.6	4.0	4.0	4.0
Clerk II	-	-	-	-	1.0	1.6	1.7	2.0	2.0	2.0
Clerical Assistance	-	-	-	-	-	-	-	2.0	2.0	2.0
Traffic Clerk	0.9	1.3	1.4	1.8	1.4	1.3	1.1	1.0	1.0	1.0
Clerk Typist II	0.4	0.9	1.3	1.3	0.5	-	0.5	-	-	-
PRIME Operator	1.5	1.4	1.2	1.3	1.5	1.7	2.1	1.5	1.5	1.5
Receptionist	3.3	3.5	2.9	2.0	1.3	1.0	0.9	-	-	-
Supervisor-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	1.5	2.0	1.6	3.9	2.0	2.0	2.0
Custodial Guard I	1.7	2.0	2.6	2.8	1.9	2.5	0.5	2.2	2.2	2.2
Other	-	-	-	-	-	0.5	-	2.5	2.5	2.5
Full-Time Equivalent	29.4	32.4	33.3	35.6	37.0	38.6	42.4	44.7	44.7	44.7

RCMP Approved Positions	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	10-12
Maple Ridge - Regular Contract	72.3	76.3	79.3	81.3	86.3	82.3	82.3	84.3	87.3
Maple Ridge - Community Safety Officers	-	-	-	-	-	3.0	3.0	3.0	3.0
Maple Ridge - Integrated Teams									
Dogs, Forensic ID, Traffic Reconstruction**	-	-	-	-	-	5.0	5.0	5.0	5.0
Emergency Response Team*	-	-	-	2.3	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	3.1
Total Maple Ridge	75.4	79.4	82.4	86.7	91.7	95.7	95.7	97.7	97.7
Pitt Meadows - Regular Contract	17.4	17.4	18.4	19.4	19.4	20.4	20.4	21.4	21.4
Pitt Meadows - Integrated Teams*,**	0.5	0.5	0.5	0.9	0.9	2.0	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	96.6	100.6	104.6	110.3	115.3	121.4	121.4	124.4	127.4

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

** RCMP Contract ends March 31

The base budgets for 2010-2014 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)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Revenue										
Fines (21000-4240)	- 93	- 119	- 48	- 48	-	-	- 48	- 48	- 48	- 48
Lease Revenue (21000-4310)	- 31	- 173	- 27	- 27	-	-	- 27	- 27	- 27	- 27
Other Grant (Conditional) (21000-4258)	- 847	- 890	- 957	- 956	1	-	- 963	- 990	- 1,014	- 1,033
Program Fees (21000-4230)	- 63	-	- 10	- 10	-	-	- 10	- 10	- 10	- 10
Prov. Grant (Conditional) (21150-102-4252)	- 83	- 50	- 53	- 53	-	-	- 53	- 53	- 53	- 53
Recovery (21130-5300)	- 35	- 24	- 32	- 32	-	-	- 32	- 32	- 32	- 32
Sale of Service (21000-4600/4650)	- 225	- 231	- 146	- 146	-	-	- 146	- 146	- 146	- 146
Total Revenue	- 1,377	- 1,487	- 1,273	- 1,272	1	-	- 1,279	- 1,306	- 1,330	- 1,349
Expense										
Contract (21000/21100-7007)	50	50	56	56	-	-	58	58	59	59
Court Time (Auxiliary RCMP) (21120-7015)	3	-	45	25	- 20	- 44%	25	25	25	25
Equipment (21122/21150-7340)	2	2	2	2	-	-	3	3	3	3
Insurance (21000-6210)	18	19	21	21	-	-	21	22	22	22
Lease Expense (21100/21140-6230)	47	45	45	45	-	-	45	45	45	45
Maintenance - Buildings (21100-8060)	134	149	163	164	1	1%	164	164	165	165
Maintenance - General (21100-8056)	133	134	150	155	5	3%	155	155	155	155
Meals (21130-6260)	11	12	12	12	-	-	12	12	12	12
Other Outside Services (21140/21150-7051)	1,013	1,060	1,059	991	- 68	- 6%	923	955	987	987
Program Costs (21120-6325)	25	15	28	28	-	-	28	28	28	28
Publications (21100-6335)	-	-	2	2	-	-	2	2	2	2
Salaries (multiple)	124	206	231	241	10	4%	251	259	268	278
Supplies (21000/21100-6300)	68	54	30	30	-	-	30	30	30	30
Training (multiple)	8	13	16	17	1	6%	17	18	18	19
Utilities - Telephone (21100-6520)	46	42	45	45	-	-	45	45	45	45
Vehicle Charges (21150-7400)	4	11	5	5	-	-	5	5	5	5
Wages (multiple)	2,282	2,404	2,451	2,535	84	3%	2,626	2,729	2,808	2,895
Total Expense	3,968	4,216	4,361	4,374	13	-	4,410	4,555	4,677	4,775
Expense - RCMP Contract										
Contract (21200-7007)	9,977	10,933	11,924	12,296	372	3%	13,206	14,111	15,019	16,061
Total Expense - RCMP Contract	9,977	10,933	11,924	12,296	372	3%	13,206	14,111	15,019	16,061
TOTAL POLICE SERVICES	12,568	13,662	15,012	15,398	386	3%	16,337	17,360	18,366	19,487

Comments:

- Other grant (conditional) – This is the shared Police Housing and Support cost recovered from Pitt Meadows.
- Other Outside Services – Reflects negotiated cost decrease for centralized dispatch.
- RCMP Contract – Includes cost increases and additional members. The increase in members is forecast as two in 2010, three in each of 2011 and 2012 and two in 2013 and three in 2014. 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 our 2009 accomplishments in the division are shown below, followed by efficiency and effectiveness initiatives which were undertaken by all areas, and the business context relevant to the 2010-2014 planning period.

The subsequent pages in the PWDS section will provide information on the departments reporting to this division, including staffing, 2010 workplan highlights, performance measurements, 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 2009 Accomplishments

- Completed major road construction projects including: 240 Street (113 Avenue to Dewdney Trunk Road), Cottonwood Drive phase 3, 232 Street (South Alouette River to 128 Avenue), and Albion Industrial Park access.
- Commenced construction of 240 Street Bridge (Kanaka Creek).
- Liaised with TransLink and Province for the completion of the Golden Ears Bridge and Pitt River Bridge.
- Replaced four gasoline vehicles with hybrid vehicles through normal replacement cycle bringing the total number of hybrids within the fleet to 22.
- Completed the Annual Water System Report and submitted it to the Fraser Health Authority
- Advertised, solicited, and encouraged public communication on strategic initiatives and major projects.
- Provided technical assistance to Council in its review of the draft Regional Growth Strategy
- Reported on establishing an Area Plan policy; options to advance the Albion Area Plan; and the development review process
- Commenced Implementation of the award-winning Area Plan for the downtown including Development Permit Guidelines,
- In the Downtown, the Our Spirit...Our Town initiative was introduced including the installation of street furniture and the opening of Spirit Square; conducting a major cleanup of downtown area in cooperation with the BIA; and securing a further \$5.5 million investment for work on 224 Street and Lougheed Highway.
- Severe snowstorms and a large effort in snow removal resulted in the development of a newly

adopted policy on snow and ice on municipal roadways.

- Substantially completed the design of the sewer extension to Corrections facilities on 256 Street.
- Undertook successful enforcement Initiatives for Northumberland Court.

Efficiency/Effectiveness Initiatives

As part of the continuous assessment of services provided a number of new processes that provide for greater efficiency and effectiveness were recently introduced. They include:

- Establishing a satellite salt storage facility at 256 Street to reduce response times and trucking costs.
- The opening of a municipal gravel pit and a local asphalt plant provides for revenues and savings to the District as well as potential savings to the local construction and development communities
- Significant grants were obtained from senior agencies including funding for: improvements on Abernathy Way, a sanitary sewer extension to the 256 Street area, downtown improvements on 224 Street and the Lougheed Highway, dike improvements in the Albion area and a new pump station in Hammond.
- Implemented several equipment and technological changes including: utilization of equipment for multi-purposes; more fuel savings through use of hybrid vehicles; and traffic signals being converted to uninterrupted power supply.

Business Context

- Lifecycle costs impact the bottom line and must be accounted for in planning and implementing new projects.
- Infrastructure Reserve Funding for road surface renewals and drainage infrastructure needs to continue to be addressed in order to be sustainable.
- In 2009 favourably priced tenders were received on some projects, however prices are still uncertain, thus making it challenging to estimate projects.
- Regional issues such as the Regional Growth Strategy, solid waste composting, drinking water treatment, and liquid waste treatment will command Municipal attention in 2010 and beyond.
- The new bridges have resulted in increased interest from new development companies resulting in the number of predevelopment meeting and inquiries being increased.
- Succession planning continues to be addressed – in next two years, five senior management positions set to retire.



Services Provided

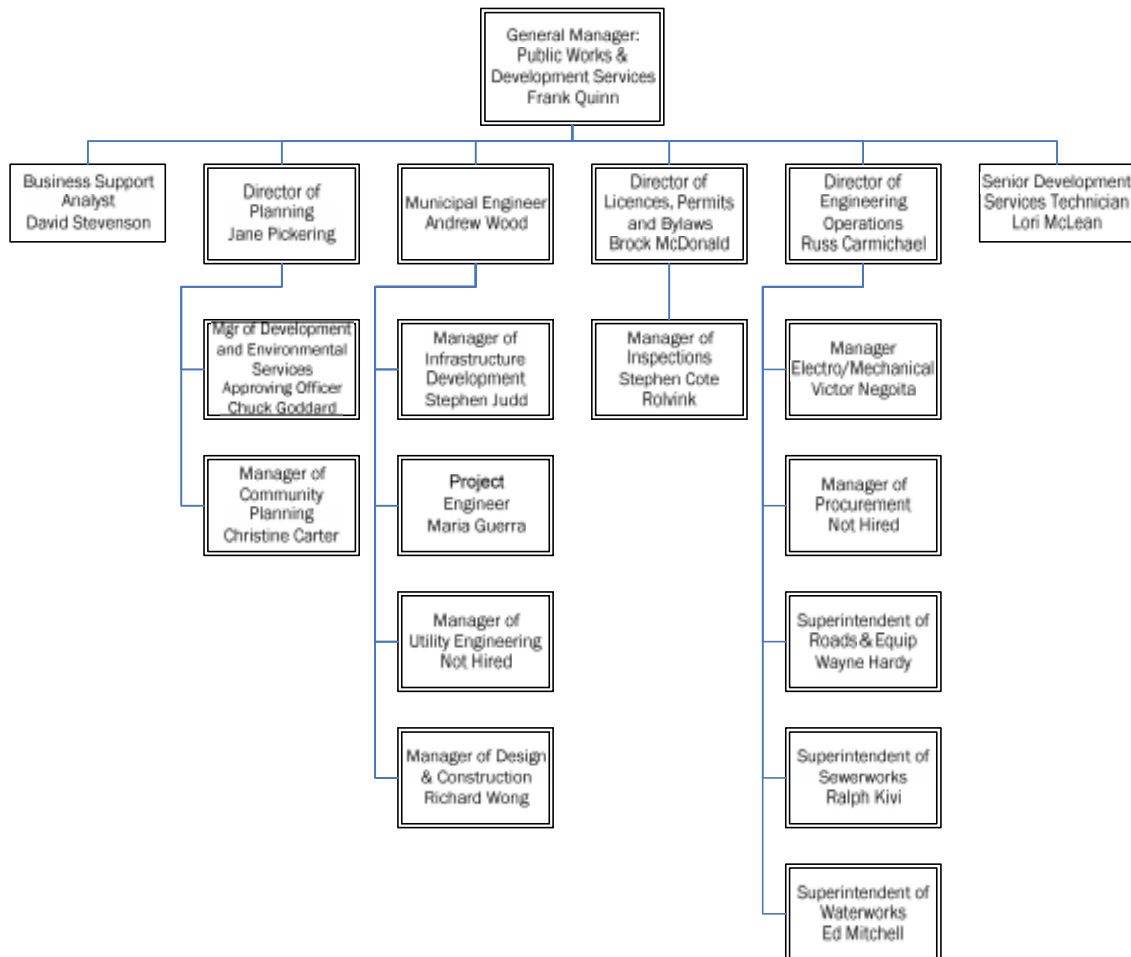
The Public Works and Development Services (PWDS) Administration section guides the District's activities with respect to the administration and implementation of municipal policies, bylaws, and services pertaining to the management of development, building construction, infrastructure, growth, renewal,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

2010 Workplan Emphasis

We will implement the Capital program and work with the Finance Department to implement the Infrastructure Replacement program. Our division will also work to advance transportation routes through Metro Vancouver and TransLink. We will also provide sustainable drainage infrastructure.

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 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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	1.0
Working Supervisor CSC	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 Service Tech	-	-	-	-	-	0.4	1.0	1.0	1.0	1.0
Full-Time Equivalent	2.8	2.5	2.5	2.5	2.9	2.4	3.0	3.0	3.0	3.0

The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Conventions & Conferences (31010-6051)	21	20	29	29	-	-	29	29	29	29
Legal (31010-7030)	29	26	-	-	-	-	-	-	-	-
Memberships (multiple)	11	12	18	18	-	-	18	18	18	18
Salaries (31010/32020-5500)	286	335	354	359	5	1%	475	530	585	661
Supplies (31010/32000-6300)	6	5	4	4	-	-	4	4	4	4
TOTAL PW&D-ADMIN	353	398	405	410	5	1%	526	581	636	712

Comments:

- Salaries –The budget is in line with the wage and benefit cost contingency. In 2011 through 2014 there is funding to address costs associated with growth for this division.



Services Provided

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

2010 Workplan Emphasis

We will be constructing several capital projects including: Town Centre revitalization (224 Street and the Lougheed Highway), sewer extension to the Corrections facilities, River Road storm sewer, Abernethy Way at 224 Street, drainage pump station in Hammond, dike improvements in Albion, 232 Street improvements (124 Avenue to 128 Avenue). We will also implement the illuminated street name sign project and co-manage the sidewalk letdown program.

We will undertake a number of reviews/studies and update and/or implement plans including: Master Transportation plan, Town Centre Streetscape standards, Stormwater Utility, Silver Valley Maser Drainage plan, Alouette Rivers Hydraulic model, Albion Flats review, Subdivision and Servicing bylaw, and a

number of Safety District studies. We will also develop and submit a corporate asset management policy to the Corporate Management Team.

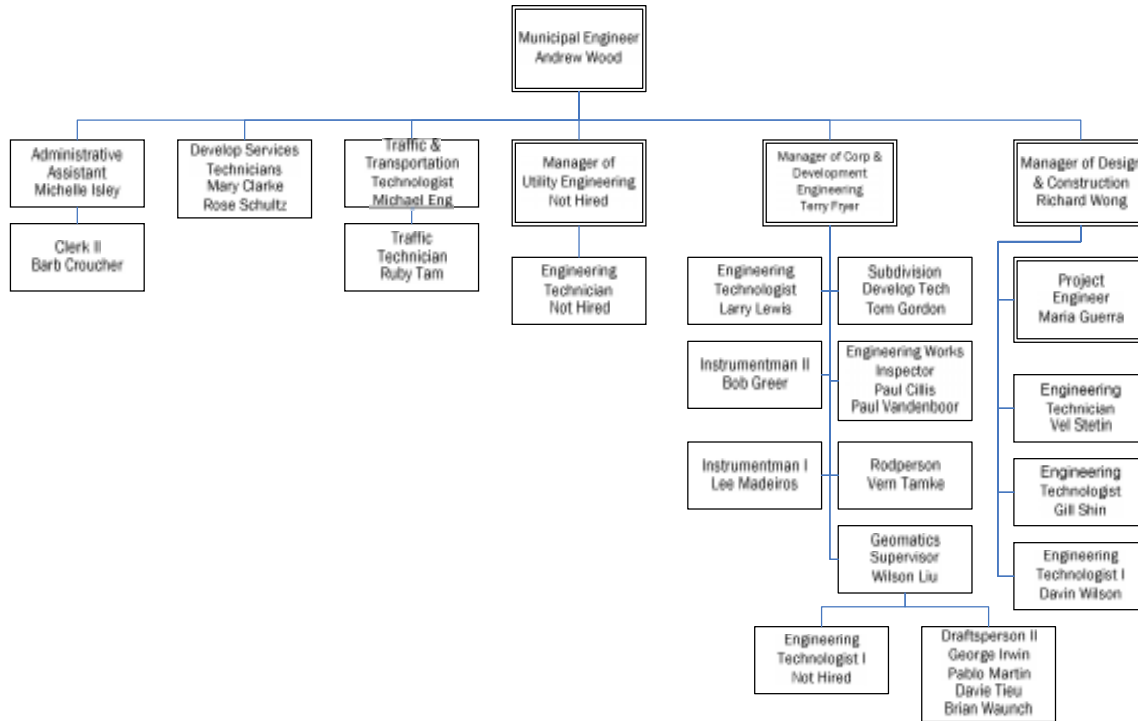
We will prepare the annual water system report including recommendations for capital and operating plans using water quality model results. We will also work with Operations on the inflow and infiltration program, video conversion, and setting up of a rating system for sewer conditions.

Performance Measurement (Appendix C)

- The current target statement is to reduce the number of automobile crashes by 30% from the 2003 baseline by 2010, improving traffic safety on our road network for all users, including pedestrians and cyclists. Because the Safer City program has evolved over time and the population of Maple Ridge and traffic volumes have increased since 2003, the target is being reviewed in 2010.
- 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 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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	0.3	-	-	-	-
Director of Engineering Projects	1.0	0.3	-	-	-	-	-	-	-	-
Manager of Corp & Dev Engineering	-	-	-	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Design and Construction	-	-	-	0.8	-	-	0.7	1.0	1.0	1.0
Manager of Utility Engineering	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	1.0	-	-	-
Traffic & Transport Technologist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Technician	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Dev Cost Charge Coordinator	0.1	-	-	-	-	-	-	-	-	-
Engineering Technologist	3.9	4.5	4.2	4.0	3.1	2.0	2.5	4.0	4.0	4.0
Geomatics Supervisor	0.9	1.0	1.0	1.0	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
Engineer Trainee	0.3	-	-	0.8	1.0	1.0	0.3	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	1.0
Engineering Works Inspector	1.0	1.0	1.0	1.0	2.0	1.8	1.8	2.0	2.0	2.0
Draftsperson II	3.9	3.5	3.9	4.0	4.1	4.0	3.8	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	0.9	1.0	1.0	1.1	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Assistant II	-	-	0.3	0.3	-	0.3	-	-	-	-
Instrumentman I	1.0	1.0	0.4	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	2.1	2.0	2.0	2.0
Clerk II	1.1	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Rodperson	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Other	-	0.2	-	-	-	-	-	-	-	-
Full-Time Equivalent	22.9	22.6	22.1	24.2	24.8	23.9	24.2	28.0	28.0	28.0



The base budgets for 2010-2014 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)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Revenue										
Collections (32100-4130/4131)	- 8	- 23	-	-	-	-	-	-	-	-
Fees (multiple)	- 810	- 363	- 335	- 335	-	-	- 335	- 335	- 335	- 335
Permits (32100/33100-4445)	- 87	- 133	- 132	- 132	-	-	- 132	- 132	- 132	- 132
Prov. Grant (Unconditional) (32000-4253)	- 6	- 2	-	-	-	-	-	-	-	-
Sales (multiple)	- 359	- 539	- 525	- 525	-	-	- 525	- 525	- 525	- 525
Soil Deposit Fees (32100-4219)	- 44	- 84	-	-	-	-	-	-	-	-
Vegetation Removal (33100-4470)	- 50	-	-	-	-	-	-	-	-	-
Total Revenue	- 1,364	- 1,144	- 992	- 992	-	-	- 992	- 992	- 992	- 992
Expense										
Consulting (32100-7005)	157	143	131	81	- 50	-38%	81	81	81	81
Miscellaneous (32100/32110-6275)	10	8	24	12	- 12	-50%	12	12	12	12
Other Outside Services (32100-7051)	9	9	9	10	1	11%	10	10	10	10
Salaries (multiple)	1,852	1,943	2,264	2,361	97	4%	2,459	2,542	2,631	2,727
Salaries Recovery (32100-5400)	- 739	- 919	- 919	- 956	- 37	4%	- 995	- 1,029	- 1,065	- 1,104
Salary Transfers (32100-5450)	-	-	- 206	- 213	- 7	3%	- 221	- 227	- 234	- 241
Service Severance Costs (32100-5150)	42	36	56	56	-	-	56	56	56	56
Supplies (multiple)	61	33	30	30	-	-	30	30	30	30
Utilities - Telephone (32100/33100-6520)	8	9	5	5	-	-	5	5	5	5
Vehicle Charges (32100-7400)	49	57	60	60	-	-	62	64	66	68
Total Expense	1,449	1,319	1,454	1,446	- 8	-1%	1,499	1,544	1,592	1,644
TOTAL ENGINEERING	85	175	462	454	- 8	-2%	507	552	600	652

Comments:

- Permits & Sales – The increase in 2009 gravel revenue is based on contract. Sales have been set at minimum guaranteed levels.
- Consulting – Previous budgets and actuals included a specific one time expense and costs due to having staff vacancies.
- Miscellaneous – Two gravel pit flyovers in 2009 instead of the usual one per year.
- Salaries Recovery and Salary Transfer – Charges costs to the Water and Sewer Utility. Salary Transfers are intended to charge capital projects for staff time.



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.

2010 Workplan Emphasis

We will be assisting with the development of a new animal shelter and corresponding new animal services business plan and we will report to Council on the merits of a cat licensing program.

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 Municipal Ticket Information bylaw to include escalating fines for repeat offenders and assist Information Services with the implementation of online payments and installation of cash registers in the Bylaw office. We will also pilot the use of in-car laptop computers for bylaw enforcement.

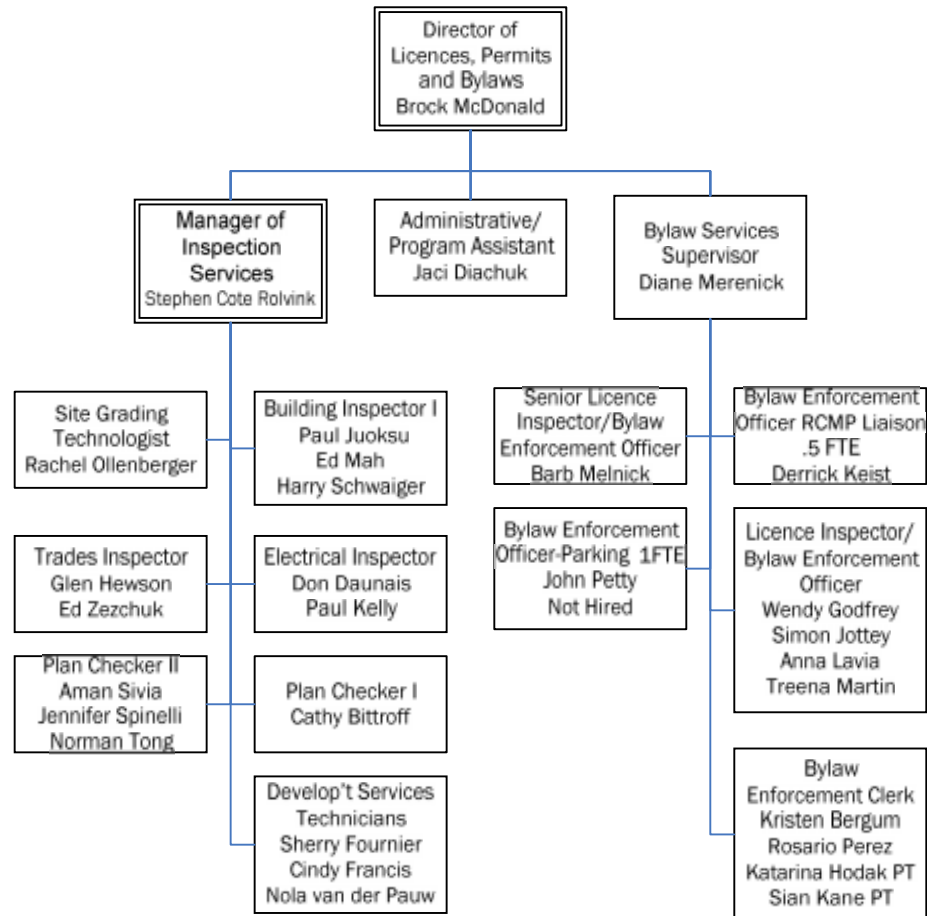
We will investigate a rebate program for installation of low water use fixtures subject to Council approval and present a Cross Connection Control Bylaw to Council, followed by the implementation of the Cross Connection Control program.

Performance Measurement (Appendix C)

- Ensure public compliance with Municipal bylaws.
- Ensure dog owners contribute toward the cost of animal control.
- Process permit applications efficiently and effectively.



Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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 Inspection Services	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	0.9	-	-	-	-	-
Bylaw Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.2	1.0	1.0	1.0
Building/Electrical Inspector I	1.7	1.0	0.2	-	-	-	-	-	-	-
Electrical Inspector	-	-	0.8	2.0	2.2	2.1	2.0	2.0	2.0	2.0
Plumbing/Gas Inspector I	1.2	1.1	1.0	1.1	1.3	1.3	0.2	-	-	-
Trades Inspector	1.2	2.0	2.0	1.0	1.0	1.0	2.1	2.0	2.0	2.0
Building Inspector I	1.9	2.0	2.0	2.0	2.0	2.7	3.1	3.0	3.0	3.0
Site Grading Technologist	-	-	-	-	-	0.1	1.0	1.0	1.0	1.0
Sr Licence Inspector/Bylaw Officer	-	-	-	-	-	0.3	1.0	1.0	1.0	1.0
Bylaw Enforce Officer/RCMP Liaison	-	-	-	-	-	0.2	0.6	0.5	0.5	0.5
Licence Inspector/Bylaw Officer	2.0	2.4	3.7	4.2	4.2	4.5	4.0	4.0	4.0	4.0
Plan Checker II	2.0	2.0	2.0	2.1	2.8	2.6	3.0	3.0	3.0	3.0
Plan Checker I	-	-	-	-	0.4	1.0	1.0	1.0	1.0	1.0
Bylaw Officer	-	-	-	-	-	0.1	0.5	0.7	0.7	0.7
Administrative/Program Assistant	1.0	1.0	0.8	1.0	0.8	1.0	1.0	1.0	1.0	1.0
Building Clerk	0.5	-	-	-	-	-	-	-	-	-
Dev Services Technician	1.7	2.8	2.9	2.9	2.8	3.0	3.0	3.0	3.0	3.0
Bylaw Enforcement Clerk	0.4	2.7	2.9	2.6	2.7	3.1	3.0	3.0	3.0	3.0
Enforcement Clerk	0.2	0.3	-	-	-	-	-	-	-	-
Clerk II	3.0	0.3	-	-	-	-	-	-	-	-

PWDS – LICENCES, PERMITS AND BYLAWS



Other	-	-	0.2	-	-	-	-	0.2	0.2	0.2
Full-Time Equivalent	20.7	21.5	22.4	22.9	24.1	26.0	28.7	28.4	28.4	28.4

The base budgets for 2010-2014 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)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Revenue										
Admin Fee (24000-4100)	- 7	- 11	- 8	- 8	-	-	- 8	- 8	- 8	- 8
Fees (24000-4220)	- 1	- 2	-	-	-	-	-	-	-	-
Miscellaneous Income (24000-4390)	- 3	- 1	- 1	- 1	-	-	- 1	- 1	- 1	- 1
Permits (24000-4445)	- 2,401	- 1,418	- 1,734	- 1,734	-	-	- 1,734	- 1,734	- 1,734	- 1,734
Sale of Service (24000-4650)	- 16	- 10	- 6	- 6	-	-	- 6	- 6	- 6	- 6
Total Revenue	- 2,428	- 1,442	- 1,749	- 1,749	-	-	- 1,749	- 1,749	- 1,749	- 1,749
Expense										
Advertising (24000-6010)	-	1	2	2	-	-	2	2	2	2
Memberships (24000-6270)	3	2	2	2	-	-	2	2	2	2
Salaries (24000/24010-5500)	1,077	1,170	1,211	1,261	50	4%	1,313	1,357	1,405	1,456
Supplies (24000-6300)	65	41	47	47	-	-	47	47	47	47
Vehicle Charges (24000-7400)	41	49	47	47	-	-	48	50	51	53
Wages (24010-5600)	17	15	17	18	1	6%	18	19	20	20
Total Expense	1,203	1,278	1,326	1,377	51	4%	1,430	1,477	1,527	1,580
TOTAL INSPECTIONS	- 1,225	- 164	- 423	- 372	51	-12%	- 319	- 272	- 222	- 169

Comments:

- **Permits** – Building activity had been brisk in the past with a slow down in 2009. The budget has been conservatively set just below historical averages. In prior years revenues in excess of budget have been transferred to a reserve to be drawn down in years where revenues are less than budgeted.

Financial Plan – Licences and Bylaws

All figures represent \$'000 (thousands)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Revenue										
Administration Fee (25000-4651)	- 13	- 11	- 5	- 5	-	-	- 5	- 5	- 5	- 5
Business Licences (53300-4342)	- 595	- 576	- 550	- 575	- 25	5%	- 575	- 575	- 575	- 575
Fees (27000-4220)	- 56	- 58	- 50	- 55	- 5	10%	- 55	- 55	- 55	- 55
Fines (multiple)	- 82	- 53	- 79	- 64	15	-19%	- 64	- 64	- 64	- 64
Licences (26000-4340)	- 268	- 282	- 280	- 280	-	-	- 280	- 280	- 280	- 280
Recovery - Other (25000-4372)	- 27	- 22	- 10	- 10	-	-	- 10	- 10	- 10	- 10
Total Revenue	- 1,041	- 1,002	- 974	- 989	- 15	2%	- 989	- 989	- 989	- 989
Expense										
Contract (multiple)	293	286	301	318	17	6%	342	351	361	371
Legal (53300-7030)	29	21	-	-	-	-	-	-	-	-
Miscellaneous (26000-6275)	9	2	11	11	-	-	11	11	11	11
Program Costs (53300-6325)	1	3	-	-	-	-	-	-	-	-
Publicity & Promotions (53300-6330)	6	2	4	4	-	-	4	4	4	4
Salaries (multiple)	763	830	894	924	30	3%	962	993	1,027	1,063
Studies & Projects (25000/53300-6380)	-	-	12	-	- 12	-100%	-	-	-	-
Supplies (multiple)	120	107	53	53	-	-	53	53	53	53
Vehicle Charges (25000-7400)	14	18	20	20	-	-	21	21	22	22
Total Expense	1,235	1,270	1,295	1,330	35	3%	1,393	1,433	1,478	1,524
TOTAL LICENCES AND BYLAWS	194	268	321	341	20	6%	404	444	489	535

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.
- **Supplies** – The cost of some activities are charged here with the intent of recovering the costs from offenders or property owners. The timing and amounts of recovery are not always the same as the cost.



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.

project, completion of the Regional Growth Strategy review, completion and implementation of the Wildfire Interface Management plan, and implementation of the Town Centre plan.

We will work with the Manager of Sustainability and Corporate Planning to comply with legislation requiring official community plans to include targets for reducing greenhouse gas emissions and proposed policies and actions for achieving those targets.

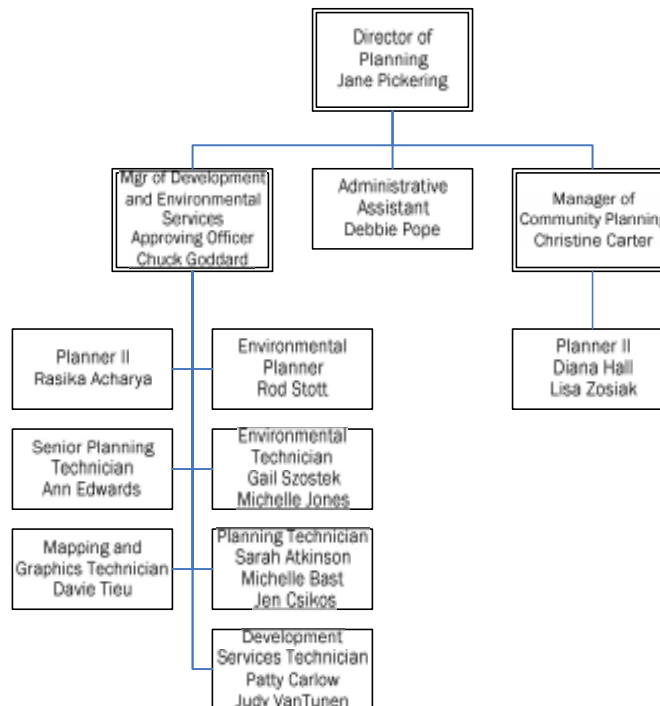
2010 Workplan Emphasis

We will be working on several strategies and plans including: initiation of an area plan for the Albion Flats, Zoning Bylaw review, implementation of the Agricultural Plan, completion of the Environmentally Sensitive Areas

Performance Measurement (Appendix C)

- Encourage residential development in the 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 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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	0.3	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Mgr of Dev't and Environment Serv	0.9	0.9	1.0	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	1.0
Planner II	2.0	2.5	2.3	2.4	3.0	3.0	3.1	3.0	3.0	3.0
Planner I	0.6	-	-	-	-	-	-	-	-	-
Senior Planning Technician	0.1	-	-	-	-	-	-	1.0	1.0	1.0
Senior Environmental Tech	0.1	-	-	-	-	-	-	-	-	-
Environmental Technician	0.9	1.0	1.0	1.0	1.0	1.3	2.0	2.0	2.0	2.0
Planning Landscape Technician	1.0	0.7	-	-	-	-	-	-	-	-
Planning Technician	1.9	2.1	2.9	3.0	3.8	3.9	3.6	3.0	3.0	3.0
Mapping and Graphics Technician	-	-	-	-	-	-	0.9	1.0	1.0	1.0
Planning Assistant II	1.0	1.0	0.8	1.0	1.0	0.9	0.1	-	-	-
Administrative Assistant	1.0	1.0	1.0	1.1	1.3	1.0	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	2.0
Clerk II	0.7	-	-	-	-	-	-	-	-	-
Planning Student	0.4	-	0.2	0.3	-	-	-	-	-	-
Full-Time Equivalent	14.0	12.5	13.2	14.7	16.1	16.1	16.7	17.0	17.0	17.0

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

The base budgets for 2010-2014 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)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Applic Fees - ALR (53110-4123)	-	-2	-6	-6	-	-	-6	-6	-6	-6
Applic Fees - Dev Permit (53110-4124)	-122	-119	-147	-150	-3	2%	-153	-156	-159	-161
Applic Fees - OCP (53110-4121)	-6	-11	-6	-6	-	-	-6	-6	-7	-7
Applic Fees - Subdivision (53110-4122)	-74	-71	-106	-108	-2	2%	-111	-113	-115	-116
Application Fees (53110-4120)	-80	-91	-106	-108	-2	2%	-111	-113	-115	-115
Erosion Sediment Contrl Permit (53110-4127)	-5	-8	-	-	-	-	-	-	-	-
Fees - Temp Ind/Comm Permit (53110-4125)	-9	-12	-4	-4	-	-	-4	-5	-5	-5
Program Fees (53120-4230/4231)	-	-1	-1	-1	-	-	-1	-1	-1	-1
Prov. Grant (Conditional) (53120-4252)	-61	-9	-	-	-	-	-	-	-	-
Sales (53110-4510)	-2	-2	-7	-7	-	-	-7	-7	-7	-7
User Fees (53110-4222)	-2	-1	-3	-3	-	-	-3	-3	-3	-3
Total Revenue	-361	-328	-386	-393	-7	2%	-402	-410	-418	-421
Expense										
Committee Costs (53110/53120-6045)	11	55	87	22	-65	-75%	22	22	22	22
Consulting (53120-7005)	77	22	55	119	64	116%	19	19	19	19
Contract (53110-7007)	20	40	40	40	-	-	40	40	40	40
Legal (53100/53110-7030)	54	77	38	38	-	-	38	38	38	38
Memberships (53110-6270)	4	4	2	2	-	-	2	2	2	2
Publications (53110/53120-6335)	-	-	2	2	-	-	2	2	2	2
Salaries (multiple)	1,345	1,415	1,560	1,547	-13	-1%	1,611	1,666	1,725	1,788
Service Severance Costs (53100-5150)	7	6	10	10	-	-	10	10	10	10
Studies & Projects (multiple)	33	4	155	-	-155	-100%	-	-	-	-
Supplies (multiple)	10	13	36	36	-	-	36	36	36	36
Travel (53110/53120-6410)	7	7	9	9	-	-	9	9	10	10
Total Expense	1,568	1,643	1,994	1,825	-169	-8%	1,789	1,844	1,904	1,967
TOTAL PLANNING	1,207	1,315	1,608	1,432	-176	-11%	1,387	1,434	1,486	1,546

Comments:

- Application Fees – Application fees were increased.
- Committee Costs, Consulting and Studies & Projects – 2009 budgets contained funding committed to specific projects that were to be completed in 2009. However, many were not completed in 2009 and will need to be added to the 2010 budget in future amendments.



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.

2010 Workplan Emphasis

We will undertake paving projects on Dewdney Trunk (250 Street to 256 Street), Dewdney Trunk Road (east of 284 Street to 1100m west of 284 Street), 280 Street (104 Avenue south to Ruskin Park), and Abernethy Way (224 Street to 227 Street). We will continue with replacement of large diameter road culverts on 900mm wood stave on 110 Avenue (10m east of 24115). We will undertake water improvement projects on Spring Crescent at Exeter Avenue east of 216 Street, activate the bulk water kiosk on Jackson Road, and we will compile storm sewer video information into a comprehensive maintenance and repair program. In sanitary sewer we will compile sanitary sewer video information into a comprehensive maintenance and repair program.

We will continue to improve Emergency Operations infrastructure such as security, real time weather monitoring, and fault detection.

We will undertake a comprehensive fleet maintenance, fuel and data base review using principles established by the E3 (Energy, Environment and Excellence) program, and we will implement procedures recommended in the 2009 safety audit in preparation for safety certification audit in 2010

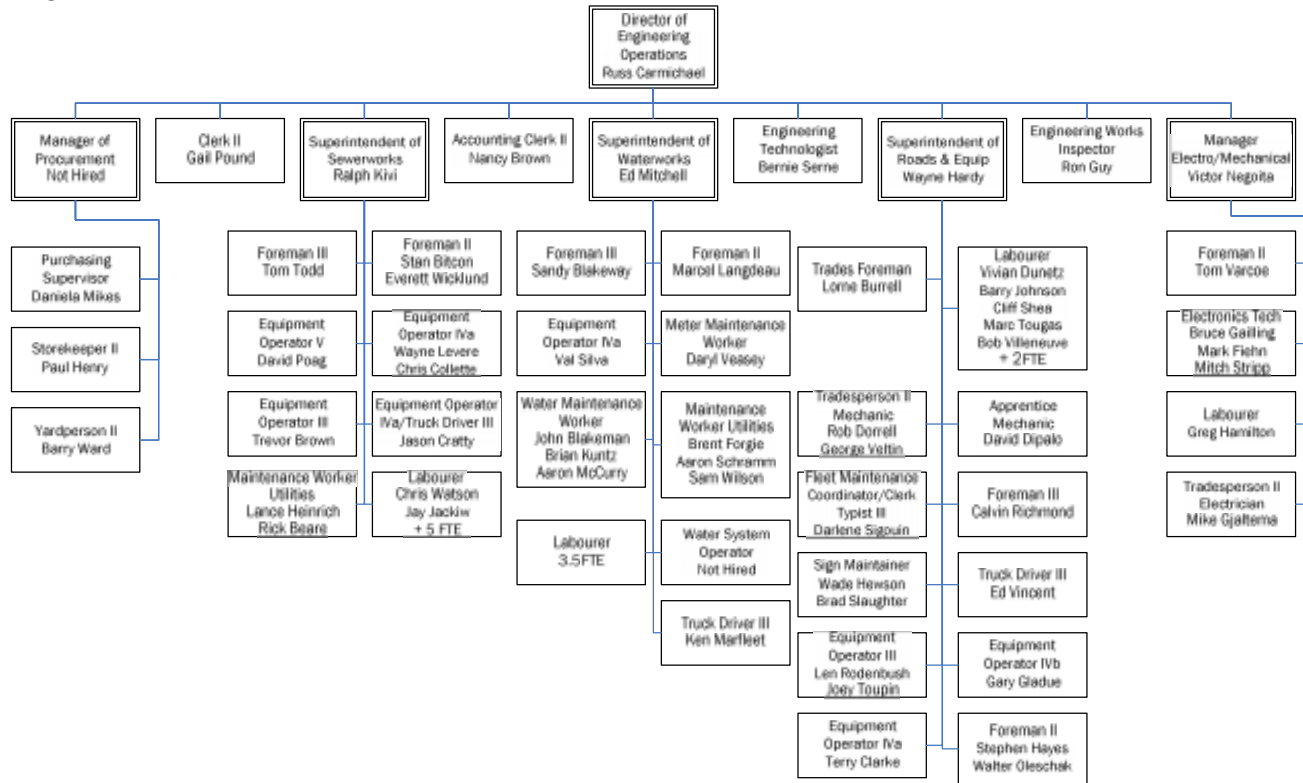
We will present the Cross Connection Control bylaw to Council and Implement the Cross Connection Control Program and review Capital funding envelopes for maintenance and repair of existing infrastructure with respect to Public Sector Accounting Board financial requirements.

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 safe, serviceable road network for the community, whereby 100% of our roads are at or above “acceptable” condition.
- Increase the overall performance of our transportation vehicle fleet (increase fuel efficiency, reduce costs, reduce greenhouse gas emissions).



Organization Chart





Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2003-2009 FTEs represent actual hours worked plus paid leave; 2010-2012 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
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 & Equip	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	1.0	0.9	1.0	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	1.0
Engineering Works Inspector	2.0	2.0	2.0	1.2	0.9	1.0	1.2	1.0	1.0	1.0
Buyer	0.2	1.0	1.0	0.5	1.0	1.0	1.0	-	-	-
Purchasing Supervisor	-	-	-	-	-	-	-	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	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Clerk Buyer	0.1	-	-	-	-	-	-	-	-	-
Fleet Mtce Coord Clerk Typist III	-	0.3	1.0	1.0	1.0	1.1	1.4	1.0	1.0	1.0
Storekeeper IA	-	-	-	-	-	0.3	0.1	-	-	-
Accounting Clerk I	-	0.5	-	-	-	-	-	-	-	-
Clerk II	1.0	1.2	1.7	1.8	1.8	2.0	1.6	1.1	1.1	1.1
Clerk I	1.0	0.5	-	-	-	-	-	-	-	-
Maintenance Student	0.3	0.4	0.4	0.1	-	-	-	-	-	-
Foreman III	3.0	3.0	3.0	3.1	3.5	3.0	3.3	3.0	3.0	3.0
Foreman II	3.5	5.0	5.6	5.7	6.4	6.7	5.8	6.0	6.0	6.0
Trades Foreman	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0
Tradesperson II - Electrician	-	0.6	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0
Tradesperson II - Mechanic	2.1	2.0	2.0	2.0	2.0	2.1	2.0	2.0	2.0	2.0
Electronics Technician	2.9	3.0	2.9	2.8	2.2	2.3	3.2	3.0	3.0	3.0
Meter Maintenance Worker	1.0	0.9	0.7	0.4	1.0	1.0	1.1	1.0	1.0	1.0
Water System Operator	-	-	-	-	0.7	0.6	-	1.0	1.0	1.0
Equipment Operator V	0.9	1.0	0.9	0.9	1.0	1.9	1.0	1.0	1.0	1.0
Equipment Op IVA/Truck Driver III	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Equipment Operator IVA	4.0	4.0	5.2	4.9	4.7	3.8	3.1	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 IV	-	-	-	-	-	-	1.0	-	-	-
Equipment Operator III	2.6	2.6	2.0	2.0	2.0	1.9	2.0	3.0	3.0	3.0
Equipment Operator II	0.9	1.0	1.0	0.6	1.0	0.8	-	-	-	-
Yardperson II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.1	1.1
Maintenance Worker Utilities	2.8	2.4	2.5	4.3	5.0	4.5	5.1	5.0	5.0	5.0
Truck Driver III	2.0	2.0	2.0	2.0	2.0	2.1	3.2	2.0	2.0	2.0
Truck Driver II	2.0	2.0	2.0	1.5	1.0	0.9	-	-	-	-
Sign Maintainer	1.0	1.0	1.2	1.8	2.0	2.0	2.0	2.0	2.0	2.0
Labourer	14.7	14.8	16.2	14.2	15.6	14.3	13.2	18.5	18.5	18.5
Water Maintenance Worker	2.0	2.3	3.0	2.2	1.9	2.6	3.3	3.0	3.0	3.0
Apprentice - Mechanic	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Automotive Serviceperson	-	-	-	-	-	-	0.2	-	-	-
Other	-	-	-	-	-	0.4	-	-	-	-
Full-Time Equivalent	61.2	64.4	69.1	66.7	69.7	69.2	69.9	73.7	73.7	73.7



The base budgets for 2010-2014 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)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Expense										
Burden (Salaries) (multiple)	- 7	- 108	-	-	-	-	-	-	-	-
Committee Costs (33100-6045)	3	4	8	10	2	25%	10	10	10	10
Contributions from Others (30000-4820)	- 13	-	- 120	- 30	90	-75%	- 30	- 30	- 30	- 30
Dust Control (35100-8053)	2	6	4	4	-	-	4	4	4	4
Environmental Costs (33100-6320)	-	-	20	20	-	-	20	20	20	20
Equipment Charges (33100/33200-8035)	32	27	38	38	-	-	38	39	41	42
Equipment Maintenance (30000-8030)	540	669	522	532	10	2%	542	551	560	570
Fees (39000-4220)	- 13	- 7	- 10	- 10	-	-	- 10	- 10	- 10	- 10
Freight (12230-7350)	5	5	4	4	-	-	4	4	4	4
Fuel (33200-7360)	778	584	857	662	- 195	-23%	681	700	719	739
Fuel Sales (33200-7361)	- 351	- 288	- 397	- 320	77	-19%	- 329	- 339	- 348	- 357
GVTA Grant - Downloaded Roads (33100-4261)	- 497	- 603	- 701	- 701	-	-	- 701	- 701	- 701	- 701
GVTA Grant - Uploaded Roads (33100-4260)	- 2	- 568	-	-	-	-	-	-	-	-
Insurance (multiple)	133	105	143	150	7	5%	156	163	170	170
Maintenance - General (multiple)	4,181	4,295	4,156	4,207	51	1%	4,365	4,514	4,666	4,822
Preservice Fees (35300-4460)	-	-	- 26	- 26	-	-	- 26	- 26	- 26	- 26
Program Costs (33100-6325)	10	9	11	11	-	-	11	11	11	11
Prov. Grant (Unconditional) (33100-4253)	- 1	- 76	-	-	-	-	-	-	-	-
Radio & Communications (33100-6340)	10	10	12	12	-	-	13	13	14	14
Salaries (multiple)	767	817	902	919	17	2%	957	991	1,026	1,062
Small Tools & Equipment (33100-7390)	14	16	16	16	-	-	16	16	17	17
Supplies (multiple)	68	79	74	72	- 2	-3%	73	73	74	74
Training (33100-6400)	29	31	24	24	-	-	24	24	24	24
Utilities (33100-6500)	16	17	17	17	-	-	17	17	17	17
Vehicle Chgs Contra (Mtce) (33200-7405)	- 1,400	- 1,383	- 1,213	- 1,113	100	-8%	- 1,143	- 1,171	- 1,200	- 1,223
Vehicle Chgs Contra (Replacmt) (33200-7410)	- 842	- 850	- 920	- 1,036	- 116	13%	- 1,070	- 1,148	- 1,188	- 1,237
Vehicle Costs (33100-6430)	24	15	24	24	-	-	25	26	26	27
Wages (33100-5600)	121	122	104	108	4	4%	113	117	121	125
Total Expense	3,607	2,928	3,549	3,594	45	1%	3,760	3,868	4,021	4,168
Transfers										
Interest Transfers (33100-ERR-9402)	-	-	74	74	-	-	74	74	74	74
Special Projects (33100-6385)	235	159	471	-	- 471	-100%	-	-	-	-
Transfers Out (33100-ERR-9400)	864	920	920	1,036	116	13%	1,070	1,148	1,188	1,237
Total Transfers	1,099	1,079	1,465	1,110	- 355	-24%	1,144	1,222	1,262	1,311
TOTAL OPERATIONS	4,706	4,007	5,014	4,704	- 310	-6%	4,904	5,090	5,283	5,479

Comments:

- Fuel Sales, Vehicle Chgs Contra (Mtce) – Fuel costs have decreased.
- Maintenance – General – The budget includes funding to cover the cost of growth.
- Special Projects – The 2009 budget included funding to complete specific projects that were not finished in 2008. The projects that were still outstanding at the end of 2009 will be added to the 2010 budget in future amendments.

Financial Plan – Private Service

All figures represent \$'000 (thousands)

	2008 Actuals	2009 Actuals	2009 Budget	2010 Budget	Budget \$	Budget %	2011 Budget	2012 Budget	2013 Budget	2014 Budget
Access Culverts (33300-4481)	- 23	- 32	-	-	-	-	-	-	-	-
Curb Let Down/Rd Extension (33300-4160)	- 22	- 8	- 36	- 36	-	-	- 36	- 37	- 37	- 37
Ditch Enclosures (33300-4482)	- 3	- 12	-	-	-	-	-	-	-	-
Private Xing /Frontage /Storm (33300-4480)	- 46	- 20	- 64	- 65	- 1	2%	- 67	- 69	- 71	- 72
TOTAL OP-PRIVATE SERVICE	- 94	- 72	- 100	- 101	- 1	1%	- 103	- 106	- 108	- 109



Financial Plan – Sewer Utility

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Investment Interest (60000-4295)	-201	-203	-225	-225	-	-	-225	-225	-225	-225
M.F.A. Discharge (64000-4380)	-43	-22	-	-	-	-	-	-	-	-
Parcel Charges (61000-4420)	-746	-778	-790	-830	-40	5%	-872	-915	-961	-1,009
Prov. Grant (Unconditional) (61000-102-4253)	-249	-264	-295	-295	-	-	-295	-295	-295	-295
Sale of Service (61000-4600)	-185	-205	-262	-275	-13	5%	-289	-303	-318	-334
Sales (61000-4510)	-5,149	-5,620	-5,452	-5,837	-385	7%	-6,250	-6,692	-7,165	-7,672
Transfers In (60000-DCC-4910)	-46	-	-	-	-	-	-	-	-	-
Total Revenue	-6,619	-7,092	-7,024	-7,462	-438	6%	-7,931	-8,430	-8,964	-9,535
Expense										
Admin Fees (61000-101-6005)	2,928	2,861	2,867	3,009	142	5%	3,151	3,292	3,434	3,576
Appropriation of Surplus (61000-9010)	-946	-449	-449	-120	329	-73%	71	252	802	1,133
Audit Fees (61000-7000)	4	4	4	4	-	-	4	4	4	4
Burden (Salaries) (60000-5100)	-1	23	-	-	-	-	-	-	-	-
Consulting (60000/61000-7005)	15	12	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)	599	478	-	-	-	-	-	-	-	-
Contribution to Self-Insurance (64000-9021)	-54	60	7	7	-	-	7	7	7	7
Debt - Interest (multiple)	3	-	-	-	-	-	-	-	-	-
Debt - Principal (multiple)	46	-	-	-	-	-	-	-	-	-
Insurance (61000-6210)	105	-7	49	49	-	-	49	49	49	49
Insurance-Adj Fee / Deductible (61000-6211)	-	-	5	5	-	-	5	5	5	5
Maintenance - Buildings (62000-8060)	245	269	246	251	5	2%	258	264	271	277
Maintenance - General (62000/63000-8056)	211	222	321	338	17	5%	359	378	397	417
Other Outside Services (61000-7051)	5	4	4	5	1	25%	5	5	5	5
Radio & Communications (61000-6340)	6	6	8	8	-	-	8	8	9	9
Salaries (61000-5500)	156	185	253	263	10	4%	274	283	293	302
Salary Transfers (61000-5450)	511	546	546	563	17	3%	581	597	614	631
Service Severance Costs (60000-5150)	8	7	11	11	-	-	11	11	11	11
Small Tools & Equipment (61000-7390)	19	25	10	10	-	-	10	11	11	11
Utilities - Gas & Hydro (61000-6510)	16	19	25	25	-	-	25	25	25	25
Utilities - Telephone (61000-6520)	1	5	41	41	-	-	41	41	41	41
Total Expense	5,870	6,263	5,951	6,472	521	9%	6,862	7,235	7,981	8,506
Transfers										
Transfer to Capital Funds (multiple)	130	52	540	907	367	68%	989	1,117	972	1,022
Transfers Out (multiple)	66	170	100	100	-	-	100	100	100	100
Total Transfers	196	222	640	1,007	367	57%	1,089	1,217	1,072	1,122
TOTAL SEWER UTILITY	-553	-607	-433	17	450	-104%	20	22	89	93

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.

Financial Plan – Sewer Utility – Private Service

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Connection (61000-4140)	-103	-45	-82	-84	-2	2%	-87	-89	-91	-94
Disconnections (Revenue) (61000-4180)	-3	-3	-3	-3	-	-	-3	-3	-3	-4
Preservice Fees (61000-4460)	-	-6	-9	-9	-	-	-9	-9	-9	-9
Total Revenue	-106	-54	-94	-96	-2	2%	-99	-101	-103	-107
Expense										
Connections - Preservice (61000-8011)	10	4	13	14	1	8%	14	14	14	14
Special Projects (61000-6385)	67	5	514	65	-449	-87%	65	65	-	-
Total Expense	77	9	527	79	-448	-85%	79	79	14	14
TOTAL SEWER-PRIVATE SERVICE	-29	-45	433	-17	-450	-104%	-20	-22	-89	-93



Financial Plan – Water Utility

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Federal Grant (Conditional) (multiple)	- 10	- 2	-	-	-	-	-	-	-	-
Fines (71000-4240)	- 20	- 40	- 18	- 18	-	-	- 18	- 18	- 18	- 18
Investment Interest (70000-4295)	- 218	- 228	- 150	- 150	-	-	- 150	- 150	- 150	- 150
M.F.A. Discharge (74000-4380)	- 20	- 148	-	-	-	-	-	-	-	-
Parcel Charges (71000-4420)	- 67	- 87	- 78	- 85	- 7	9%	- 93	- 101	- 110	- 120
Permits (71000-4445)	- 1	- 1	-	-	-	-	-	-	-	-
Sale of Service (71000-4600)	- 2,075	- 2,384	- 2,241	- 2,442	- 201	9%	- 2,662	- 2,902	- 3,163	- 3,448
Sales (71000-4510)	- 6,166	- 6,737	- 6,892	- 7,662	- 770	11%	- 8,519	- 9,472	- 10,531	- 11,708
Transfers In (multiple)	-	- 26	-	-	-	-	-	-	-	-
Total Revenue	- 8,577	- 9,653	- 9,379	- 10,357	- 978	10%	- 11,442	- 12,643	- 13,972	- 15,444
Expense										
Advertising (71000-6010)	1	1	4	4	-	-	4	4	4	4
Appropriation of Surplus (71000-9010)	- 33	- 819	- 819	- 679	140	-17%	- 1,215	273	1,054	1,907
Audit Fees (71000-7000)	7	7	7	7	-	-	7	7	7	7
Burden (Salaries) (70000-5100)	- 20	- 41	-	-	-	-	-	-	-	-
Consulting (71000-7005)	11	11	10	10	-	-	10	10	10	10
Contribution to own Reserves (74000-9020)	564	876	-	-	-	-	-	-	-	-
Contribution to Self-Insurance (74000-9021)	7	7	7	7	-	-	7	7	7	7
Debt - Principal (multiple)	13	-	-	-	-	-	-	-	-	-
Insurance (71000-6210)	44	43	43	43	-	-	43	43	43	43
Insurance-Adj Fee / Deductible (71000-6211)	-	-	5	5	-	-	5	5	5	5
Maintenance - General (70000/72000-8056)	1,203	1,166	1,196	1,236	40	3%	1,285	1,328	1,372	1,418
Meter Reading (71000-8049)	25	24	14	14	-	-	15	15	16	16
Other Outside Services (71000-7051)	88	68	166	198	32	19%	438	438	438	438
Purchases (71000-7380)	4,387	5,410	5,562	6,171	609	11%	6,788	7,405	8,022	8,639
Radio & Communications (71000-6340)	8	8	9	9	-	-	10	10	10	10
Salaries (71000/72000-5500)	379	407	615	632	17	3%	649	665	681	698
Salary Transfers (71000-5450)	546	696	696	719	23	3%	743	765	787	811
Service Severance Costs (70000-5150)	8	7	10	10	-	-	10	10	10	10
Small Tools & Equipment (71000-7390)	17	22	14	14	-	-	14	15	15	15
Special Projects (71000-6385)	220	78	687	-	- 687	-100%	-	-	-	-
Total Expense	7,476	7,971	8,226	8,400	174	2%	8,813	11,000	12,481	14,038
Transfers										
Transfer to Capital Funds (multiple)	959	1,206	1,586	2,094	508	32%	2,771	1,789	1,641	1,560
Transfers Out (multiple)	101	348	100	100	-	-	100	100	100	100
Total Transfers	1,060	1,554	1,686	2,194	508	30%	2,871	1,889	1,741	1,660
TOTAL WATER UTILITY	- 41	- 128	533	237	- 296	-56%	242	246	250	254

Comments:

- Parcel Charges / Sales of Services / Sales – The 2010 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 – There will be costs for our portion of capital projects that the region has underway. Our portion of the costs may be large enough that borrowing is required resulting in debt payments.
- Purchases – The cost and consumption of water is expected to increase.
- Transfer to Capital Funds – The amount of planned capital varies year to year.

Financial Plan – Water Utility – Private Service

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Connection (71000-4140)	- 360	- 243	- 166	- 169	- 3	2%	- 174	- 178	- 182	- 186
Disconnections (Revenue) (71000-4180)	- 7	- 5	- 6	- 6	-	-	- 6	- 6	- 6	- 7
Hydrant Fees (71000-4270)	- 17	- 5	- 8	- 8	-	-	- 8	- 8	- 8	- 8
Hydrant Relocation (71000-4142)	-	- 7	-	-	-	-	-	-	-	-
Preservice Fees (71000-4460)	-	-	- 10	- 10	-	-	- 10	- 10	- 10	- 10
Tie-Ins (70000/71000-4141)	- 108	- 42	- 65	- 65	-	-	- 65	- 65	- 65	- 65
Connections - Preservice (71000-8011)	18	21	21	21	-	-	21	21	21	22
TOTAL WATER UTILITY-PRIVATE SERVICE	- 474	- 281	- 234	- 237	- 3	1%	- 242	- 246	- 250	- 254



Services Provided

Ridge Meadows Recycling Society (RMRS), 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. 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.

2010 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 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 monitor the pilot project for curbside kitchen/ yard waste collection in order to aggressively

target the 21% of the waste stream that is organic. RMRS will also expand blue box pickup services further east, expand business recycling, add new extended producer responsibility commodities, implement parking regulations in the difficult to access areas, create a garbage and recycling bylaw, explore framework to include commercial properties and recycling services on the property taxes, and investigate expanding the depot site.

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.

Performance Measurement (Appendix C)

- Provide a safe, supportive work environment for people with developmental disabilities.
- Our ultimate goal is Zero Waste, with an interim target of 585 kilograms per resident by the year 2015. This represents a 70% diversion rate from the 1995 level of waste going to landfill.

Financial Plan – Recycling

All figures represent \$'000 (thousands)

	2008	2009	2009	2010	Budget	Budget	2011	2012	2013	2014
	Actuals	Actuals	Budget	Budget	\$	%	Budget	Budget	Budget	Budget
Revenue										
Fees (51000-4220)	- 202	- 86	- 100	- 100	-	-	- 100	- 100	- 100	- 100
Lease Expense (51000-004-6230)	11	-	15	15	-	-	15	15	15	15
Total Revenue	- 191	- 86	- 85	- 85	-	-	- 85	- 85	- 85	- 85
Expense										
Contract (51000-7007)	870	936	959	1,071	112	12%	1,102	1,134	1,167	1,202
Insurance (51000-6210)	2	2	2	2	-	-	2	2	2	2
Vehicle Charges (51000-7400)	364	381	404	423	19	5%	436	488	503	518
Total Expense	1,236	1,319	1,365	1,496	131	10%	1,540	1,624	1,672	1,722
TOTAL RECYCLING	1,045	1,233	1,280	1,411	131	10%	1,455	1,539	1,587	1,637

Comments:

- Collections of fees on property taxes for recycling are included under the Financial Services – Tax Revenue section in Corporate & Financial Services (CFS).

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 CWP is a plan for acquisition, expansion, rehabilitation, and replacement of the District's capital assets.

The CWP 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 CWP 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 CWP changes are approved through Council's adoption of the Financial Plan Bylaw following business planning.

The CWP 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 CWP 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 has inventoried all physical assets that support municipal services and reports them at historical cost net of accumulated amortization. Annual amortization expense represents the cost of asset use to decision makers and residents."

Funding Sources

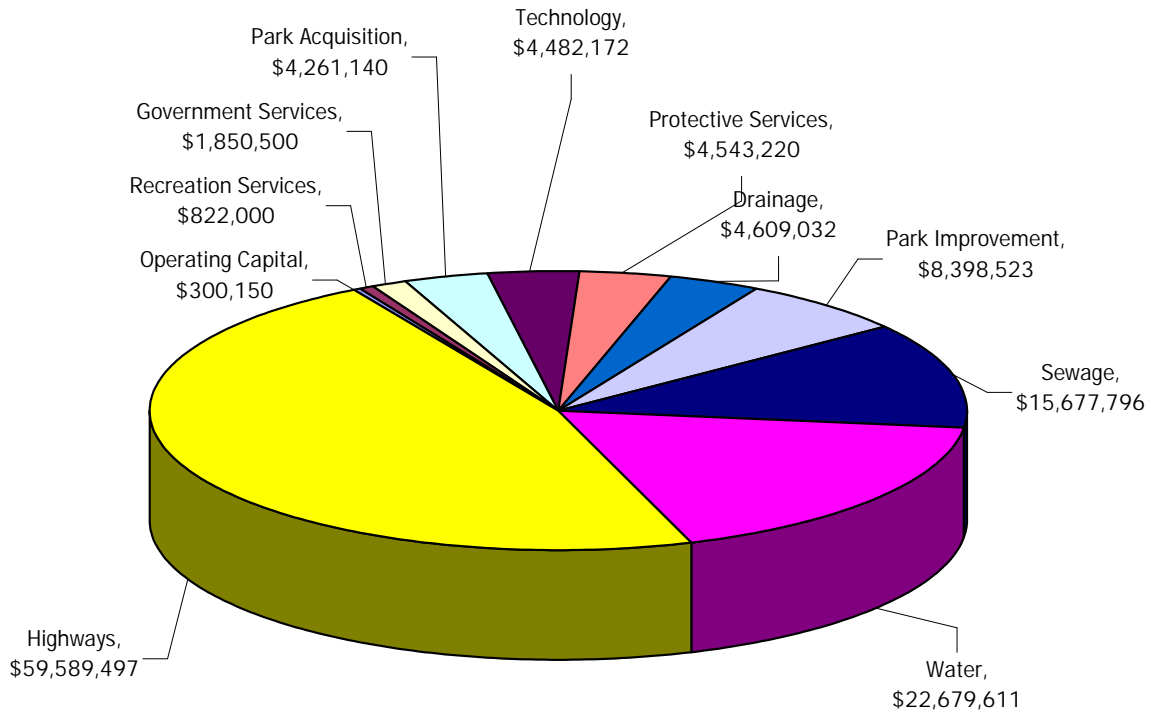
The table on the next page illustrates the sources of funding for these projects. The proposed CWP is relatively large due to borrowing (Debt Financing) and projected funding from other sources including TransLink and grants from provincial and federal governments.

CAPITAL WORKS PROGRAM



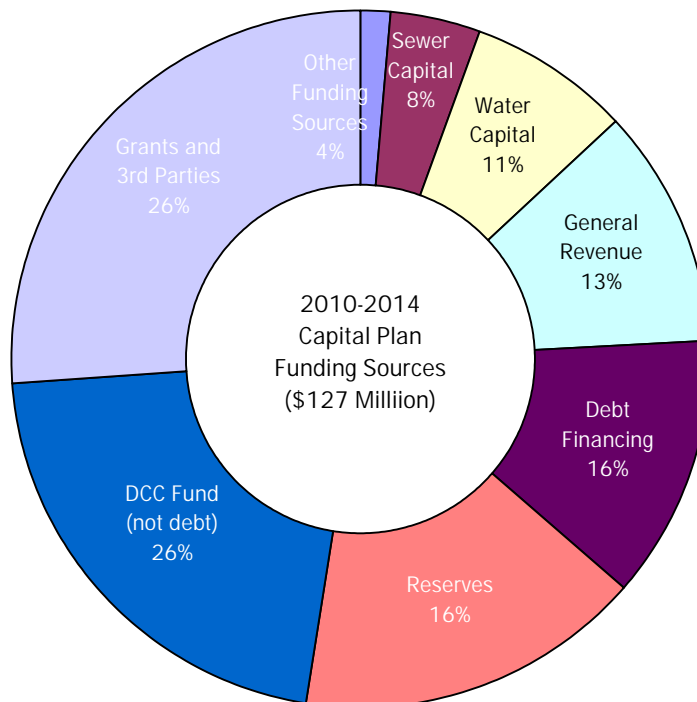
The five-year Capital Works Program is \$127 million; 2010 planned capital projects are in excess of \$29 million, exclusive of projects that may be carried forward from previous years. It should be noted that developers will contribute millions in subdivision infrastructure to our community and these contributions are not included in our capital plan. Budgets for projects that were approved in previous years, but not completed by the end of 2009 will be included in a Financial Plan amendment in the spring of 2010.

Capital Expenditure Program 2010 – 2014 (\$127 million)



Capital Projects

A complete list of capital projects can be found at the end of this section in Appendix F





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 (2010 – 2014), 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 administering the Capital Works Program and associated business systems.

2010 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.

Operating Budget Implications of the Capital Program and Developer Contributed Assets

Many of the incremental operating costs associated with the capital program are identified under the Financial Plan Overview under section 2.4 Budget Allocations for Growth. There are other costs associated with assets that are contributed by developers or in the case of joint services for recreation are purchased by the City of Pitt Meadows. Where new local roads and services are contributed to the Municipality by developers there may not be much in the way of repair costs until later in the lifecycle of the asset.

The annual amount set aside for replacement of our assets is not even as much as the amortization, which is based on historical cost not replacement cost. The funding strategy is to increase property taxes by 1% each year to bridge this infrastructure replacement funding gap over time. There is no link between the new assets added each year to an increase in the amount of funding set aside to cover the amortization expense on these assets.

Items included under Budget Allocations for Growth include:

- The funding for the Fire Department increases \$50,000 a year to cover the increasing cost of constructing or purchasing of fire halls, vehicles and other equipment. This is in addition to the amount already provided by having the transfer to reserves fire related capital equal to two percent of taxation.
- Parks Maintenance increased \$152,750 in 2010 which is more than it has historically due to the large amount of park inventory added.
- Software Maintenance & Support receives additional funding of \$20,000 to cover incremental costs of new software purchases. The total budget for the area is also adjusted based on maintenance saving due to removed software the updated cost of existing software.
- The costs associated with growth for support or indirect services are difficult to predict. Each of the three divisions is allocated funds to address growth related pressures. The funding varies slightly year to year but the average increase is targeted at about \$65,000 for each division.
- Operation's Department and Water and Sewer Utilities received growth funding associated with having additional infrastructure built or turned over to the Municipality from developers. The amount of infrastructure built or turned over will vary year to year. The annual amount to cover transportation and drainage infrastructure is \$65,000 with a fair amount of flexibility as to what growth related pressures these funds can address. The annual allotment was allocated to cover operating costs associated with 290 new streetlights, 322 new catch basins, 4.5 km of new storm drainage including settling ponds and sidewalks, signs, road markings, litter pickup, road sweeping, snow removal and roadside vegetation maintenance on 4 km of new roadway. The annual amount for water and sewer maintenance is \$15,000 and \$10,000 respectively.
- Several recreation facilities have or will be soon added in the City of Pitt Meadows, a neighbouring community in which we share some services such as recreation and police housing and support. An ice rink was purchased in Pitt Meadows. The operating costs and revenues were added to the Maple Ridge Budget with a net cost in 2010 for Maple Ridge of about \$75,000. The South Bonson Amenity Building and a Pitt Meadows Senior's Pavilion will also be added in Pitt Meadows with annual net costs anticipated to be \$107,000 and \$32,000 respectfully.
- The boilers in the Maple Ridge Leisure Centre were replaced with high efficiency boilers, a heat exchange system and solar panels. The annual energy savings is very conservatively estimated to be \$65,000.

Appendices

Mission Statement and Value Statements

Vision 2025

Performance Measures

Financial Sustainability Plan – Policy 5.52

Infrastructure Funding Strategy

Capital Works Program Project Listing

2010-2014 Financial Plan Bylaw 6708 – 2009

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 world-leading example of thoughtful development and a socially cohesive community, especially as it relates to the use of leading edge “environmental technologies,” social networks and economic development. Other municipalities consistently reference the District of Maple Ridge for its innovative approaches to dealing with seemingly intractable challenges.

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 works 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 cooperation 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 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 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 as well as 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 Union of British Columbia Municipalities, the Federation of Canadian Municipalities and the Lower Mainland Local Government Association
- 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 the 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

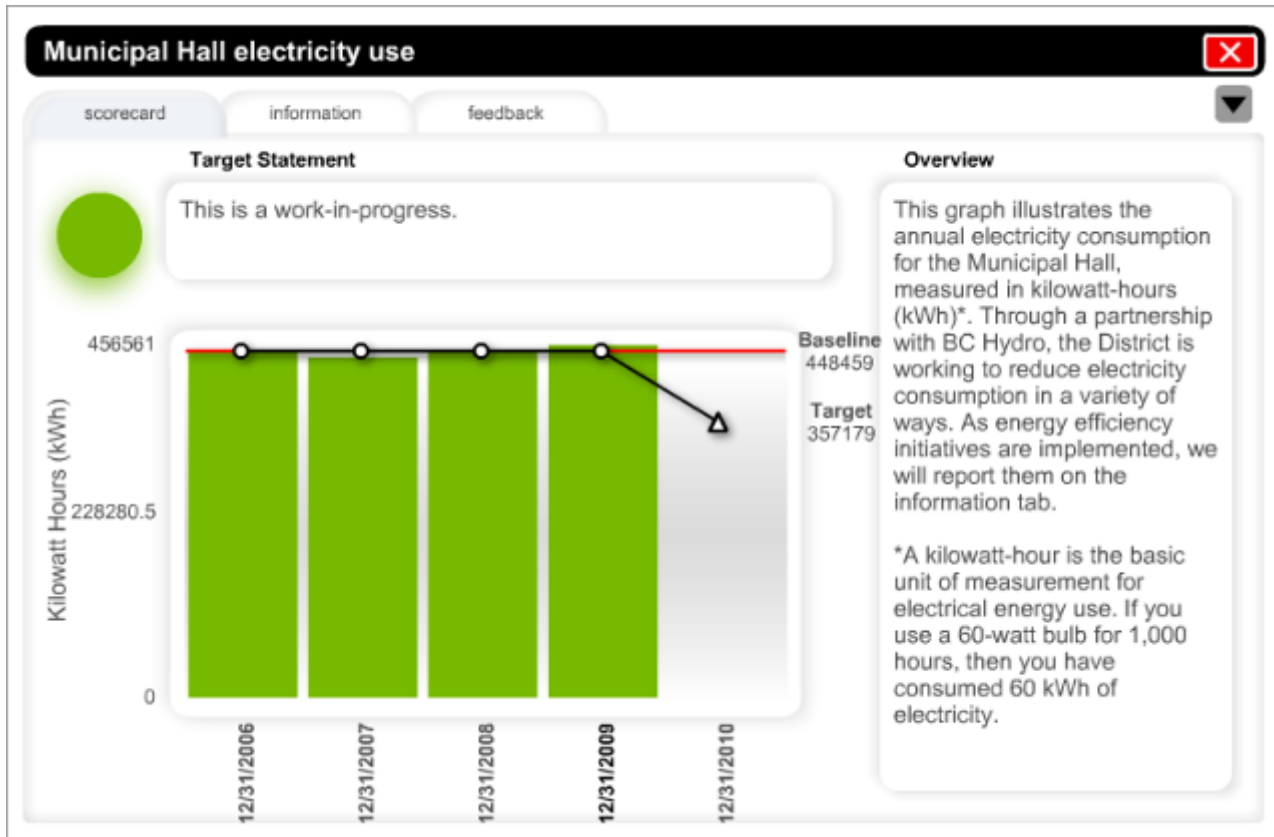
- Use a formal economic development strategy, grounded in the principles of sustainability as a means to structure a positive business and investment climate
- Support the retention and expansion of existing local businesses that add to the quality of life in Maple Ridge
- Identify, in consultation with 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.



Municipal Hall electricity use

Target Statement:
This is a work-in-progress.

Overview:
This graph illustrates the annual electricity consumption for the Municipal Hall, measured in kilowatt-hours (kWh)*. Through a partnership with BC Hydro, the District is working to reduce electricity consumption in a variety of ways. As energy efficiency initiatives are implemented, we will report them on the information tab.

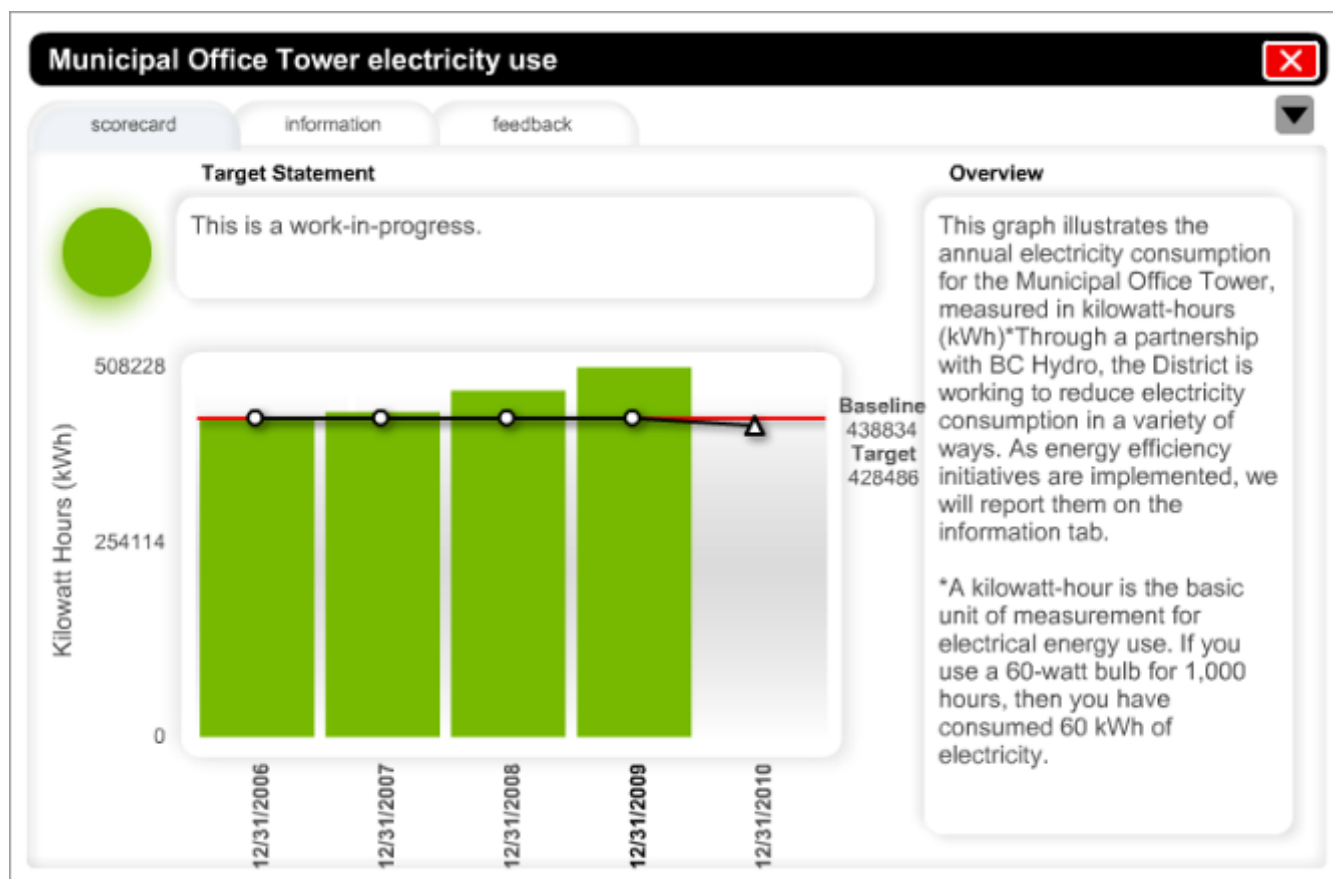
*A kilowatt-hour is the basic unit of measurement for electrical energy use. If you use a 60-watt bulb for 1,000 hours, then you have consumed 60 kWh of electricity.

-Last Data Point: Date: 12/31/2009

Target: 448459 Kilowatt Hours (kWh)

Actual: 456561 Kilowatt Hours (kWh)

Status Report: The actual electricity consumption was 456,561kWh and the resulting cost was \$26,377.



Municipal Office Tower electricity use

Target Statement:
This is a work-in-progress.

Overview:
This graph illustrates the annual electricity consumption for the Municipal Office Tower, measured in kilowatt-hours (kWh)*. Through a partnership with BC Hydro, the District is working to reduce electricity consumption in a variety of ways. As energy efficiency initiatives are implemented, we will report them on the information tab.

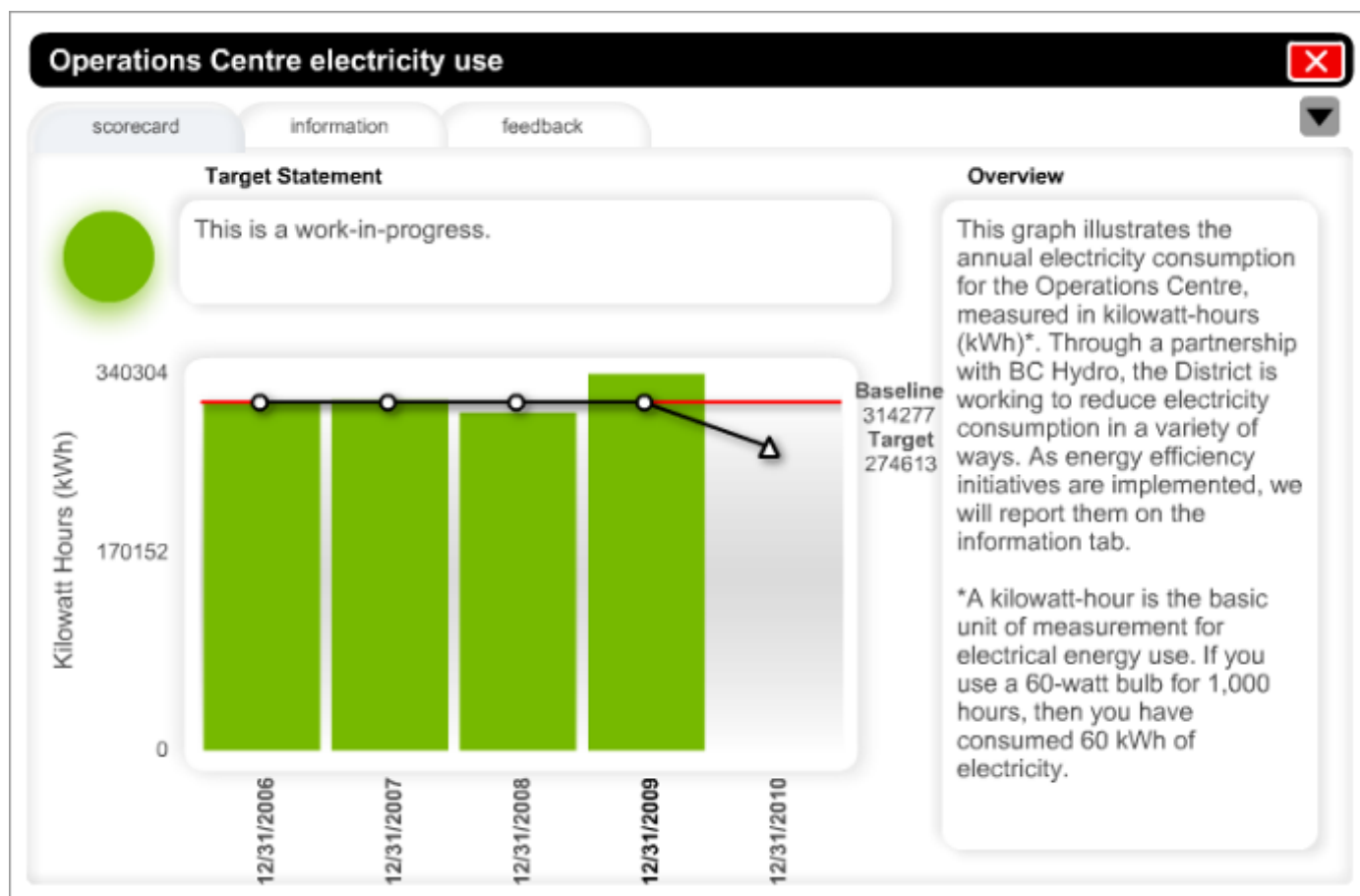
*A kilowatt-hour is the basic unit of measurement for electrical energy use. If you use a 60-watt bulb for 1,000 hours, then you have consumed 60 kWh of electricity.

-Last Data Point: Date: 12/31/2009

Target: 438,834 Kilowatt Hours (kWh)

Actual: 508,228 Kilowatt Hours (kWh)

Status Report: The actual electricity consumption was 508,228 kWh and the resulting cost was \$26,039.



Operations Centre electricity use

Target Statement:
This is a work-in-progress.

Overview:
This graph illustrates the annual electricity consumption for the Operations Centre, measured in kilowatt- hours (kWh)*. Through a partnership with BC Hydro, the District is working to reduce electricity consumption in a variety of ways. As energy efficiency initiatives are implemented, we will report them on the information tab.

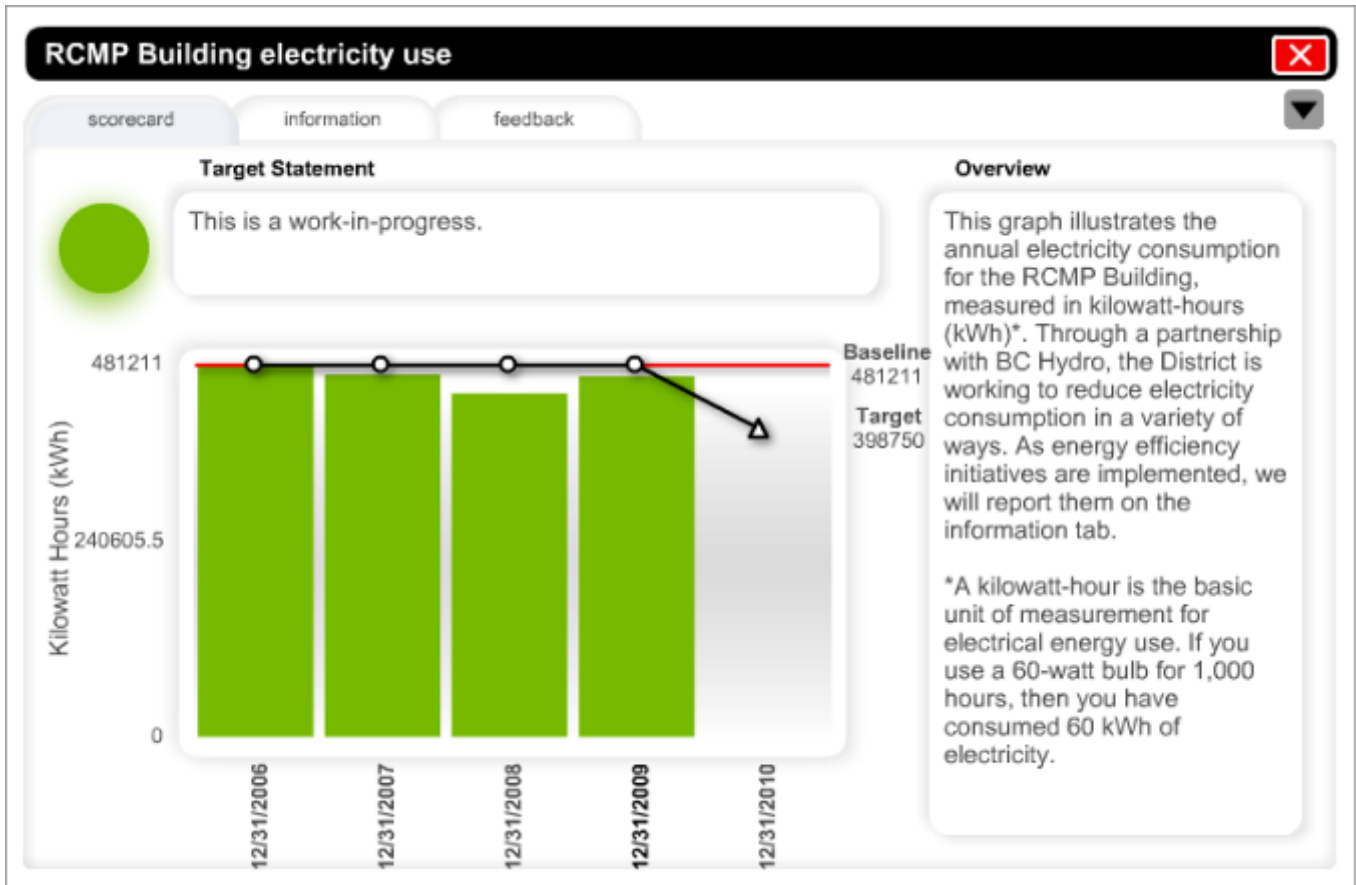
*A kilowatt-hour is the basic unit of measurement for electrical energy use. If you use a 60-watt bulb for 1,000 hours, then you have consumed 60 kWh of electricity.

-Last Data Point: Date: 12/31/2009

Target: 314277 Kilowatt Hours (kWh)

Actual: 340304 Kilowatt Hours (kWh)

Status Report: The actual electricity consumption was 340,304 kWh and the resulting cost was \$21,352.



RCMP Building electricity use

Target Statement:
This is a work-in-progress.

Overview:
This graph illustrates the annual electricity consumption for the RCMP Building, measured in kilowatt- hours (kWh)*. Through a partnership with BC Hydro, the District is working to reduce electricity consumption in a variety of ways. As energy efficiency initiatives are implemented, we will report them on the information tab.

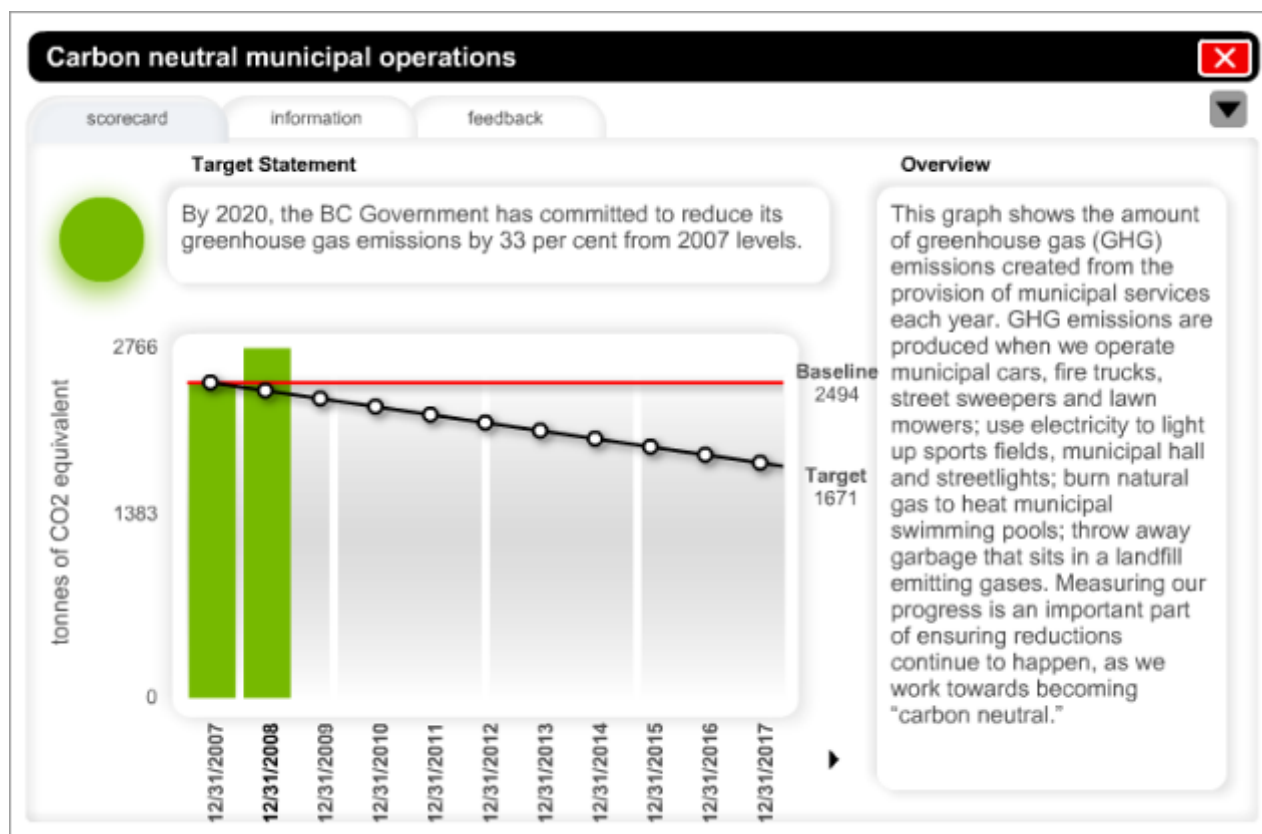
*A kilowatt-hour is the basic unit of measurement for electrical energy use. If you use a 60-watt bulb for 1,000 hours, then you have consumed 60 kWh of electricity.

-Last Data Point: Date: 12/31/2009

Target: 481,211 Kilowatt Hours (kWh)

Actual: 465,412 Kilowatt Hours (kWh)

Status Report: The actual electricity consumption was 465,412 kWh and the resulting cost was \$25,879.



Carbon neutral municipal operations

Target Statement:

By 2020, the BC Government has committed to reduce its greenhouse gas emissions by 33 per cent from 2007 levels. This target will be used until a Maple Ridge municipal operations target has been selected.

Overview:

This graph shows the amount of greenhouse gas (GHG) emissions created from the provision of municipal services each year. GHG emissions are produced when we operate municipal cars, fire trucks, street sweepers and lawn mowers; use electricity to light up sports fields, municipal hall and streetlights; burn natural gas to heat municipal swimming pools; throw away garbage that sits in a landfill emitting gases. Measuring our progress is an important part of ensuring reductions continue to happen, as we work towards becoming "carbon neutral."

Note: Prior years' numbers may change slightly as we refine our methodology to align with governing bodies.

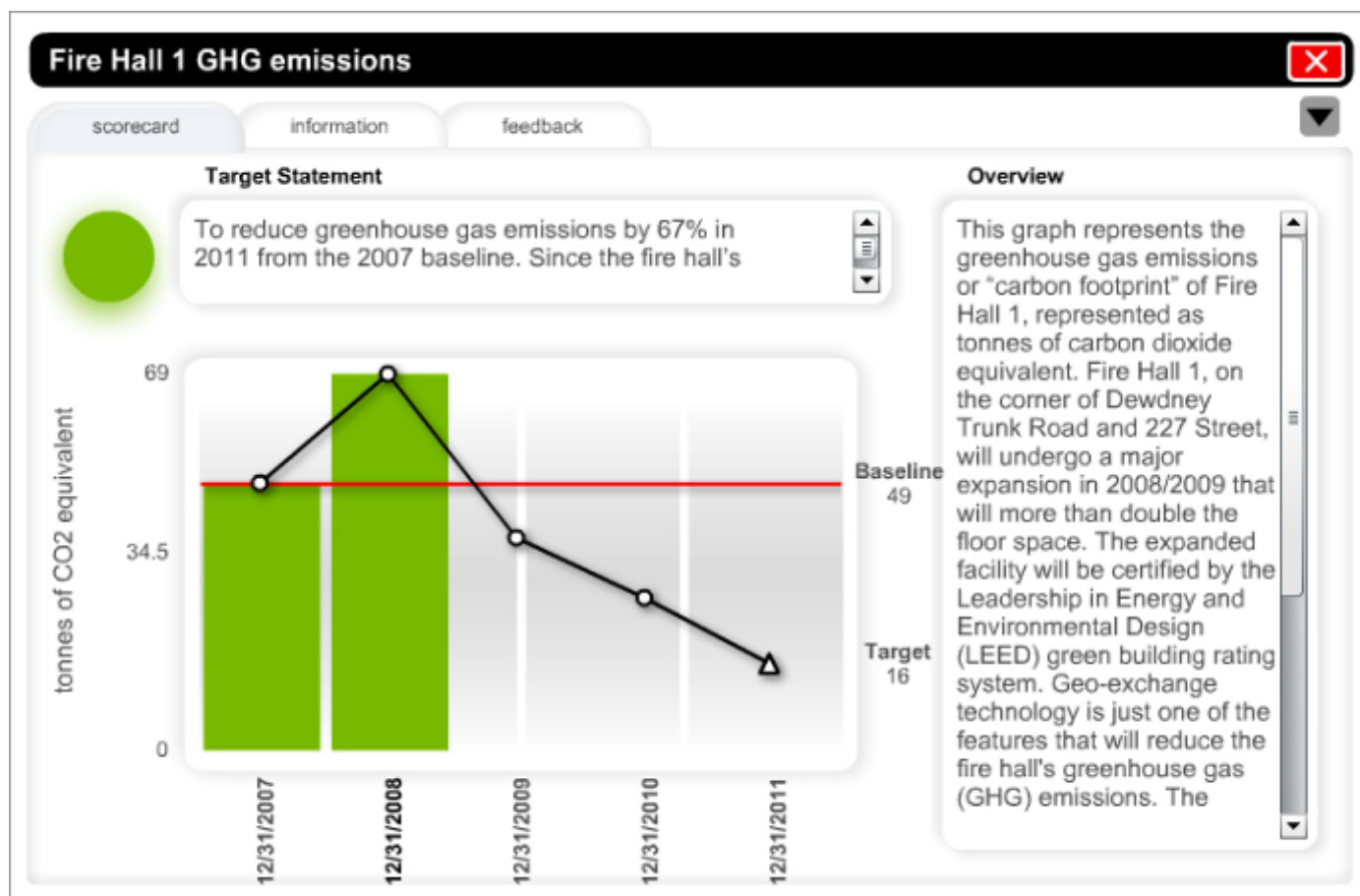
-Last Data Point: Date: 12/31/2008

Target: 2431 tonnes of CO2 equivalent

Actual: 2766 tonnes of CO2 equivalent

Status Report: In 2008, the District's total greenhouse gas emissions measured 2,766 tonnes.

The increase in overall corporate greenhouse gas emissions is due, in large part, to the fact that our community is still growing. The addition of streetlights in new subdivisions, new vehicles to the District's fleet (diesel recycling trucks), among other things mean that despite the District's efforts to implement energy saving technology, our emissions may continue to go up before we experience significant reductions. Weather also plays a role. A colder weather season in 2008 resulted in an increase in natural gas consumption. Natural gas is used to heat many municipal facilities, and when it's cold outside, the thermostat gets turned up to create a more comfortable working environment. With renovations and retrofits incorporating green technologies completed in Fall 2009 at the Leisure Centre and continuing into 2010 at Fire Hall 1, it is expected that corporate greenhouse gas emissions will begin to lessen in 2010. Note: Emissions were calculated using 2007 ICLEI coefficients. 2008 coefficients are expected to be released in July 2010.



Fire Hall I GHG emissions

Target Statement:

To reduce greenhouse gas emissions by 67% in 2011 from the 2007 baseline. Since the fire hall's emissions are caused by using electricity and natural gas, reducing emissions also means we will be using less energy and saving money.

Overview:

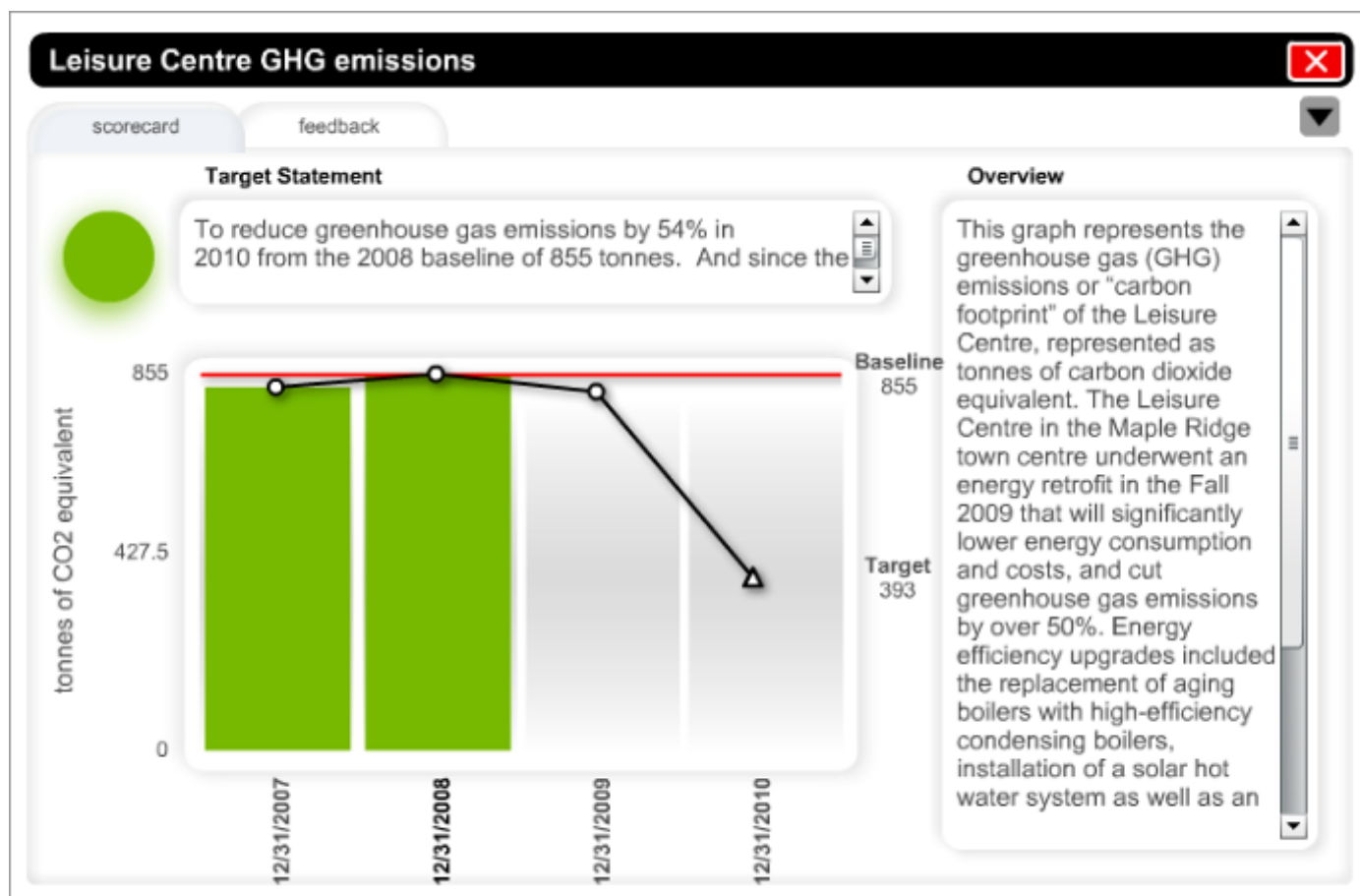
This graph represents the greenhouse gas emissions or "carbon footprint" of Fire Hall 1, represented as tonnes of carbon dioxide equivalent. Fire Hall 1, on the corner of Dewdney Trunk Road and 227 Street, will undergo a major expansion in 2008/2009 that will more than double the floor space. The expanded facility will be certified by the Leadership in Energy and Environmental Design (LEED) green building rating system. Geo-exchange technology is just one of the features that will reduce the fire hall's greenhouse gas (GHG) emissions. The result will be reduced energy consumption, lower costs, and lower greenhouse gas emissions.

-Last Data Point: Date: 12/31/2008

Target: 69 tonnes of CO2 equivalent

Actual: 69 tonnes of CO2 equivalent

Status Report: Greenhouse gas emissions were higher in 2008 than the prior year. This increase was expected, as the building was open to the elements during portions of construction during the cold winter months, requiring an increase in energy consumption, which drives greenhouse gas emissions. Construction activity will continue throughout 2009 and into 2010, so no reductions in energy or emissions are expected until post-construction.



Leisure Centre GHG emissions

Target Statement:

To reduce greenhouse gas emissions by 54% in 2010 from the 2008 baseline of 855 tonnes. And since the Leisure Centre's emissions are caused by using electricity and natural gas, reducing emissions also means we will be using less energy and saving money.

Overview:

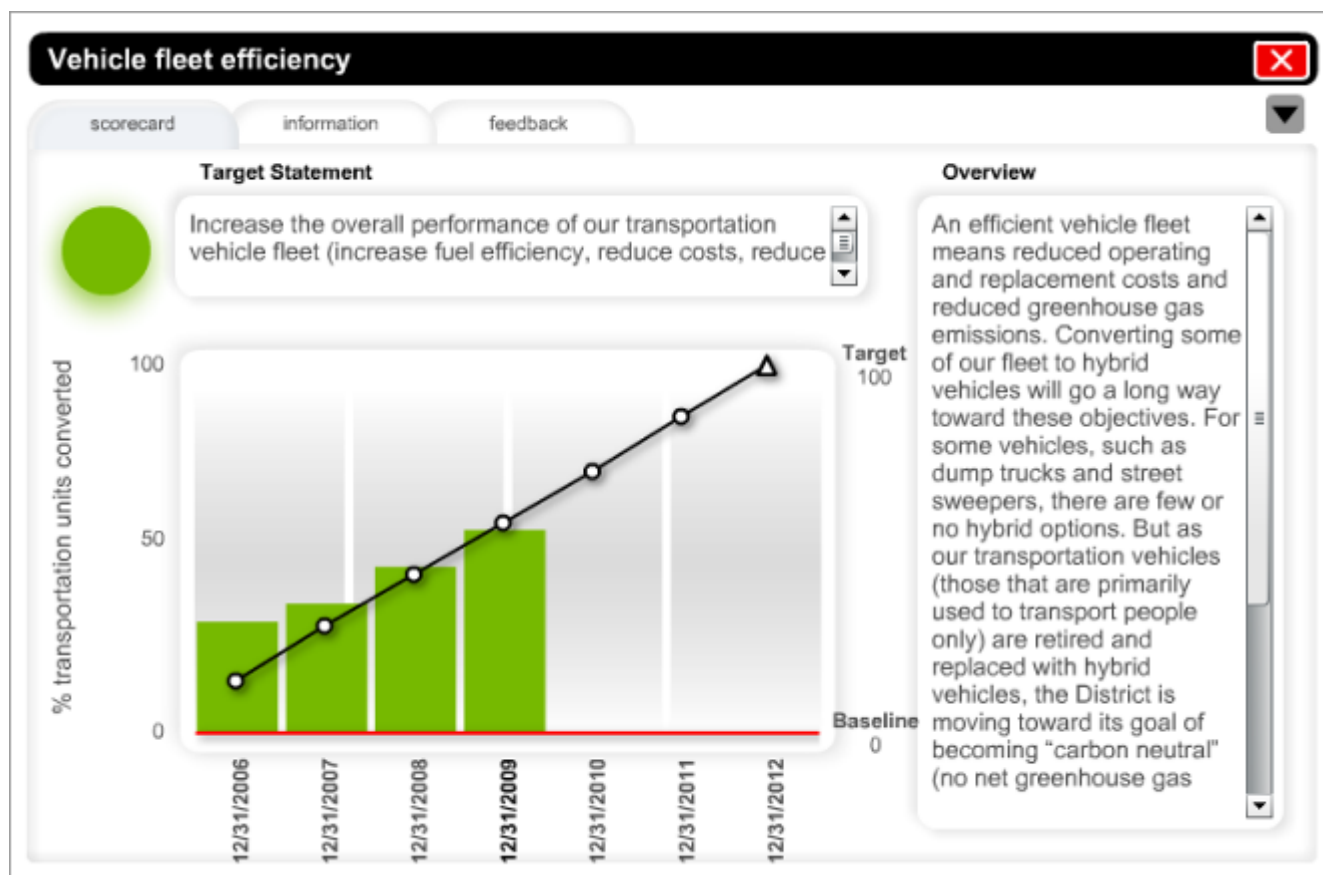
This graph represents the greenhouse gas (GHG) emissions or "carbon footprint" of the Leisure Centre, represented as tonnes of carbon dioxide equivalent. The Leisure Centre in the Maple Ridge town centre underwent an energy retrofit in the Fall 2009 that will significantly lower energy consumption and costs, and cut greenhouse gas emissions by over 50%. Energy efficiency upgrades included the replacement of aging boilers with high-efficiency condensing boilers, installation of a solar hot water system as well as an exhaust reclaim system, dehumidification reclaim system, filter and pump room air conditioning, among other improvements.

-Last Data Point: Date: 12/31/2008

Target: 855 tonnes of CO2 equivalent

Actual: 855 tonnes of CO2 equivalent

Status Report: Greenhouse gas emissions were slightly higher in 2008 than the prior year at 855 tonnes. Greenhouse gas emissions at the Leisure Centre are driven by energy consumption, which changes year to year according to variations in outdoor weather and temperature.



Vehicle fleet efficiency

Target Statement:

Increase the overall performance of our transportation vehicle fleet (increase fuel efficiency, reduce costs, reduce greenhouse gas emissions).

Overview:

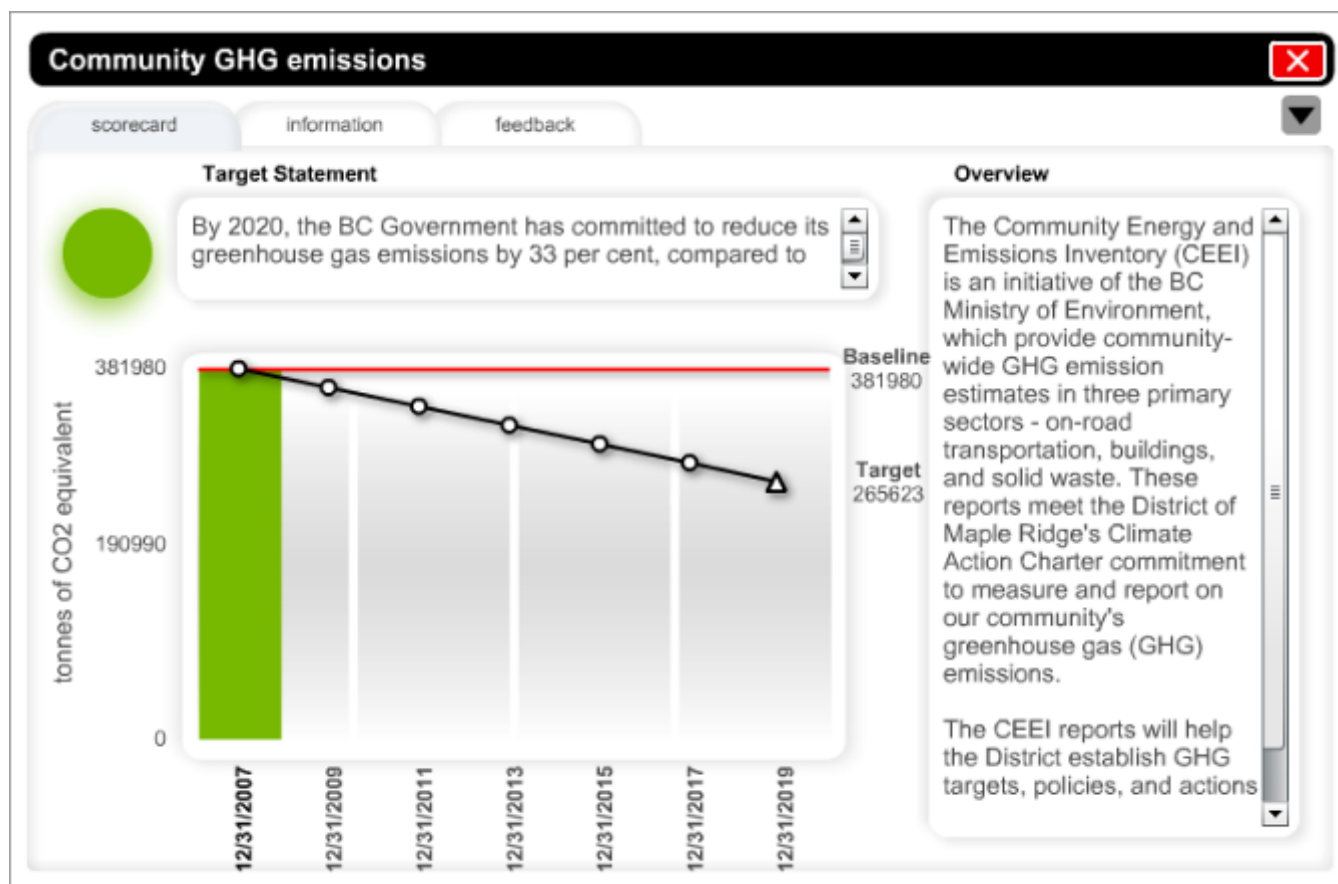
An efficient vehicle fleet means reduced operating and replacement costs and reduced greenhouse gas emissions. Converting some of our fleet to hybrid vehicles will go a long way toward these objectives. For some vehicles, such as dump trucks and street sweepers, there are few or no hybrid options. But as our transportation vehicles (those that are primarily used to transport people only) are retired and replaced with hybrid vehicles, the District is moving toward its goal of becoming "carbon neutral" (no net greenhouse gas emissions).

-Last Data Point: Date: 12/31/2009

Target: 57 % transportation units converted

Actual: 55 % transportation units converted

Status Report: Purchased 4 hybrids (Escape Wagons). Total fleet consists of 40 vehicles including 22 hybrids.



Community GHG emissions

Target Statement:

By 2020, the BC Government has committed to reduce its greenhouse gas emissions by 33 per cent, compared to 2007 levels. This target will be used until a community target specific to Maple Ridge has been adopted.

Overview:

The Community Energy and Emissions Inventory (CEEI) is an initiative of the BC Ministry of Environment, which provide community-wide GHG emission estimates in three primary sectors - on-road transportation, buildings, and solid waste. These reports meet the District of Maple Ridge's Climate Action Charter commitment to measure and report on our community's greenhouse gas (GHG) emissions.

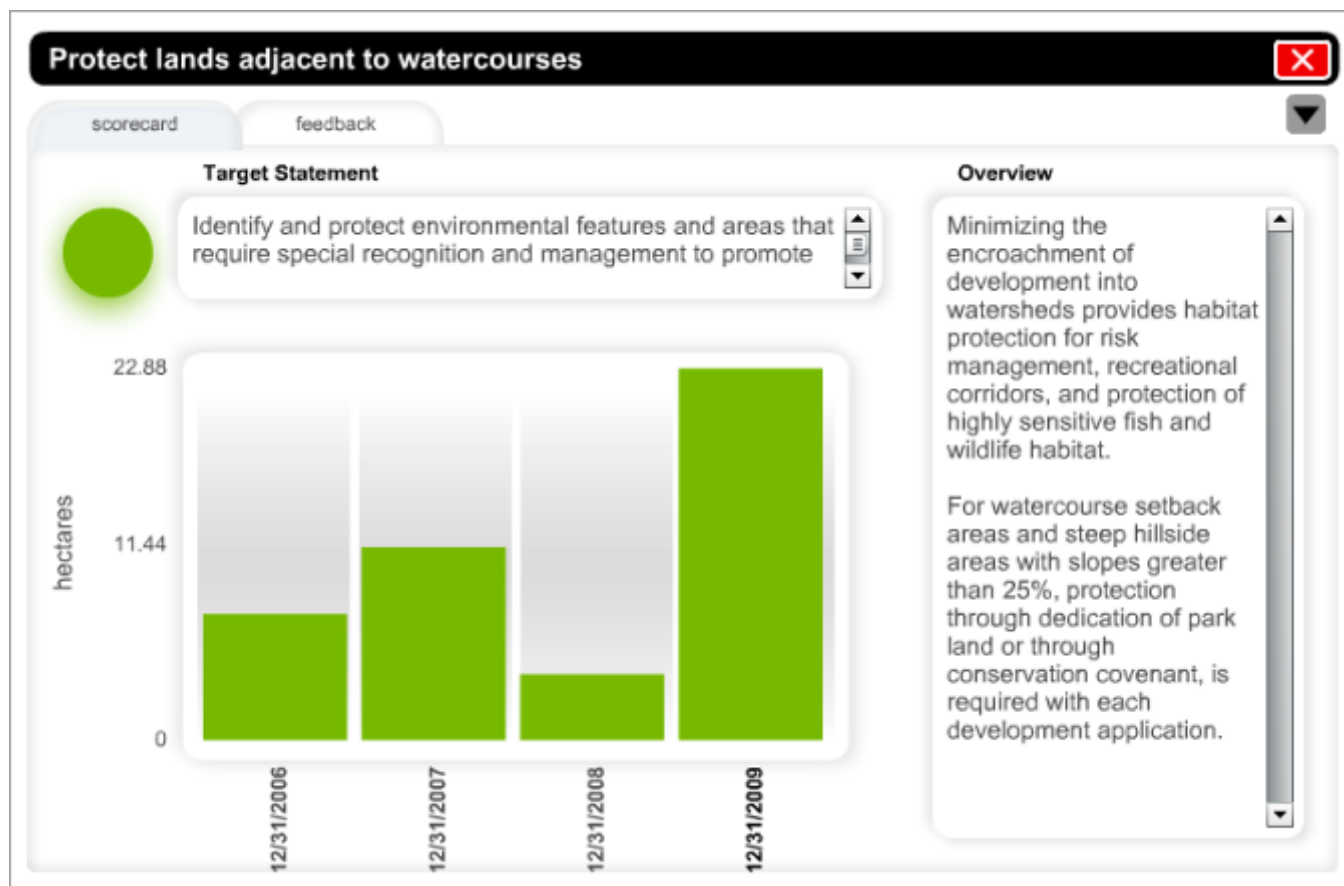
The CEEI reports will help the District establish GHG targets, policies, and actions in official community plans or regional growth strategies.

-Last Data Point: Date: 12/31/2007

Target: 381980 tonnes of CO2 equivalent

Actual: 381980 tonnes of CO2 equivalent

Status Report: Source: Draft Community Energy & Greenhouse Gas Emissions Inventory: 2007 Report dated March 11, 2009, from BC's Ministry of Environment.



Protect lands adjacent to watercourses

Target Statement:

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

Overview:

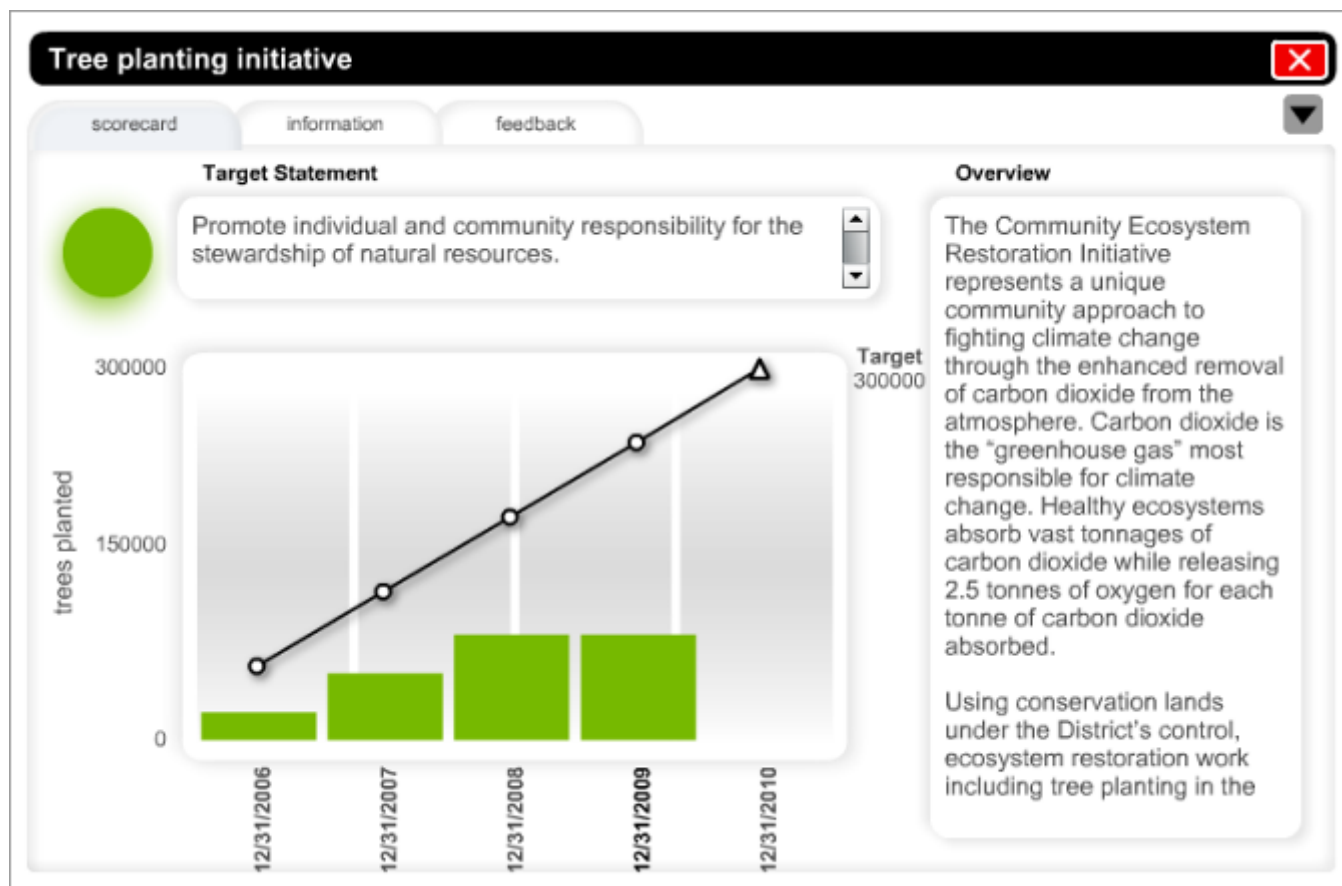
Minimizing the encroachment of development into watersheds provides habitat protection for risk management, recreational corridors, and protection of highly sensitive fish and wildlife habitat.

For watercourse setback areas and steep hillside areas with slopes greater than 25%, protection through dedication of parkland or through conservation covenant, is required with each development application.

-Last Data Point: Date: 12/31/2009

Actual: 22.88 hectares

Status Report:



Tree planting initiative

Target Statement:

Promote individual and community responsibility for the stewardship of natural resources.

Overview:

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.

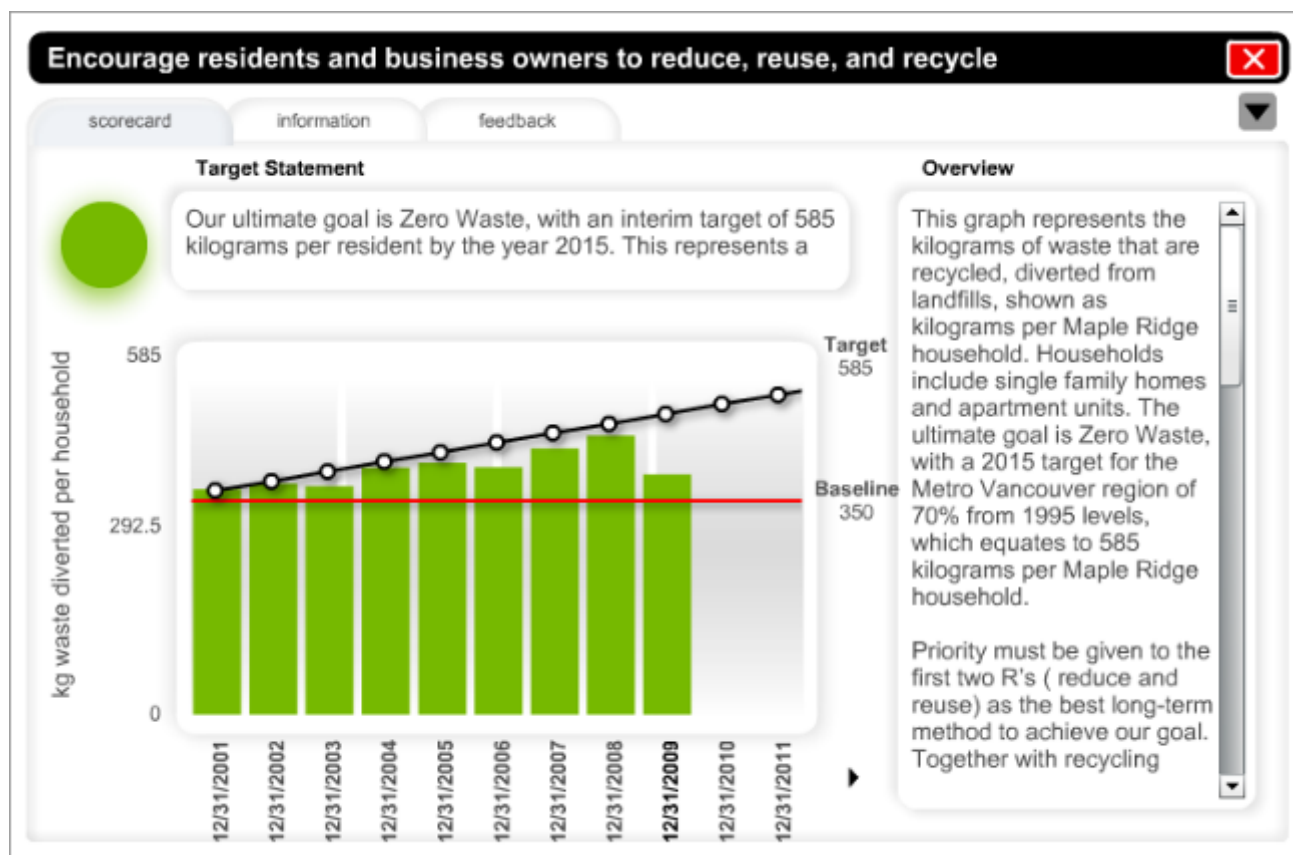
Using conservation lands under the District's control, ecosystem restoration work including tree planting in the order of 300,000 (date for completion to be determined) trees and management of invasive species, is being undertaken under the direction of a project steering committee and funded by various 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.

-Last Data Point: Date: 12/31/2009

Target: 240000 trees planted

Actual: 85000 trees planted

Status Report: No new areas were identified for planting in 2009.



Encourage residents and business owners to reduce, reuse, and recycle

Target Statement:

Our ultimate goal is Zero Waste, with an interim target of 585 kilograms per resident by the year 2015. This represents a 70% diversion rate from the 1995 level of waste going to landfill.

Overview:

This graph represents the kilograms of waste that are recycled, diverted from landfills, shown as kilograms per Maple Ridge household. Households include single family homes and apartment units. The ultimate goal is Zero Waste, with a 2015 target for the Metro Vancouver region of 70% from 1995 levels, which equates to 585 kilograms per Maple Ridge household. Priority must be given to the first two R's (reduce and reuse) as the best long-term method to achieve our goal. Together with recycling efforts, a reduction in tonnage will reflect a change in behaviour as residents make choices that are better for the environment.

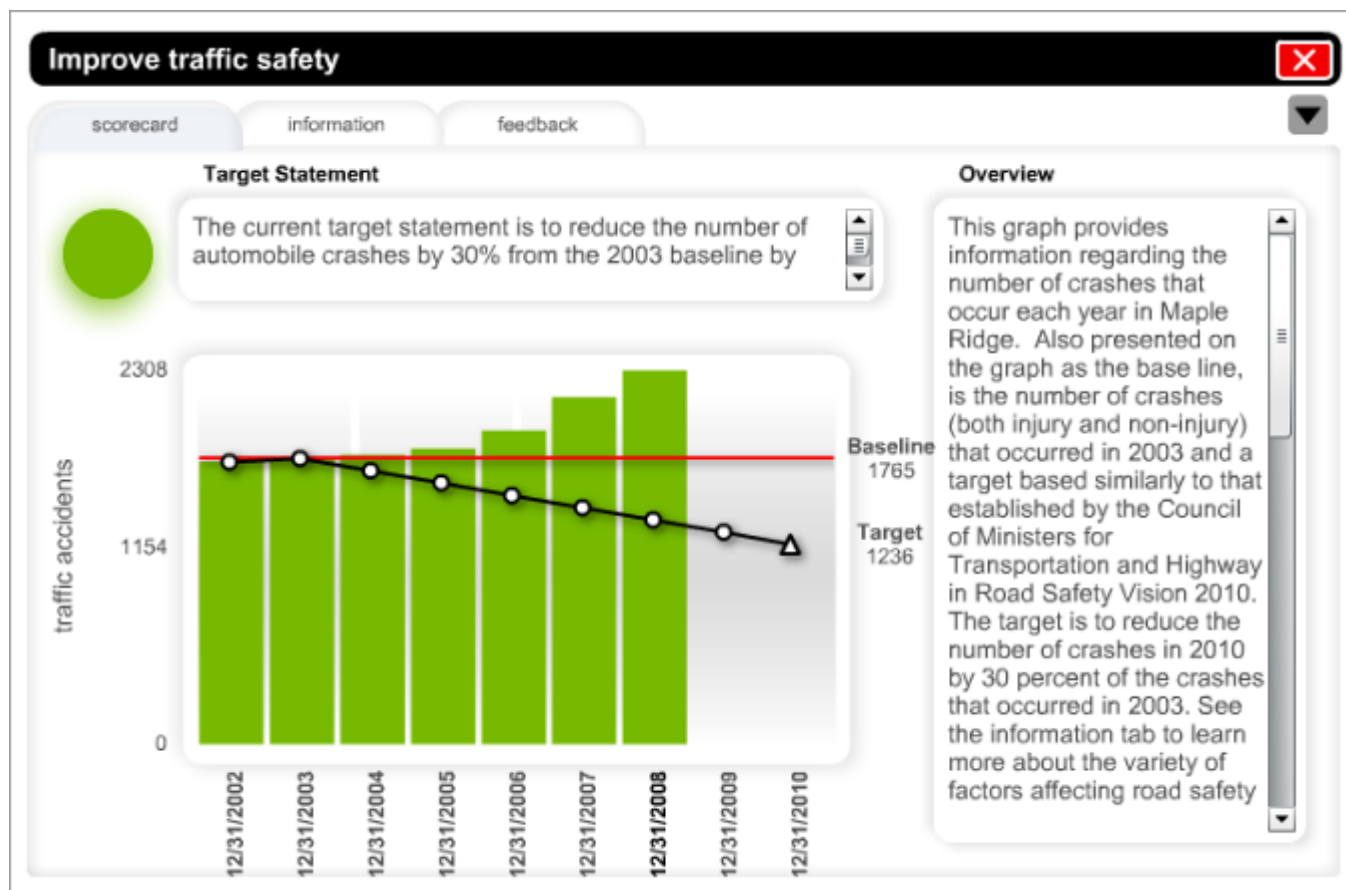
In 2007 Maple Ridge did a waste composition study that indicated 36% of the waste stream is organics (yard and garden waste, wood and food waste). Aggressively targeting the organics portion of the waste stream will achieve our target of 70% diversion.

-Last Data Point: Date: 12/31/2009

Target: 491 kg waste diverted per household

Actual: 392 kg waste diverted per household

Status Report: The 2009 amount of waste diverted from landfill to recycling programs was 392 kilograms per household. This is calculated by taking divided by the total waste diverted to recycling of 9,455,510 kilograms, divided by 24,141 properties. Although the graph shows a decline, the waste diverted to recycling is a component of the total waste stream, and for 2009, the total waste stream also declined. THIS IS A GOOD THING! Less waste ended up going to landfill, and this is the desired outcome - it's just more difficult to measure.



Improve traffic safety

Target Statement:

The current target statement is to reduce the number of automobile crashes by 30% from the 2003 baseline by 2010, improving traffic safety on our road network for all users, including pedestrians and cyclists. Because the Safer City program has evolved over time and the population of Maple Ridge and traffic volumes have increased since 2003, the target is being reviewed in 2010.

Overview:

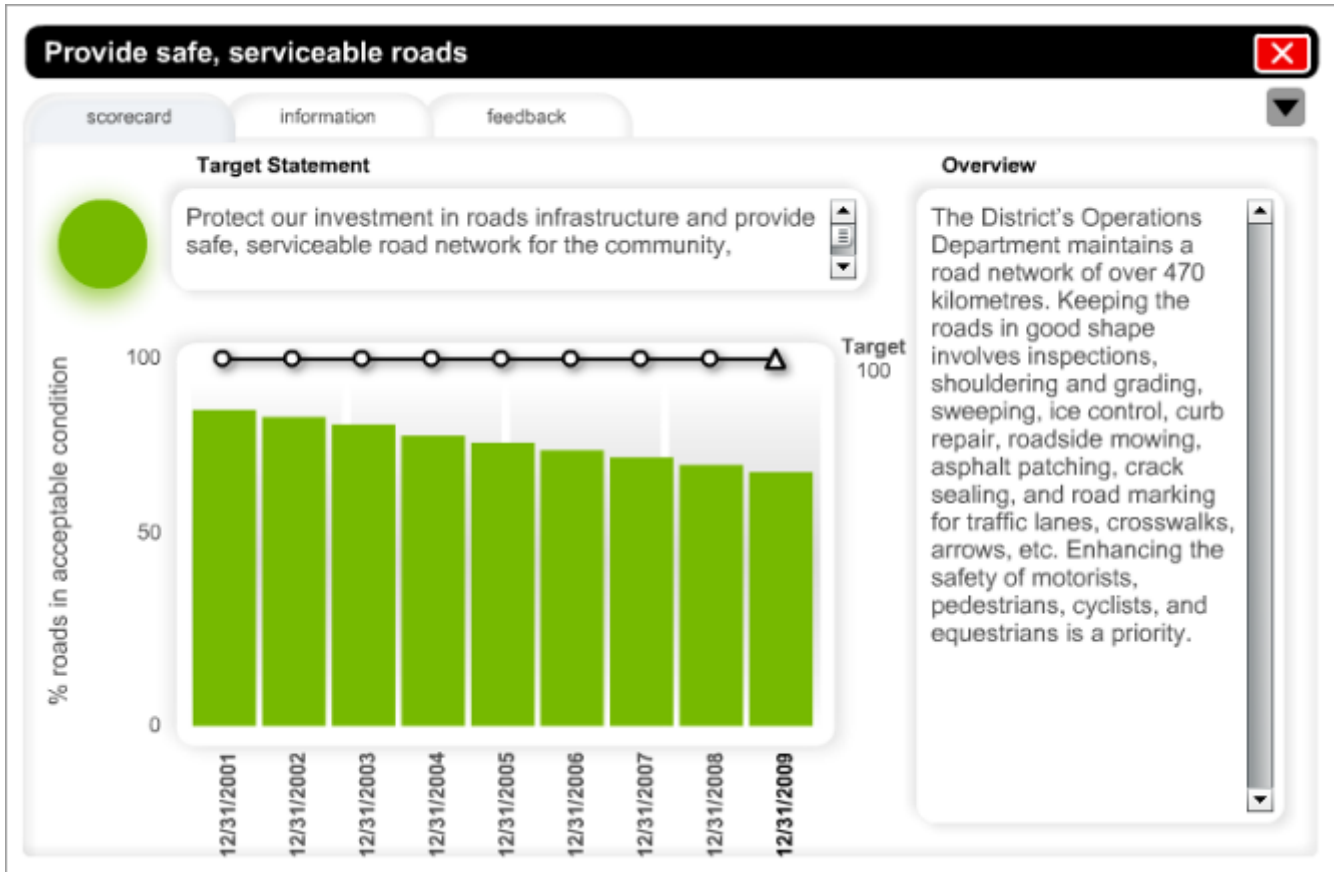
This graph provides information regarding the number of crashes that occur each year in Maple Ridge. Also presented on the graph as the base line, is the number of crashes (both injury and non-injury) that occurred in 2003 and a target based similarly to that established by the Council of Ministers for Transportation and Highway in Road Safety Vision 2010. The target is to reduce the number of crashes in 2010 by 30 percent of the crashes that occurred in 2003. See the information tab to learn more about the variety of factors affecting road safety in the community. New data is available in May every year.

-Last Data Point: Date: 12/31/2008

Target: 1385 traffic accidents

Actual: 2308 traffic accidents

Status Report: In 2008, a number of Safer Cities improvements were implemented, including intersection improvements on 232 Street at 128 Avenue, several pedestrian facility improvements and traffic calming initiatives, and cycling facility improvements at 240 Street from Dewdney Trunk Road to 113 Avenue. Details are outlined on the information tab.



Provide safe, serviceable roads

Target Statement:

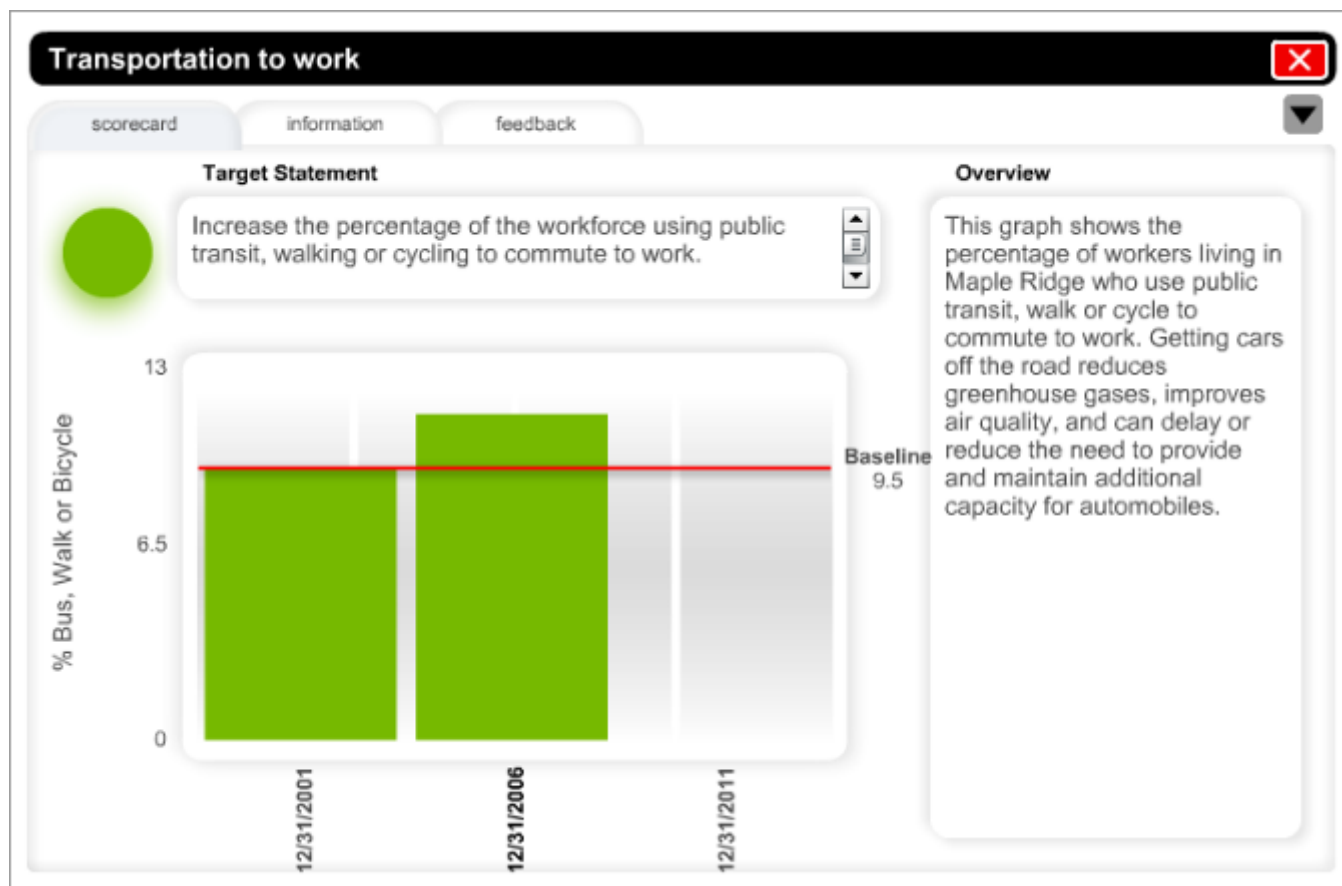
Protect our investment in roads infrastructure and provide safe, serviceable road network for the community, whereby 100% of our roads are at or above "acceptable" condition.

Overview:

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.

-Last Data Point: Date: 12/31/2009

Target: 100 % roads in acceptable condition Actual: 69 % roads in acceptable condition Status Report:



Transportation to work

Target Statement:

Increase the percentage of the workforce using public transit, walking or cycling to commute to work.

Overview:

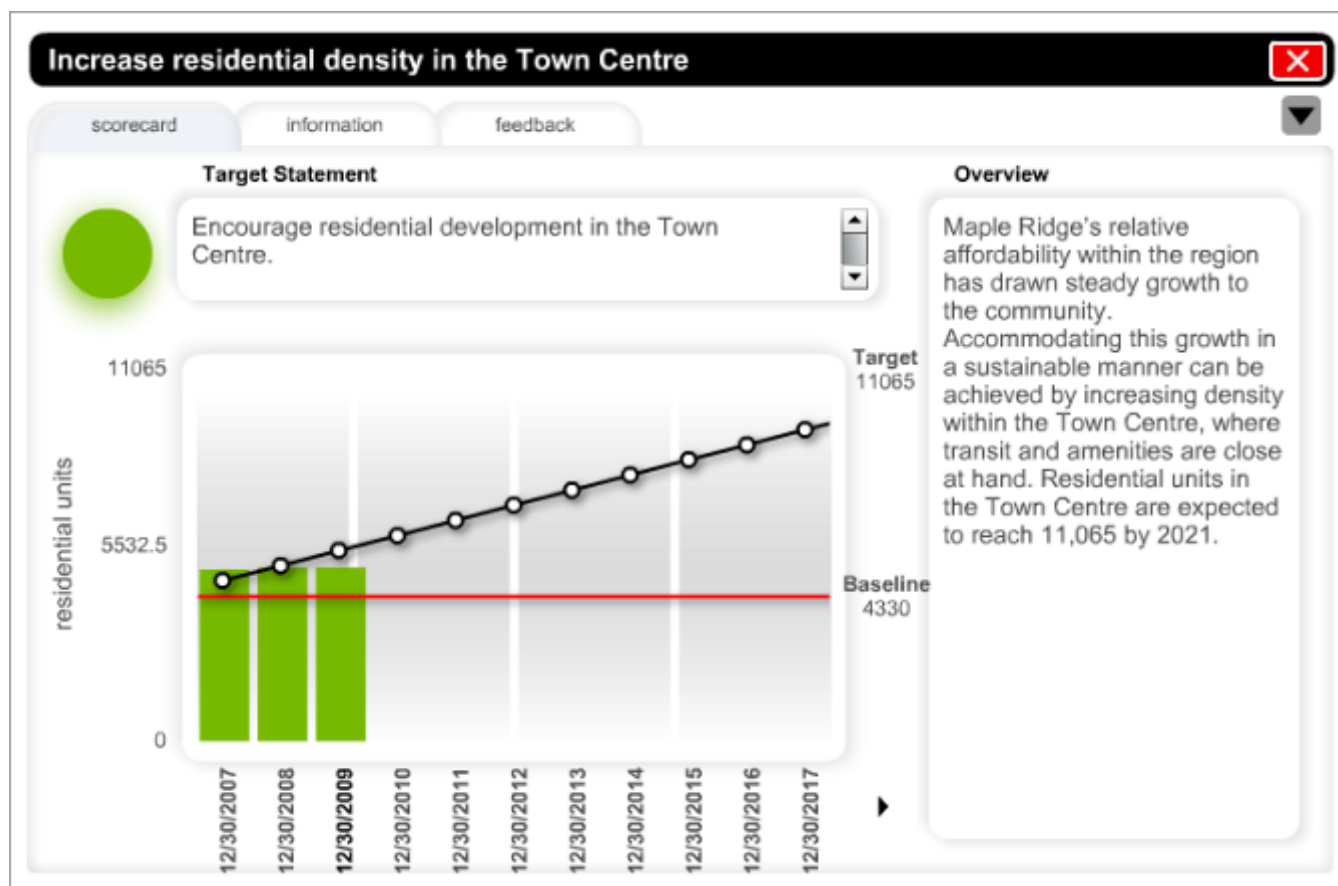
This graph shows the percentage of workers living in Maple Ridge who use public transit, walk or cycle to commute to work. Getting cars off the road reduces greenhouse gases, improves air quality, and can delay or reduce the need to provide and maintain additional capacity for automobiles.

-Last Data Point: Date: 12/31/2006

Actual: 11.4 % Bus, Walk or Bicycle

Status Report: In 2006, 11.4% of workers living in Maple Ridge used public transit, walked or cycled to commute to work. 80% of workers drove a car, van or truck, and another 7% were passengers in vehicles. See the information tab for detail and comparison to Metro Vancouver.

Source: Statistics Canada, 2006 Census, Mode of Transportation to Work table



Increase residential density in the Town Centre

Target Statement:

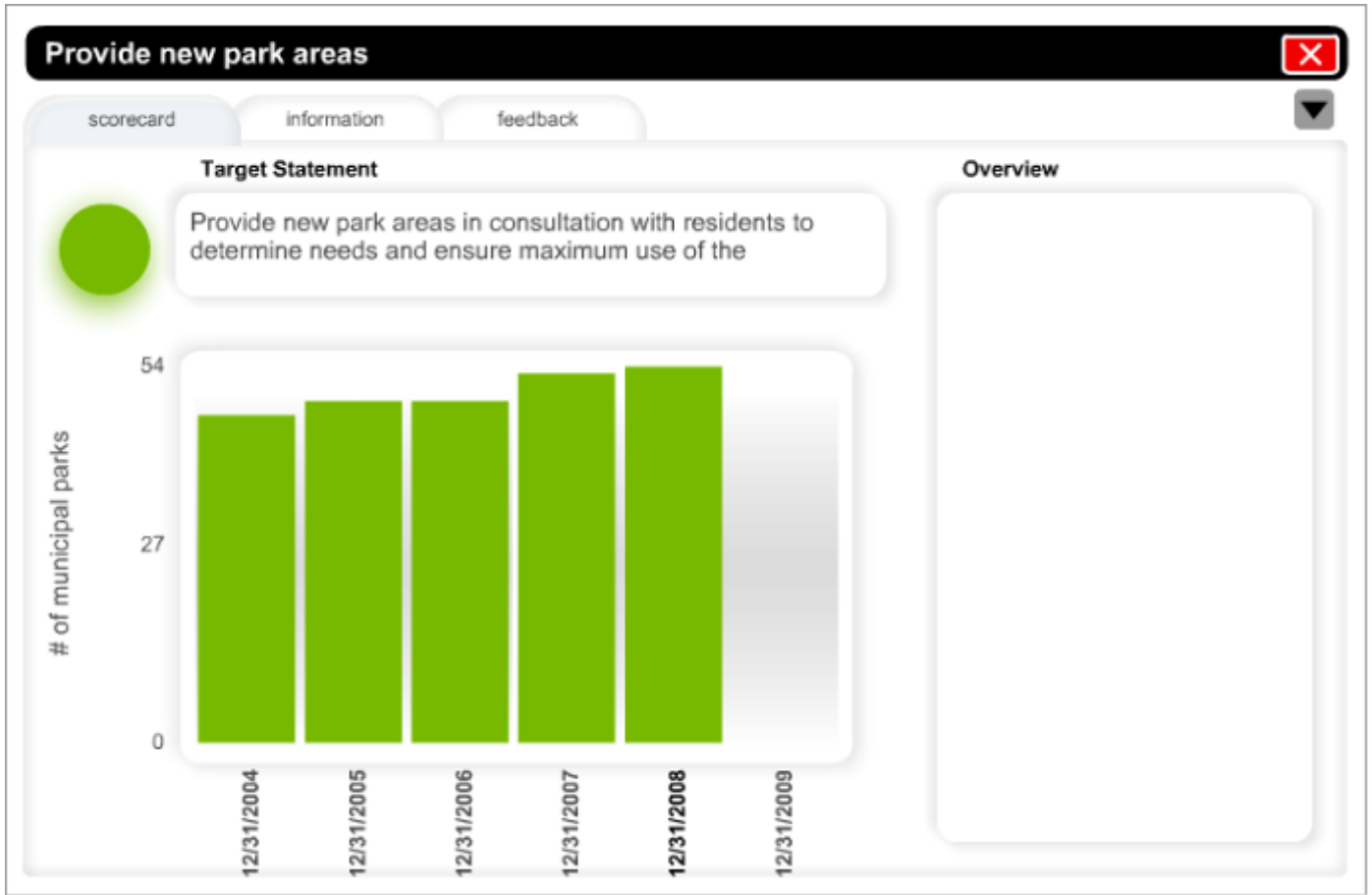
Encourage residential development in the Town Centre.

Overview:

Maple Ridge's relative affordability within the region has drawn steady growth to the community. Accommodating this growth in a sustainable manner can be achieved by increasing density within the Town Centre, where transit and amenities are close at hand. Residential units in the Town Centre are expected to reach 11,065 by 2021.

-Last Data Point: Date: 12/30/2009

Target: 5677 residential units Actual: 5175 residential units Status Report:



Provide new park areas

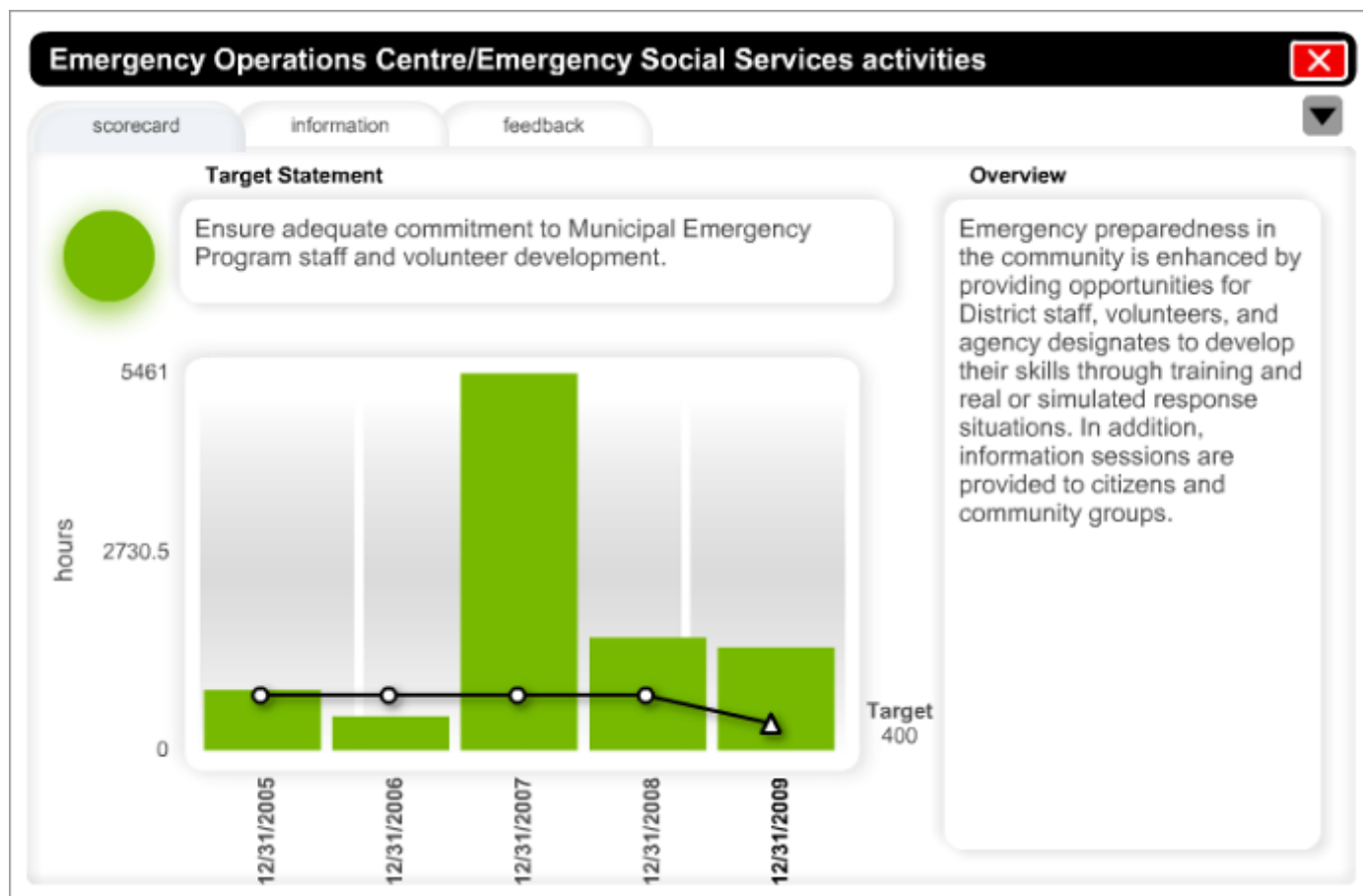
Target Statement:

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

-Last Data Point: Date: 12/31/2008

Actual: 54 # of municipal parks

Status Report:



Emergency Operations Centre/Emergency Social Services activities

Target Statement:

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

Overview:

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.

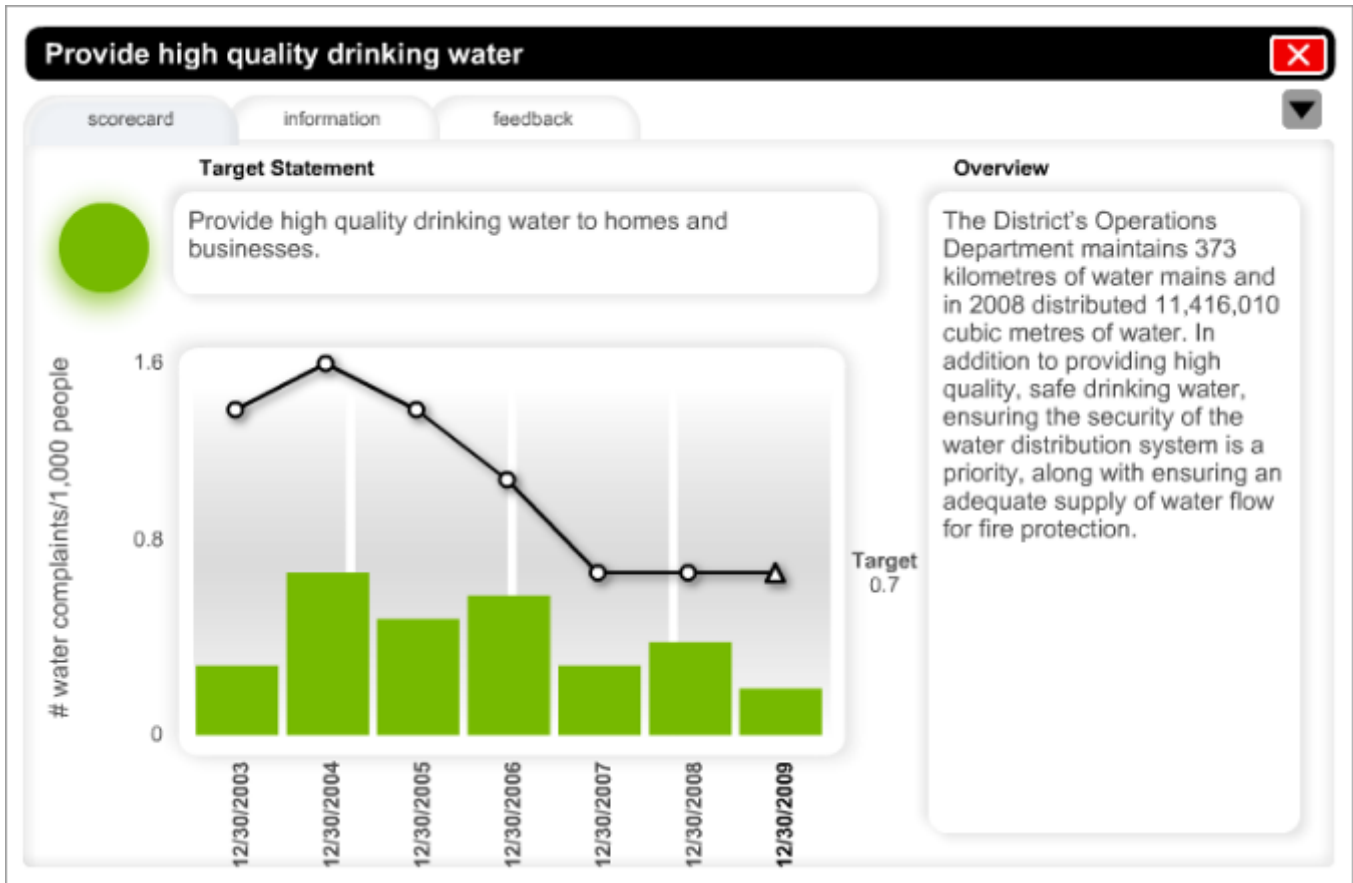
-Last Data Point: Date: 12/31/2009

Target: 400 hours

Actual: 1493 hours

Status Report: The Emergency Program was activated approximately once a month in 2009 for various responses from fire to quarantine. There is also an active training schedule which includes training for new people as well as updates and tabletop exercises for more experienced Emergency Social Services volunteers and Emergency Operations Centre participants. ESS has focused training on volunteer management with the inclusion of the new Volunteer2 software. The Emergency Program has also implemented a notification system that will assist in notifying team members.

Total hours consists of activations, training, and exercises. Table under information tab provides a breakdown of each activity.



Provide high quality drinking water

Target Statement:

Provide high quality drinking water to homes and businesses.

Overview:

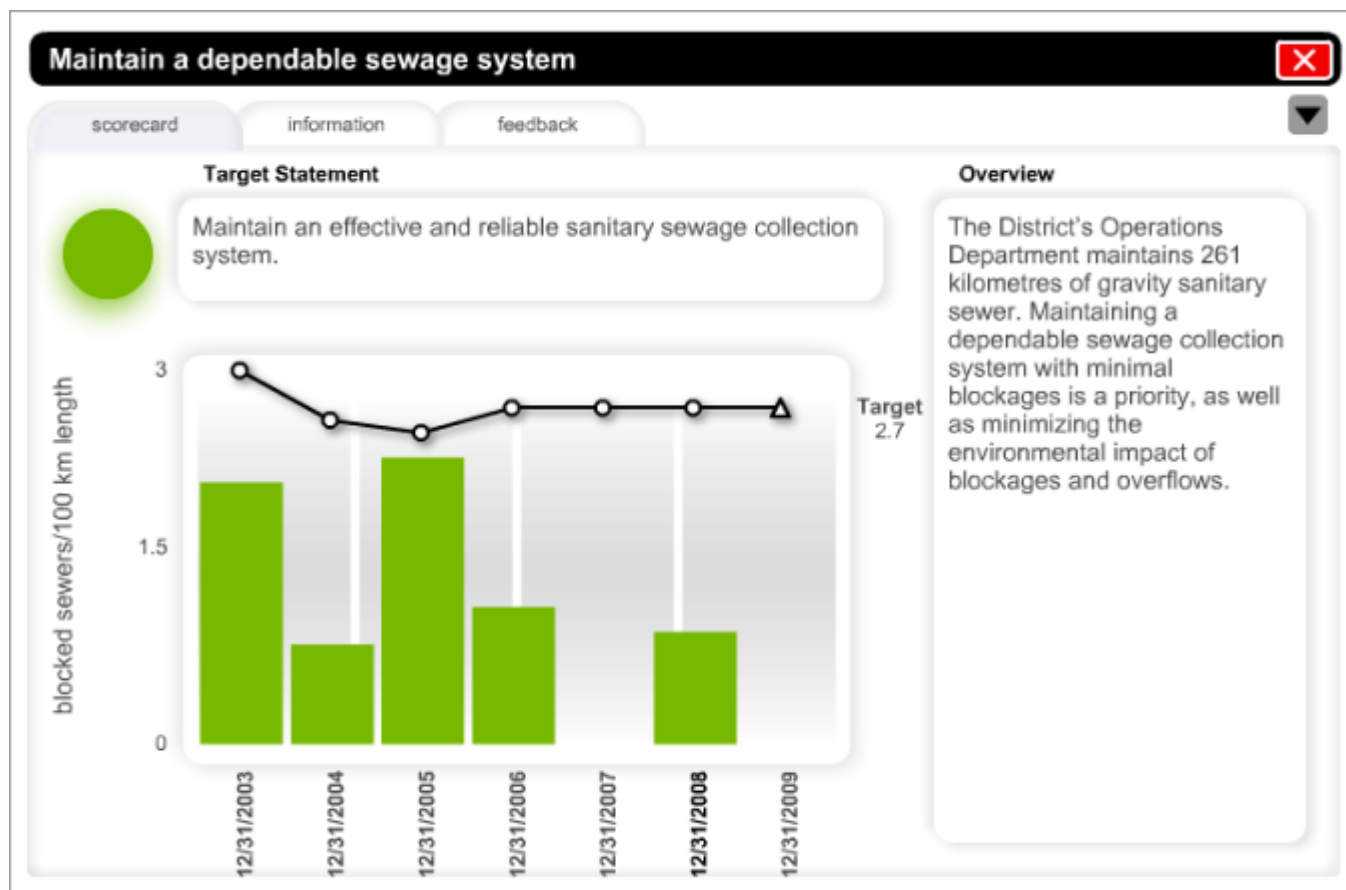
The District's Operations Department maintains 373 kilometres of water mains and in 2008 distributed 11,416,010 cubic metres of water. In addition to providing high quality, safe drinking water, ensuring the security of the water distribution system is a priority, along with ensuring an adequate supply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

-Last Data Point: Date: 12/30/2009

Target: 0.7 # water complaints/1,000 people

Actual: 0.2 # water complaints/1,000 people

Status Report: The goal is to have a LOWER number of complaints than the baseline and the target, which represent the national average of participating communities in the benchmarking exercise.



Maintain a dependable sewage system

Target Statement:

Maintain an effective and reliable sanitary sewage collection system.

Overview:

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.

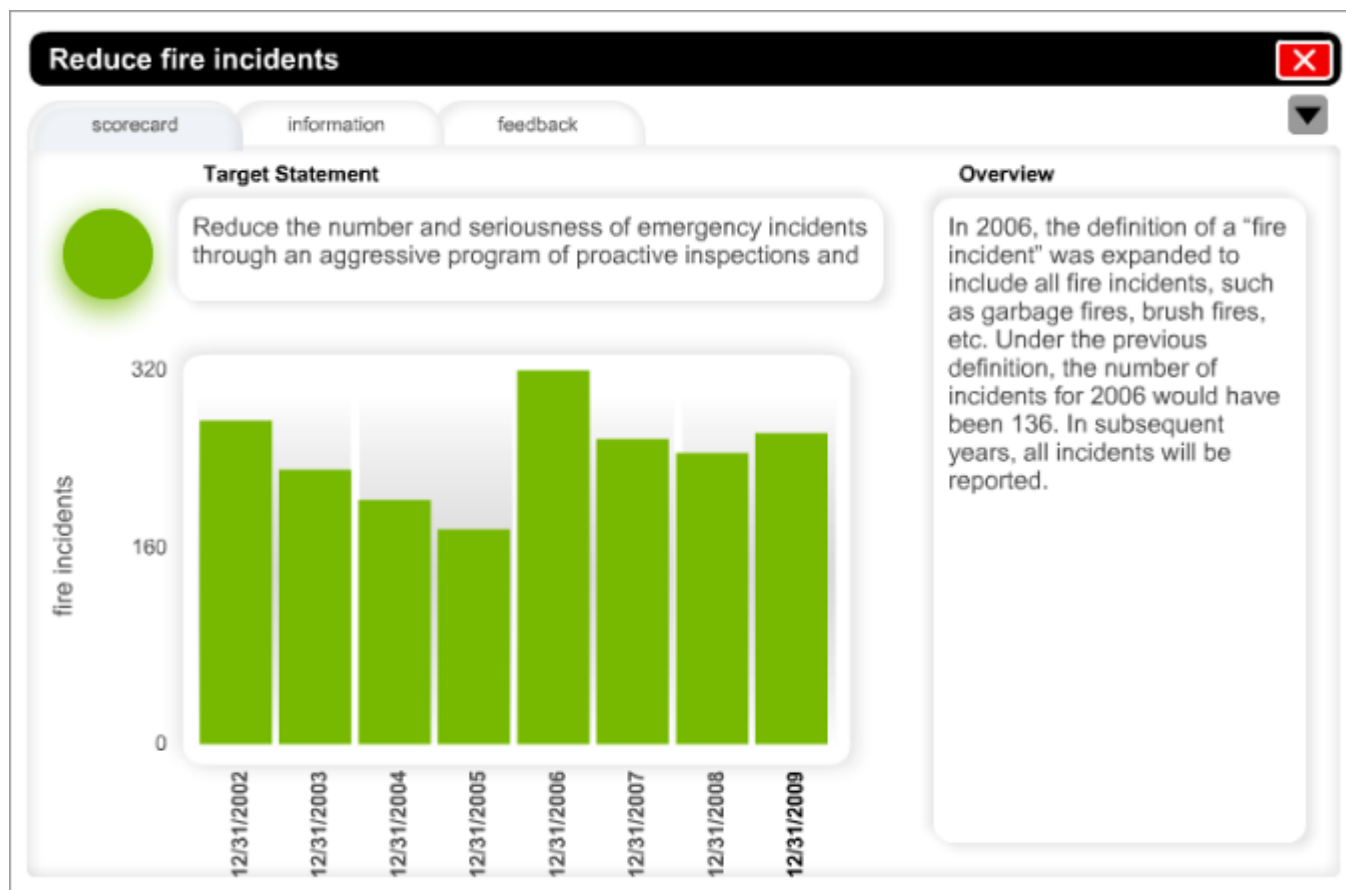
-Last Data Point: Date: 12/31/2008

Target: 2.7 blocked sewers/100 km length

Actual: 0.9 blocked sewers/100 km length

Status Report: The goal is to have a LOWER number of blockages than the base line and the target, which represents the national average of participating communities in the benchmarking exercise.

There is a time lag until when the target (national average) is known, so last year's target has been used temporarily.



Reduce fire incidents

Target Statement:

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

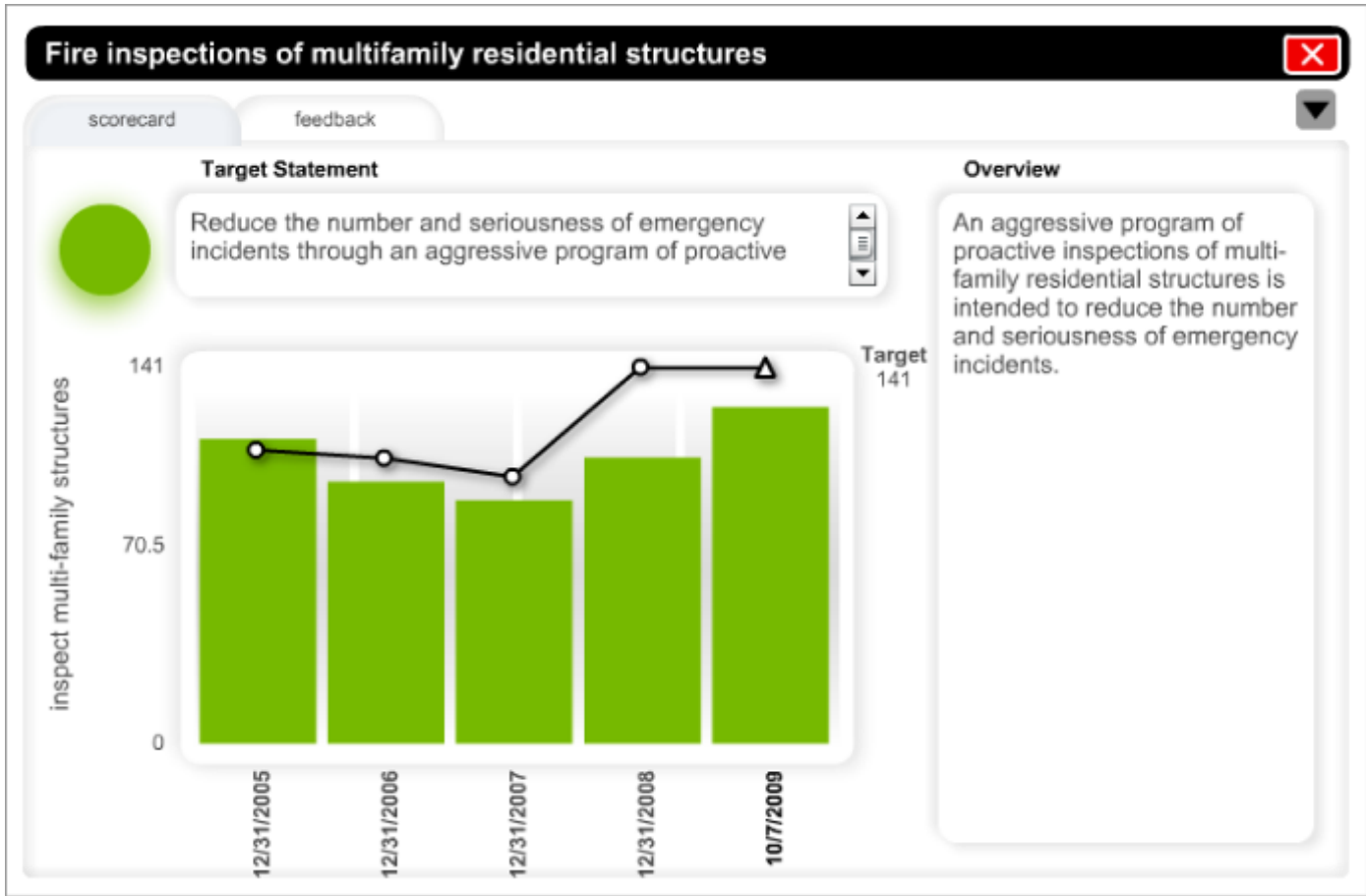
Overview:

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.

-Last Data Point: Date: 12/31/2009

Actual: 266 fire incidents

Status Report: 12/31/2009



Fire inspections of multifamily residential structures

Target Statement:

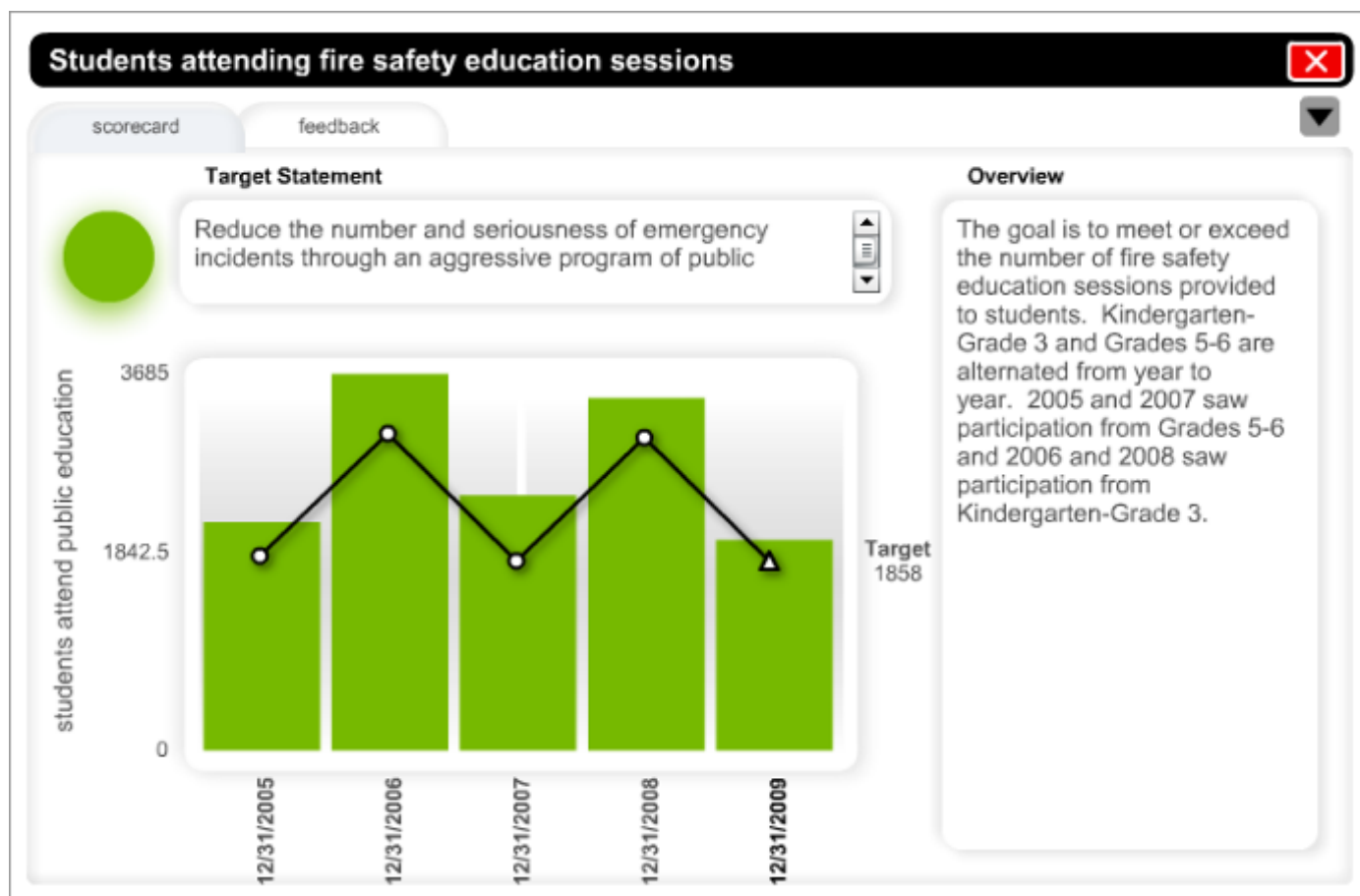
Reduce the number and seriousness of emergency incidents through an aggressive program of proactive inspections.

Overview:

An aggressive program of proactive inspections of multi-family residential structures is intended to reduce the number and seriousness of emergency incidents.

-Last Data Point: Date: 10/7/2009

Target: 141 inspect multi-family structures Actual: 126 inspect multi-family structures Status Report: 126 inspected out of 129



Students attending fire safety education sessions

Target Statement:

Reduce the number and seriousness of emergency incidents through an aggressive program of public education sessions.

Overview:

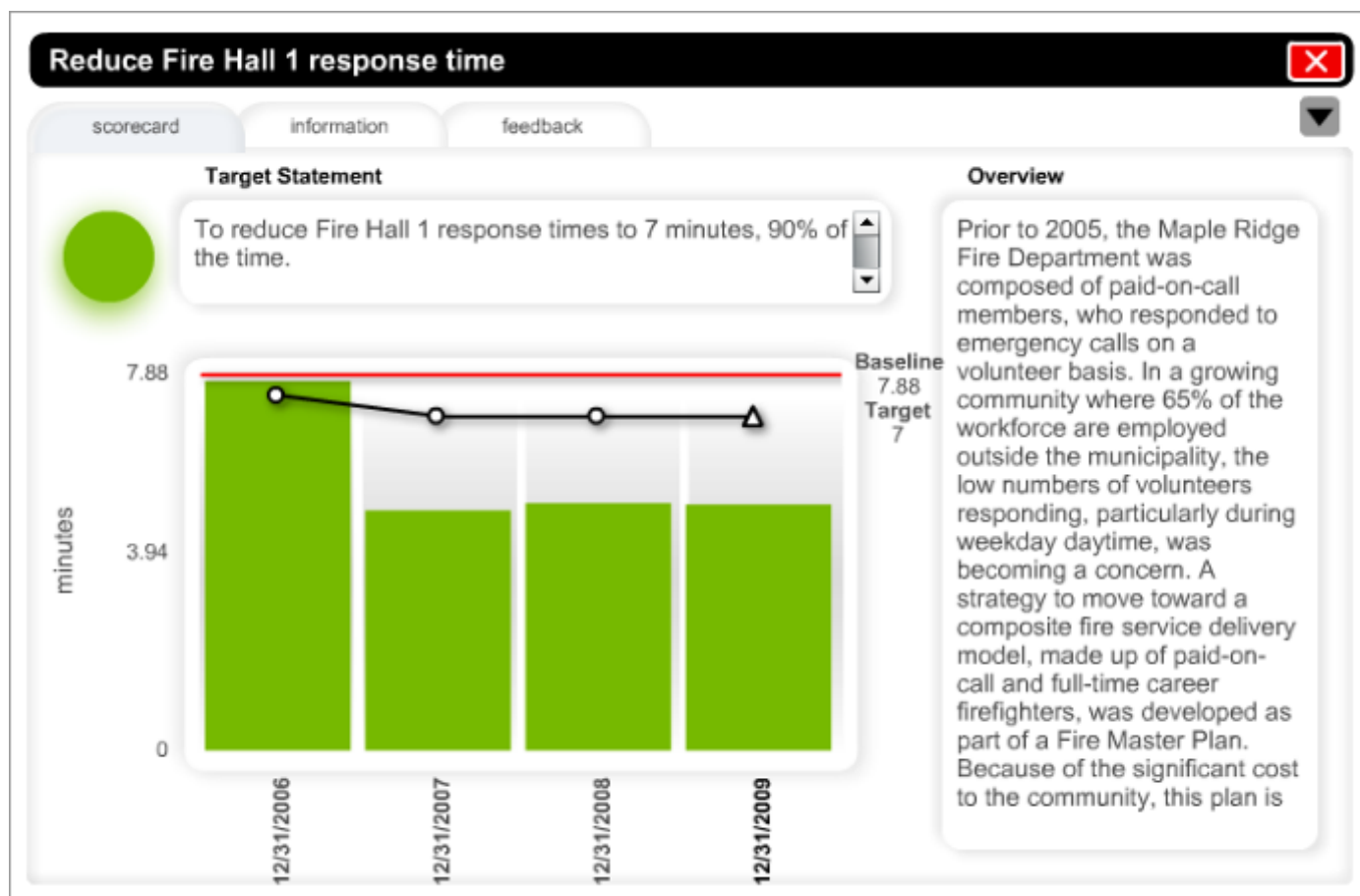
The goal is to meet or exceed the number of fire safety education sessions provided to students. Kindergarten-Grade 3 and Grades 5-6 are alternated from year to year. 2005 and 2007 saw participation from Grades 5-6 and 2006 and 2008 saw participation from Kindergarten-Grade 3.

-Last Data Point: Date: 12/31/2009

Target: 1858 students attend public education

Actual: 2061 students attend public education

Status Report: Target should be reduced to reflect enrolment



Reduce Fire Hall I response time

Target Statement:

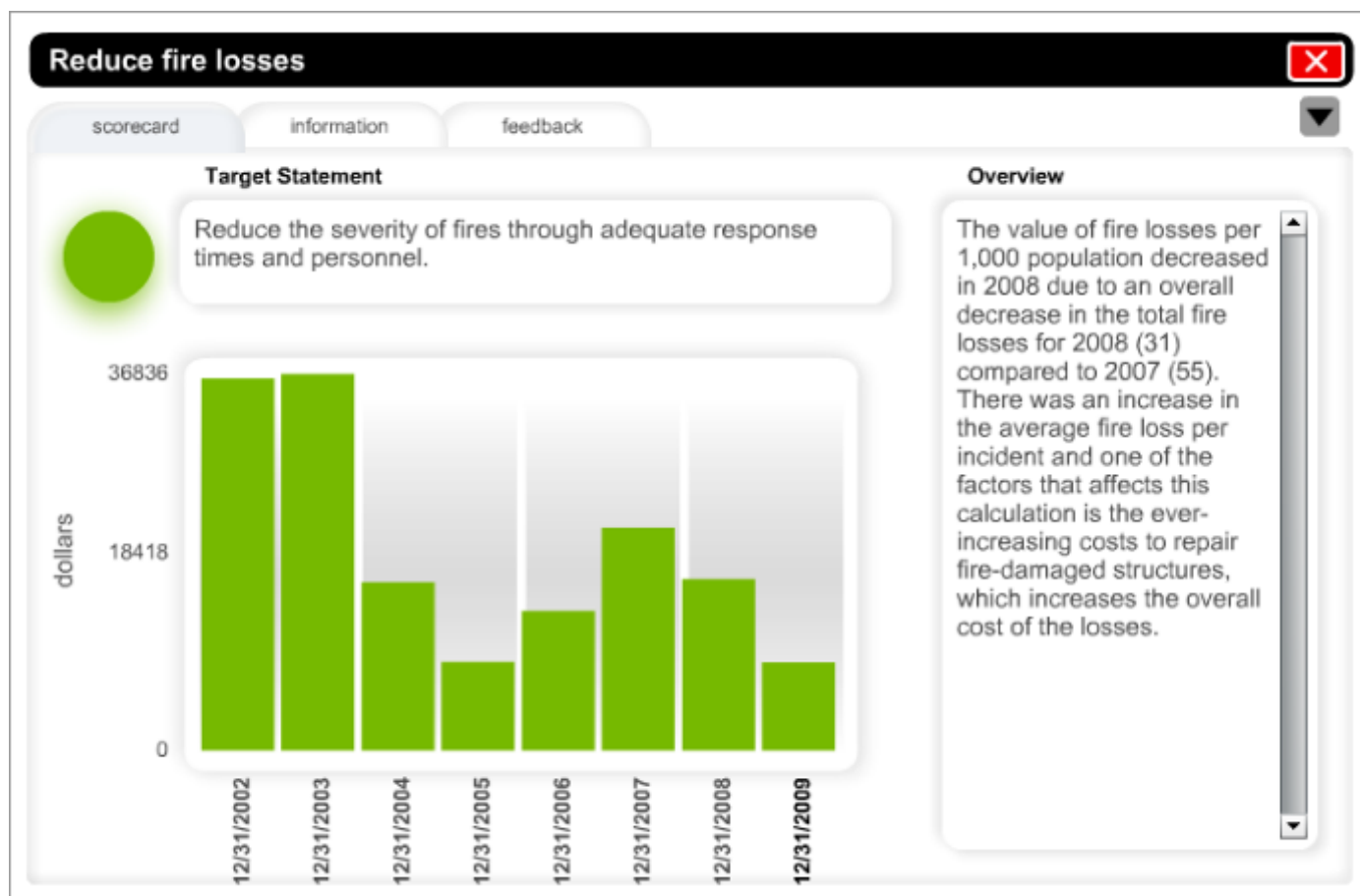
To reduce Fire Hall I response times to 7 minutes, 90% of the time.

Overview:

Prior to 2005, the Maple Ridge Fire Department was composed of paid-on-call members, who responded to emergency calls on a volunteer basis. In a growing community where 65% of the workforce are employed outside the municipality, the low numbers of volunteers responding, particularly during weekday daytime, was becoming a concern. A strategy to move toward a composite fire service delivery model, made up of paid-on-call and full-time career firefighters, was developed as part of a Fire Master Plan. Because of the significant cost to the community, this plan is being implemented gradually. The results are being closely monitored. The hiring of full-time career fire fighters is intended to reduce the time it takes to respond to emergency calls. A target of 7 minutes, from dispatch to arrival at the scene, applies to the Fire Hall No. 1 area, where full-time fire fighters are stationed, and it is intended to be met 90% of the time. Response times for Fire Hall No. 2 and 3 areas have also been reduced, as Fire Hall No. 1 fire fighters respond throughout the District.

-Last Data Point: Date: 12/31/2009

Target: 7 minutes Actual: 5.15 minutes Status Report:



Reduce fire losses

Target Statement:

Reduce the severity of fires through adequate response times and personnel.

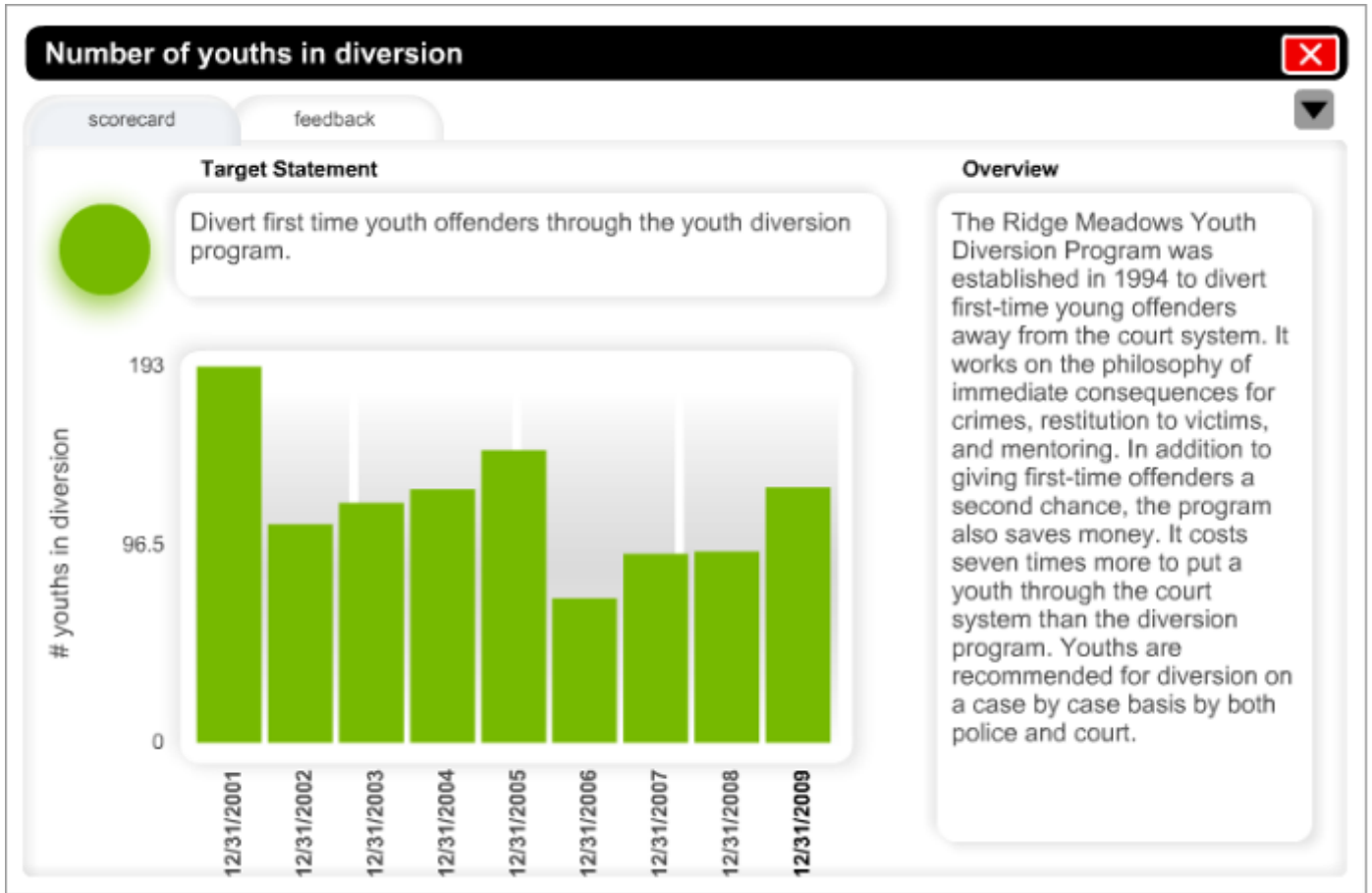
Overview:

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.

-Last Data Point: Date: 12/31/2009

Actual: 8642 dollars

Status Report: 12/31/2009



Number of youths in diversion

Target Statement:

Divert first time youth offenders through the youth diversion program.

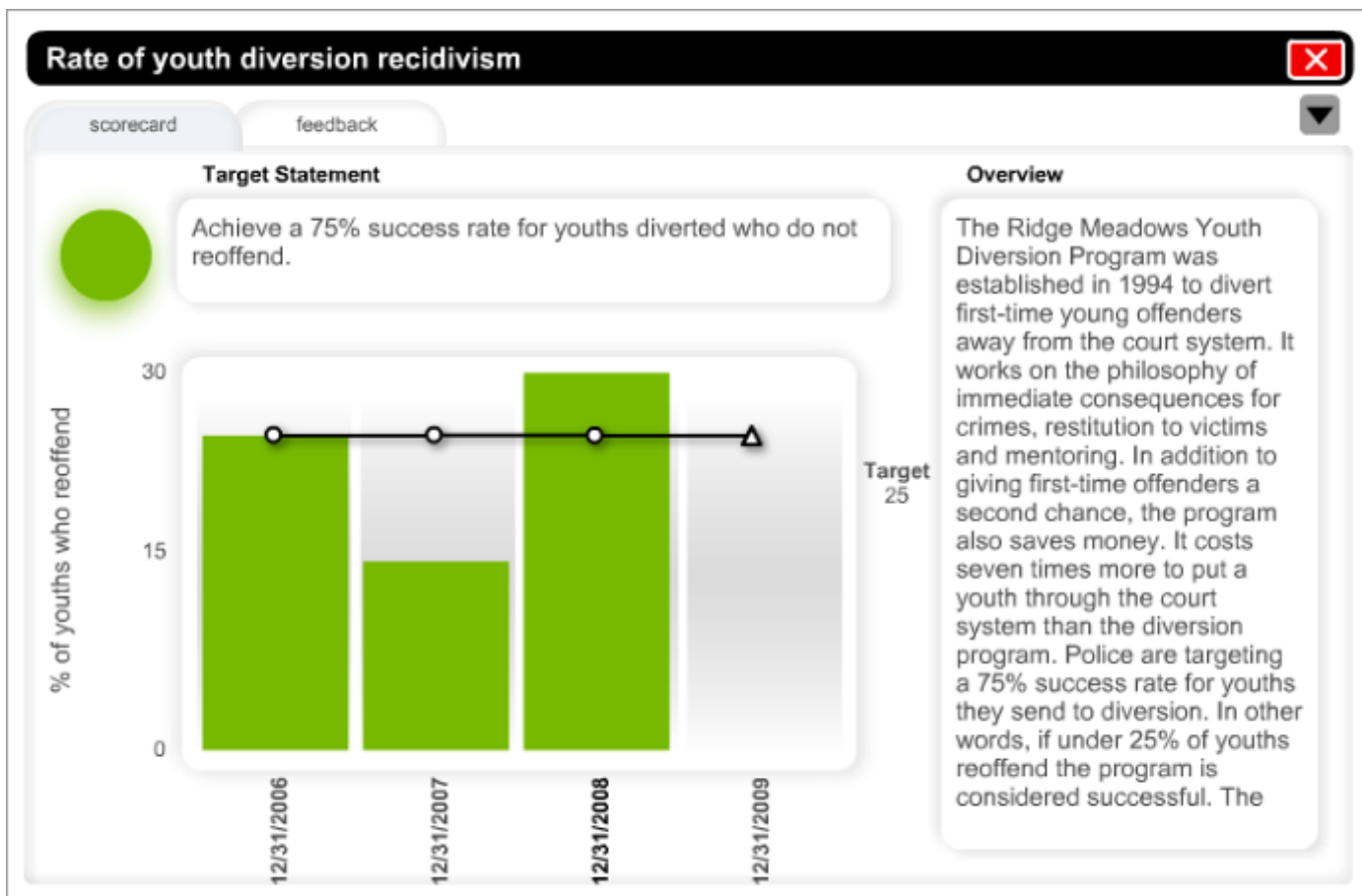
Overview:

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. Youths are recommended for diversion on a case by case basis by both police and court.

-Last Data Point: Date: 12/31/2009

Actual: 131 # youths in diversion

Status Report: In 2009, 131 youths (51 females and 70 males) participated in the Youth Diversion Program. 92 of these participants reside in Maple Ridge, 23 in Pitt Meadows, plus 6 from other area resident referrals.



Rate of youth diversion recidivism

Target Statement:

Achieve a 75% success rate for youths diverted who do not reoffend.

Overview:

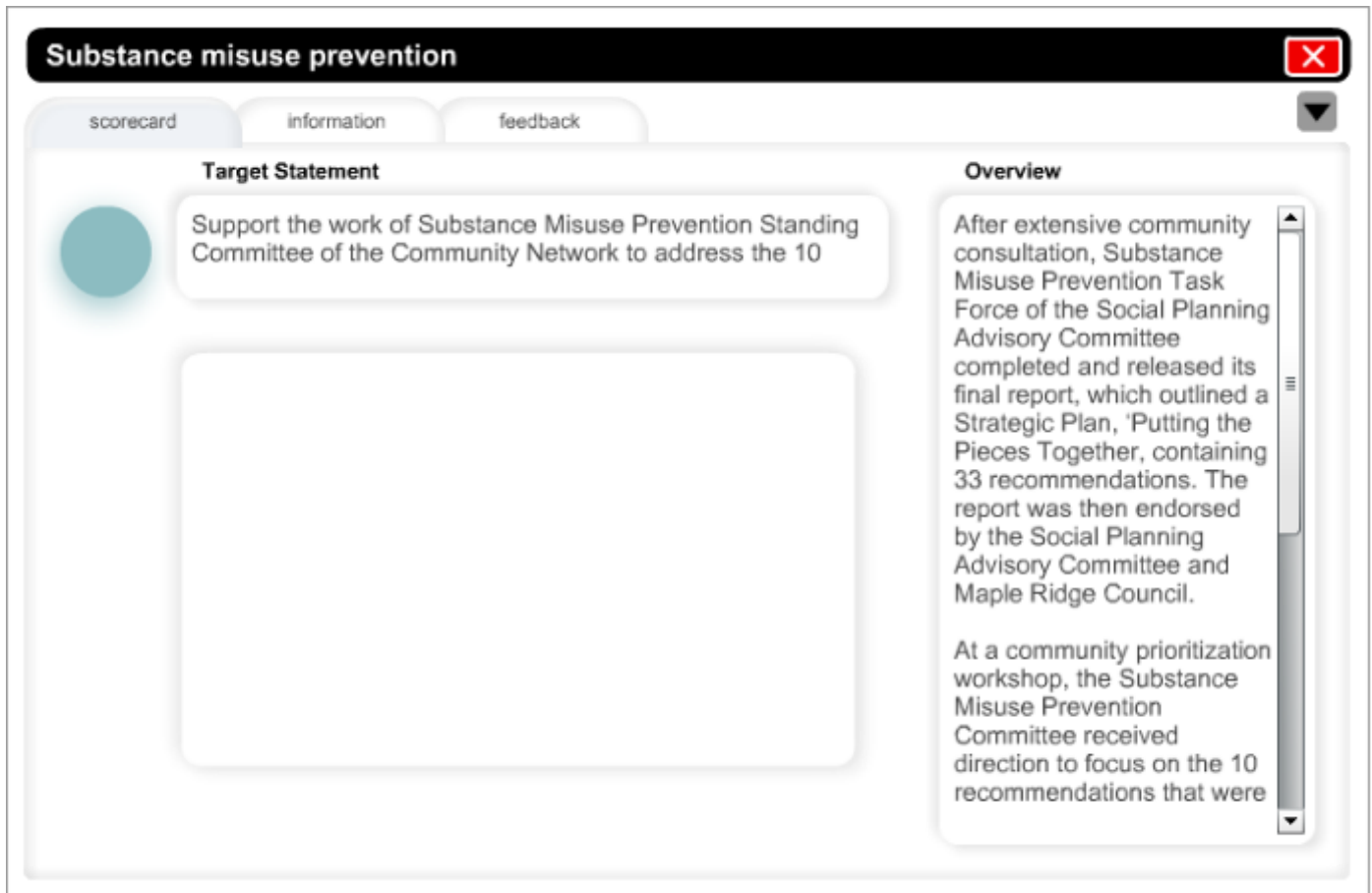
The Ridge Meadows Youth Diversion Program was established in 1994 to divert first-time young offenders away from the court system. It works on the philosophy of immediate consequences for crimes, restitution to victims and mentoring. In addition to giving first-time offenders a second chance, the program also saves money. It costs seven times more to put a youth through the court system than the diversion program. Police are targeting a 75% success rate for youths they send to diversion. In other words, if under 25% of youths reoffend the program is considered successful. 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.

-Last Data Point: Date: 12/31/2008

Target: 25.02 % of youths who reoffend

Actual: 30 % of youths who reoffend

Status Report: 70% of youth diverted to this program have completed diversion and did not re-offend within a year after completion. If we were to add the numbers for partial compliance, then the recidivism figure would have risen to 83% of youths who did not re-offend.



Substance misuse prevention

Target Statement:

Support the work of Substance Misuse Prevention Standing Committee of the Community Network to address the 10 priority recommendations outlined in the 2007 Substance Misuse Prevention Strategic Plan “Putting the Pieces Together”.

Overview:

After extensive community consultation, Substance Misuse Prevention Task Force of the Social Planning Advisory Committee completed and released its final report, which outlined a Strategic Plan, ‘Putting the Pieces Together, containing 33 recommendations. The report was then endorsed by the Social Planning Advisory Committee and Maple Ridge Council.

At a community prioritization workshop, the Substance Misuse Prevention Committee received direction to focus on the 10 recommendations that were selected as community priorities.



Property crime offences

Target Statement:

Reduce by 5% the number of property crime offences.

Overview:

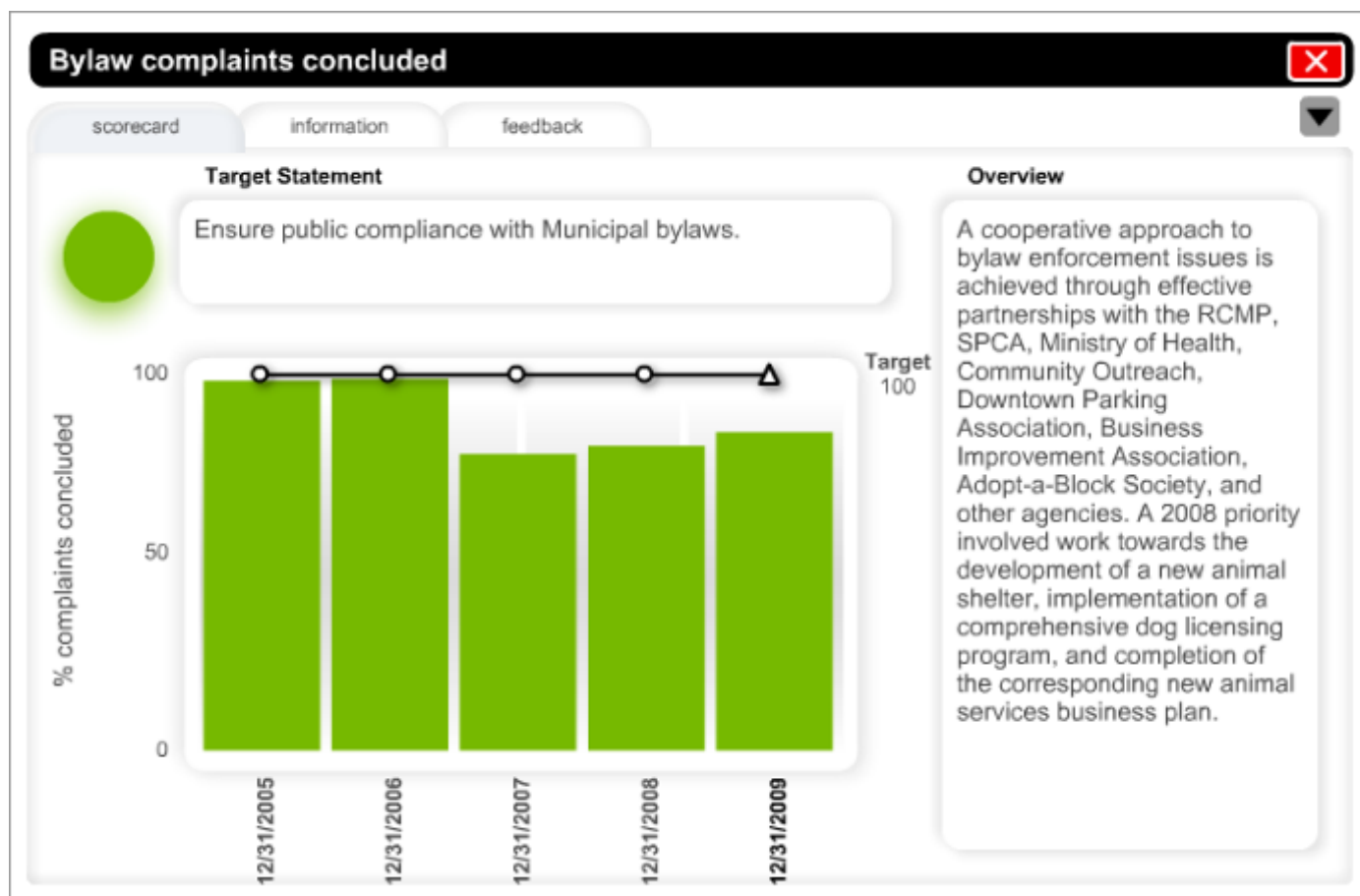
Local detachment focus in 2008 was to develop and implement strategies that address community crime problems, identify emerging problems, prolific offenders, and hotspots so that criminal intelligence could be coordinated in an effort to decrease property crime offences in our communities.

-Last Data Point: Date: 12/31/2009

Target: 3649 # of property crime offences

Actual: 5257 # of property crime offences

Status Report: Property Crime represents 66% of total Criminal Code offences for the fourth quarter of 2009 and is trending down by 15%. This positive trend in property crime offences became evident during the month of November, unlike previous months where increases of up to 16% were reported. The end result year over year, is an overall 2% decrease (82 offences) within this category.



Bylaw complaints concluded

Target Statement:

Ensure public compliance with Municipal bylaws.

Overview:

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.

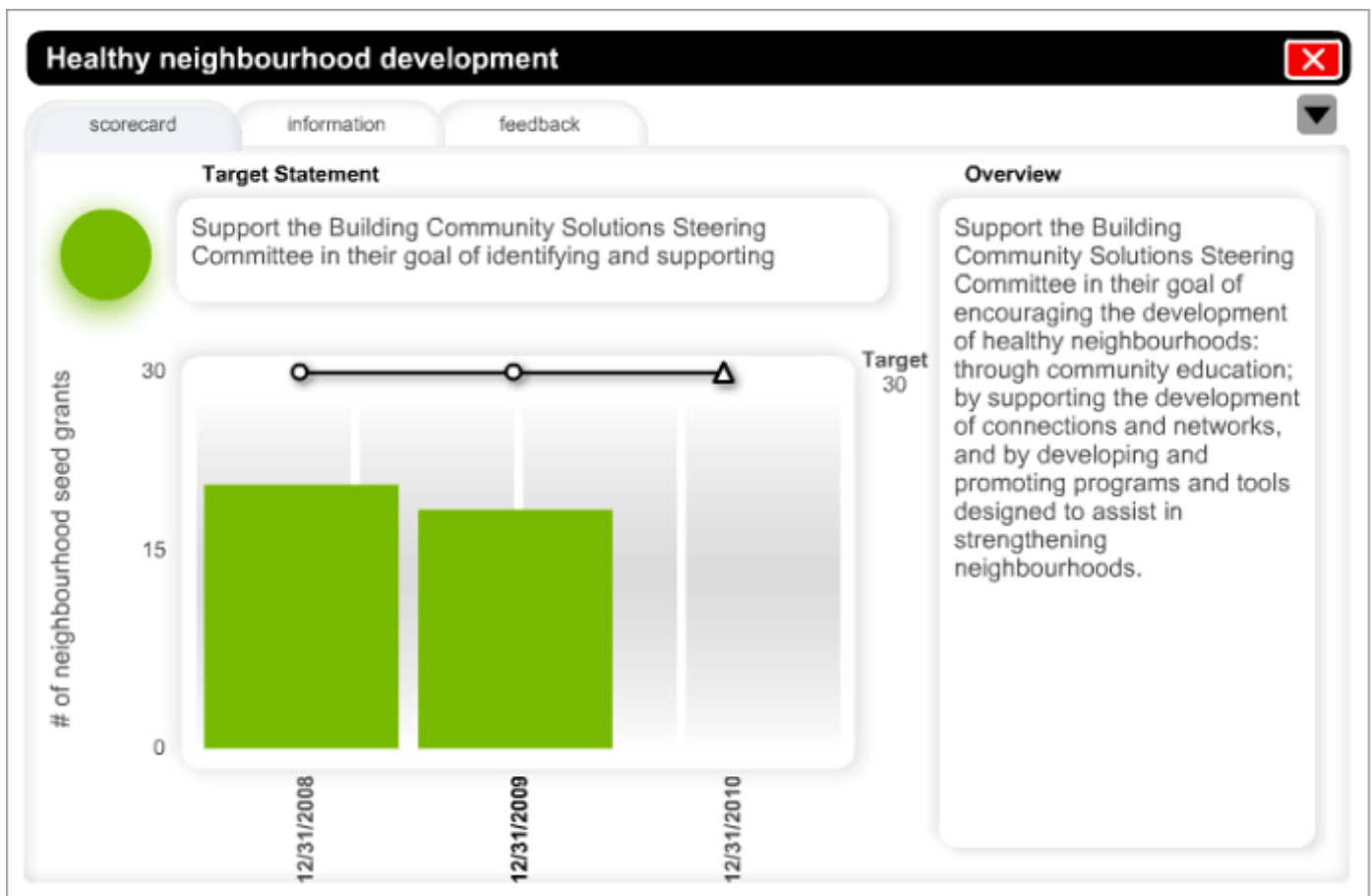
-Last Data Point: Date: 12/31/2009

Target: 100 % complaints concluded

Actual: 84.45 % complaints concluded

Status Report: Proactive enforcement in the downtown core and for dog licensing created an increase in bylaw complaint files received. Of the 6,851 complaints received during 2009, almost 85% were concluded.

Files are not necessarily concluded in the same month that they are received.



Healthy neighbourhood development

Target Statement:

Support the Building Community Solutions Steering Committee in their goal of identifying and supporting leadership development and strengthening of neighbourhoods through the promotion and implementation of the Neighbourhood 'Seed Grant' program.

Overview:

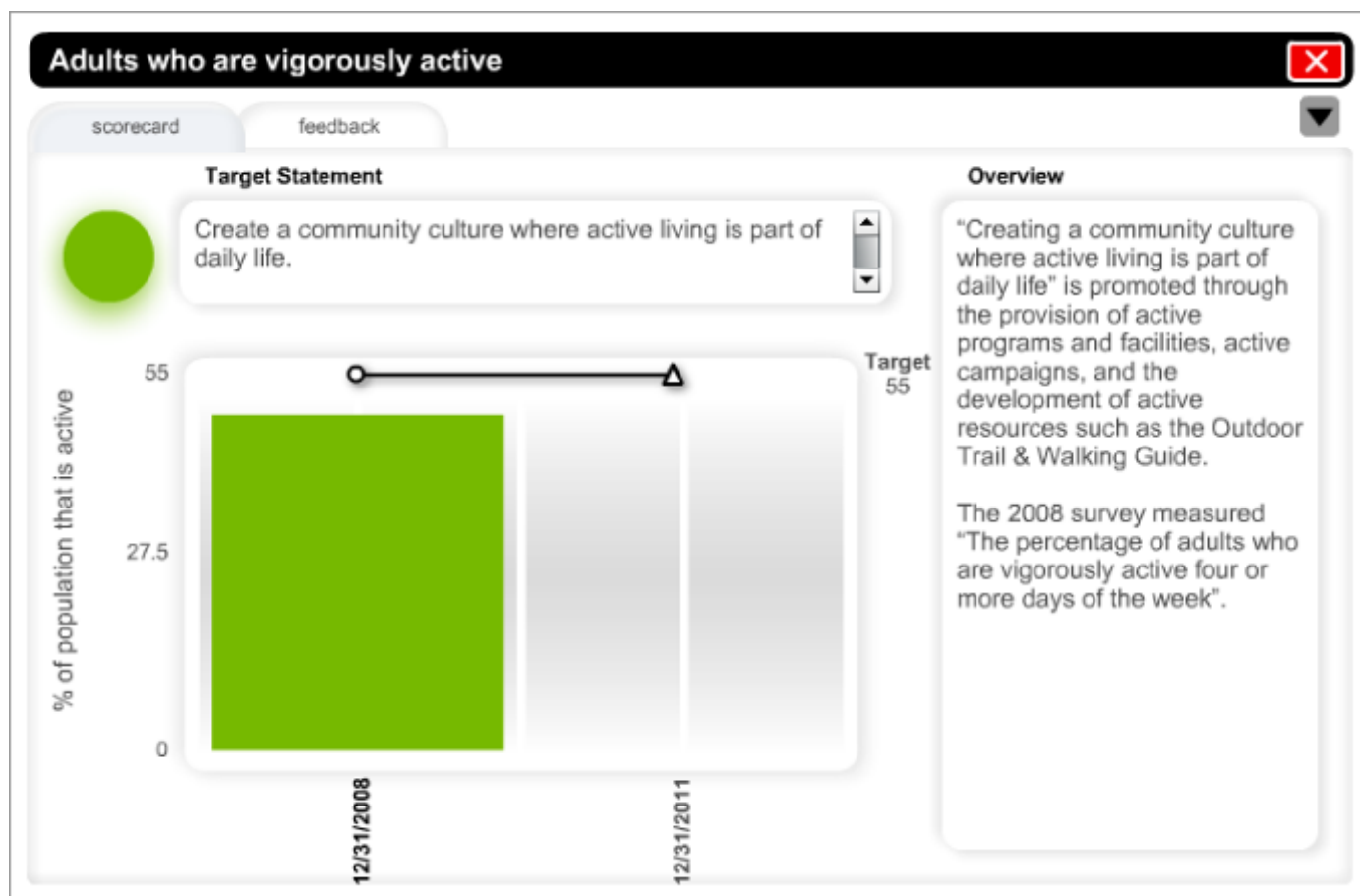
Support the Building Community Solutions Steering Committee in their goal of encouraging the development of healthy neighbourhoods: through community education; by supporting the development of connections and networks, and by developing and promoting programs and tools designed to assist in strengthening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

-Last Data Point: Date: 12/31/2009

Target: 30 # of neighbourhood seed grants

Actual: 19 # of neighbourhood seed grants

Status Report: The number of Seed Grants administered in 2009 was down due a gap in funding source. The Building Community Solutions Steering Committee was notified by United Way of the Lower Mainland that this project which had been funded since 2000 would no longer be funded. Since that time, a small amount of additional funding was received to support a smaller number of Seed Grants. The Committee continues to look for sustainable funding for this valuable program that encourages healthy neighbourhoods in our community. The target has been lowered for 2010 from 40 to 30.



Adults who are vigorously active

Target Statement:

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

Overview:

"Creating a community culture where active living is part of daily life" is promoted through the provision of active programs and facilities, active campaigns, and the development of active resources such as the Outdoor Trail & Walking Guide.

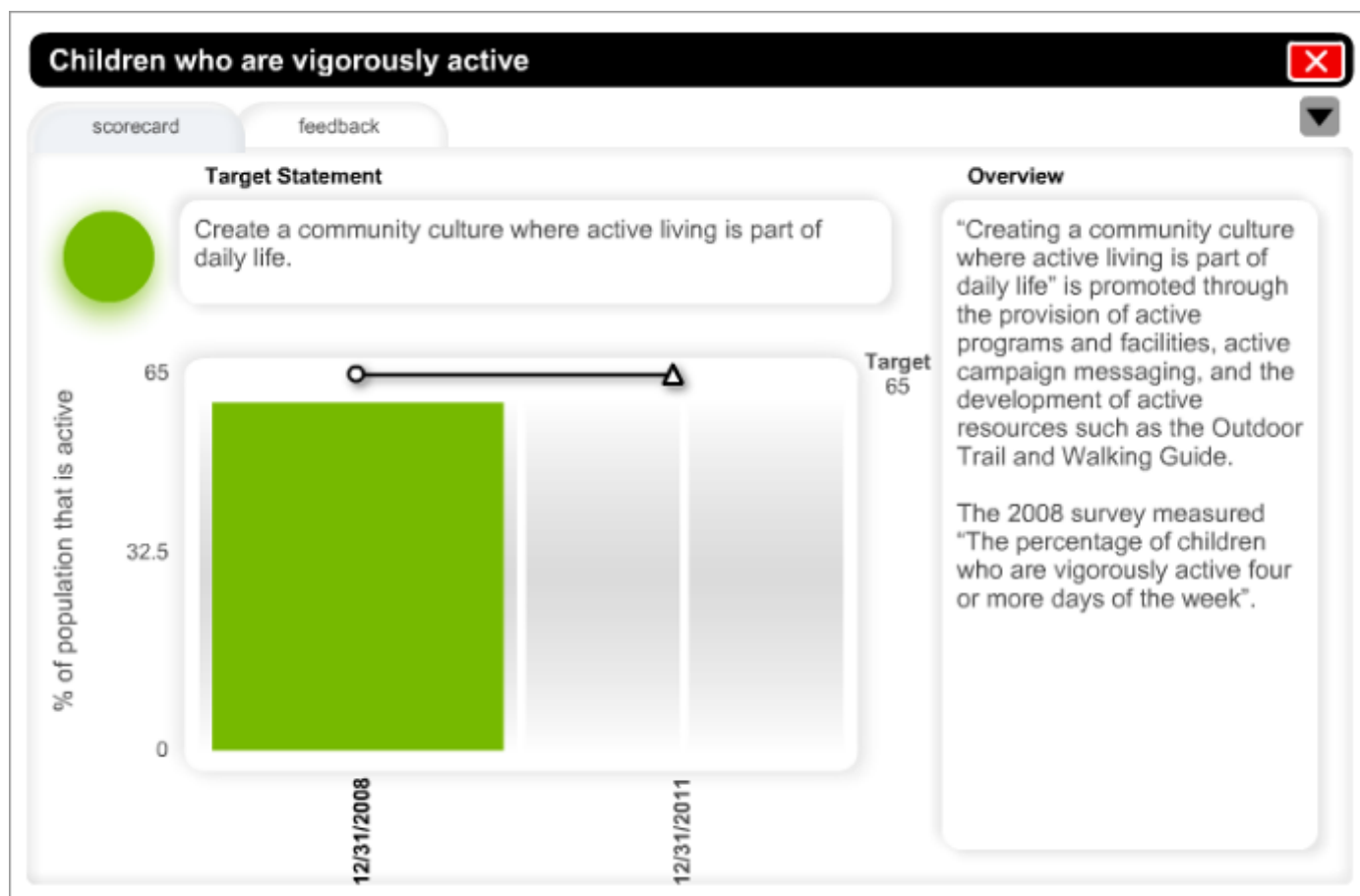
The 2008 survey measured "The percentage of adults who are vigorously active four or more days of the week".

-Last Data Point: Date: 12/31/2008

Target: 55 % of population that is active

Actual: 49 % of population that is active

Status Report: Source: Parks and Recreation Survey conducted by Points West Consulting Inc. 2008.



Children who are vigorously active

Target Statement:

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

Overview:

"Creating a community culture where active living is part of daily life" is promoted through the provision of active programs and facilities, active campaign messaging, and the development of active resources such as the Outdoor Trail and Walking Guide.

The 2008 survey measured "The percentage of children who are vigorously active four or more days of the week".

-Last Data Point: Date: 12/31/2008

Target: 65 % of population that is active

Actual: 60 % of population that is active

Status Report: Source: Parks and Recreation Survey conducted by Points West Consulting Inc. in 2008.



Citizens who use Parks & Leisure Services

Target Statement:

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

Overview:

Parks & Leisure Services (PLS) ensure that a broad range of opportunities are accessible to citizens to participate in. This includes both indoor and outdoor leisure, recreation, and social pursuits. The scope of the opportunity that is provided to the community is enhanced through partnerships with community volunteers, not-for-profit service providers, and local businesses that offer recreation services to the community in partnership, alongside or on behalf of PLS.

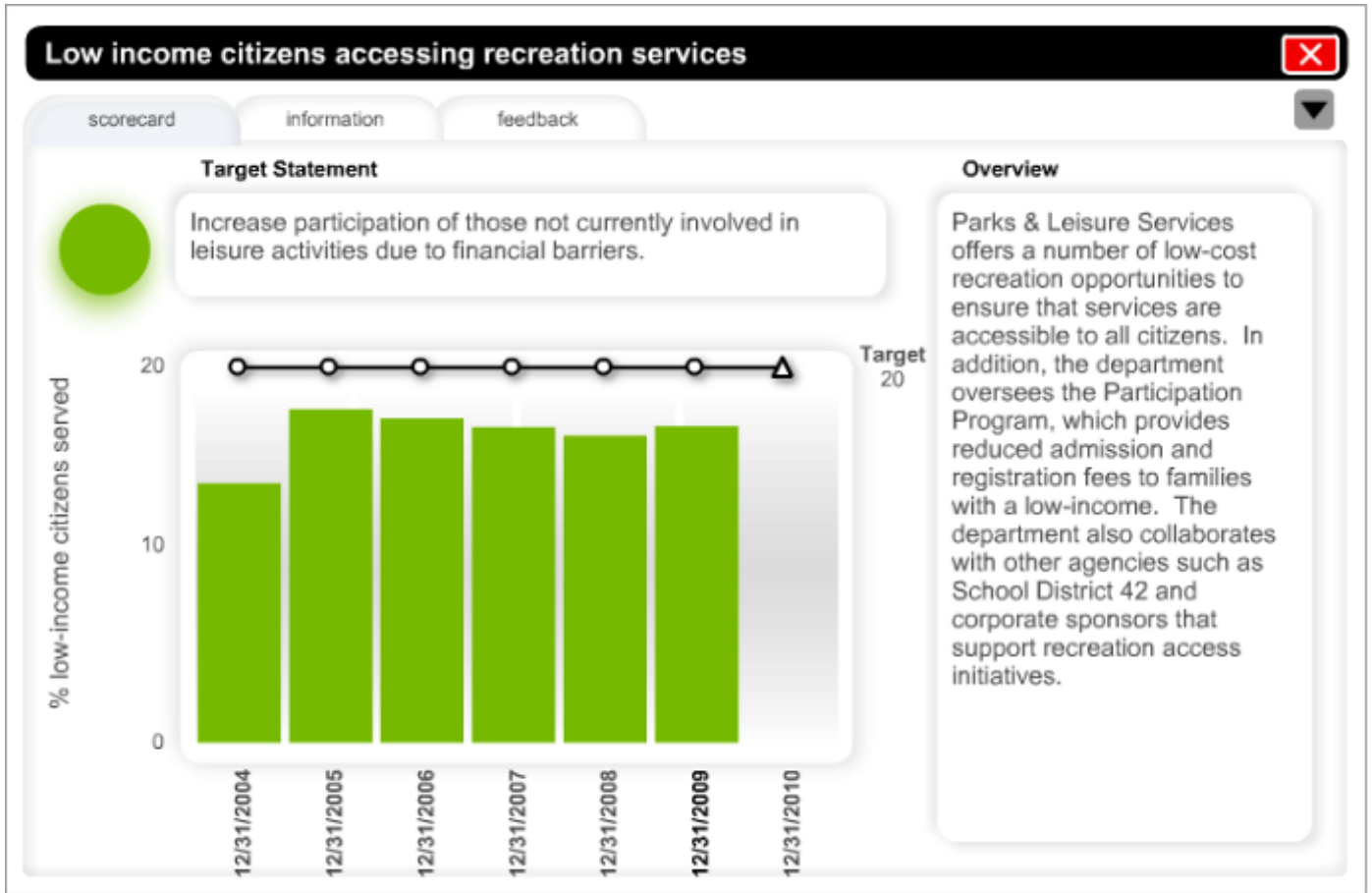
-Last Data Point: Date: 12/31/2008

Target: 90 % of population that use PLS

Actual: 85 % of population that use PLS

Status Report: Percentage of citizens who use available Parks & Leisure Services.

Source: Parks and Recreation Survey conducted by Points West Consulting Inc in 2008.



Low income citizens accessing recreation services

Target Statement:

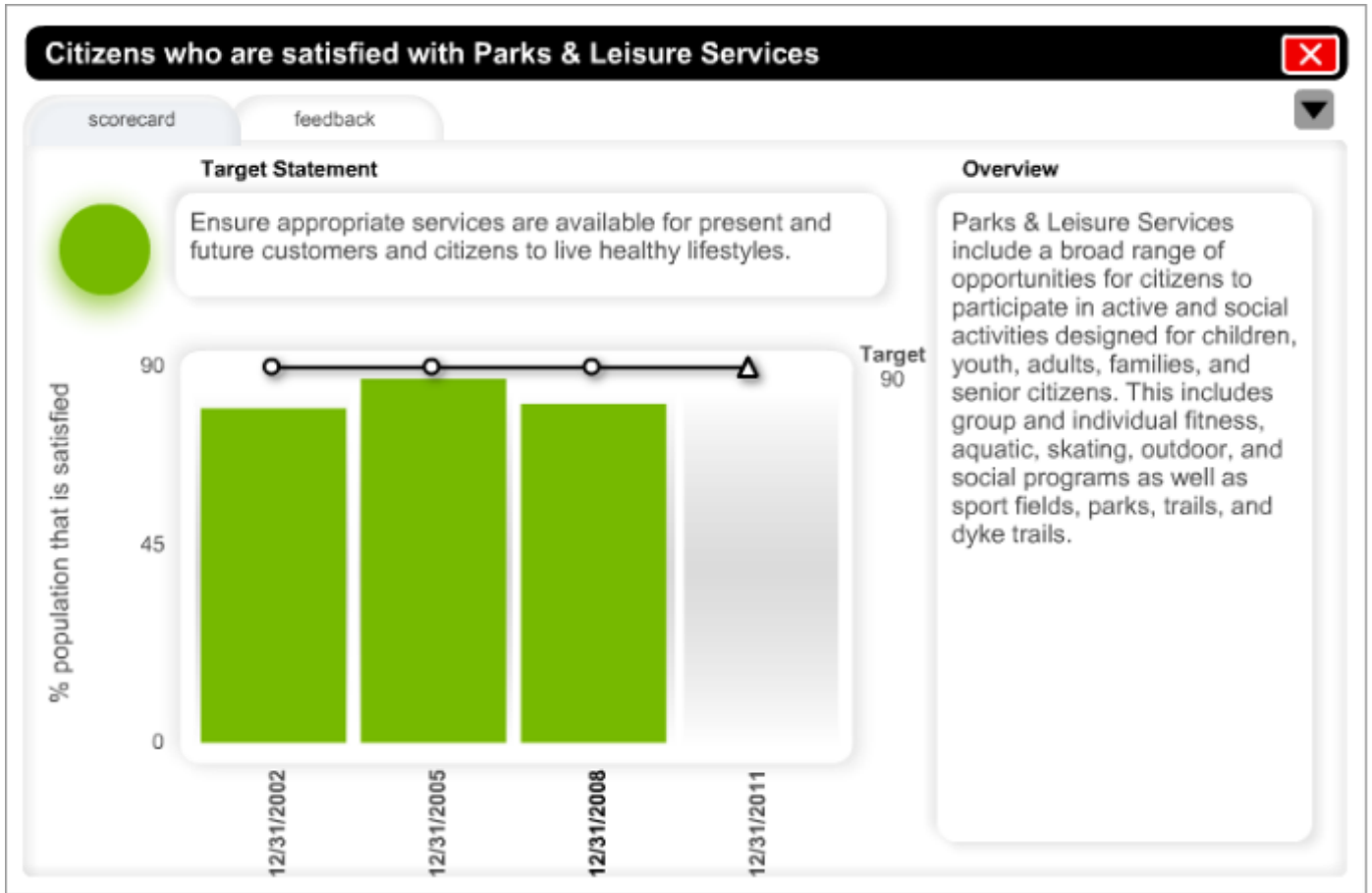
Increase participation of those not currently involved in leisure activities due to financial barriers.

Overview:

Parks & Leisure Services offers a number of low-cost recreation opportunities to ensure that services are accessible to all citizens. In addition, the department oversees the Participation Program, which provides reduced admission and registration fees to families with a low-income. The department also collaborates with other agencies such as School District 42 and corporate sponsors that support recreation access initiatives.

-Last Data Point: Date: 12/31/2009

Target: 20 % low-income citizens served Actual: 16.82 % low-income citizens served Status Report:



Citizens who are satisfied with Parks & Leisure Services

Target Statement:

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

Overview:

Parks & Leisure Services include a broad range of opportunities for citizens to participate in active and social activities designed for children, youth, adults, families, and senior citizens. This includes group and individual fitness, aquatic, skating, outdoor, and social programs as well as sport fields, parks, trails, and dyke trails.

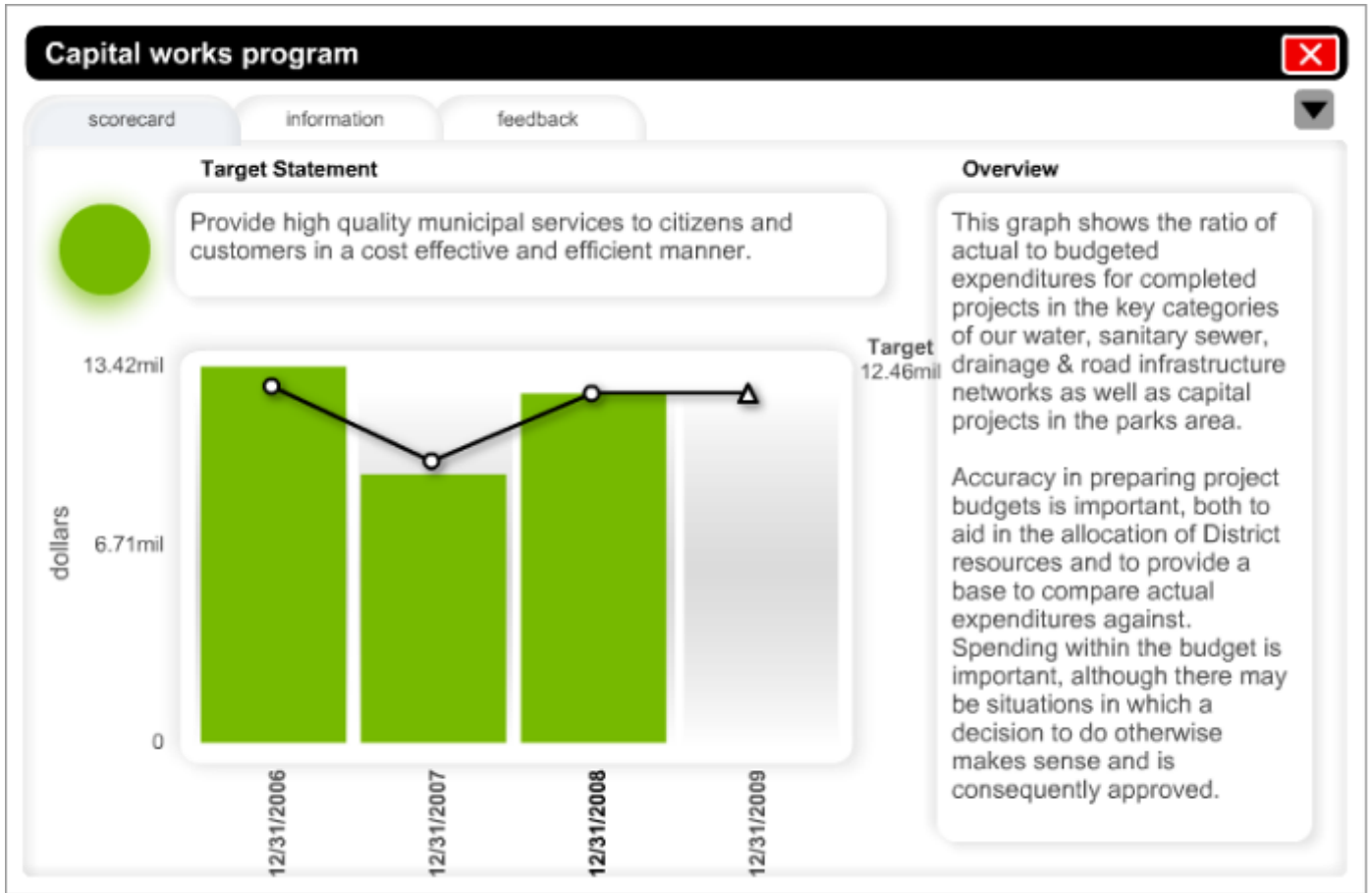
-Last Data Point: Date: 12/31/2008

Target: 90 % population that is satisfied

Actual: 81 % population that is satisfied

Status Report: Percentage of citizens who are satisfied (rated as Excellent or Good) with Parks & Leisure Services.

Source: Parks and Recreation Survey conducted by Points West Consulting Inc in 2008.



Capital works program

Target Statement:

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

Overview:

This graph shows the ratio of actual to budgeted expenditures for completed projects in the key categories of our water, sanitary sewer, drainage & road infrastructure networks as well as capital projects in the parks area.

Accuracy in preparing project budgets is important, both to aid in the allocation of District resources and to provide a base to compare actual expenditures against. Spending within the budget is important, although there may be situations in which a decision to do otherwise makes sense and is consequently approved.

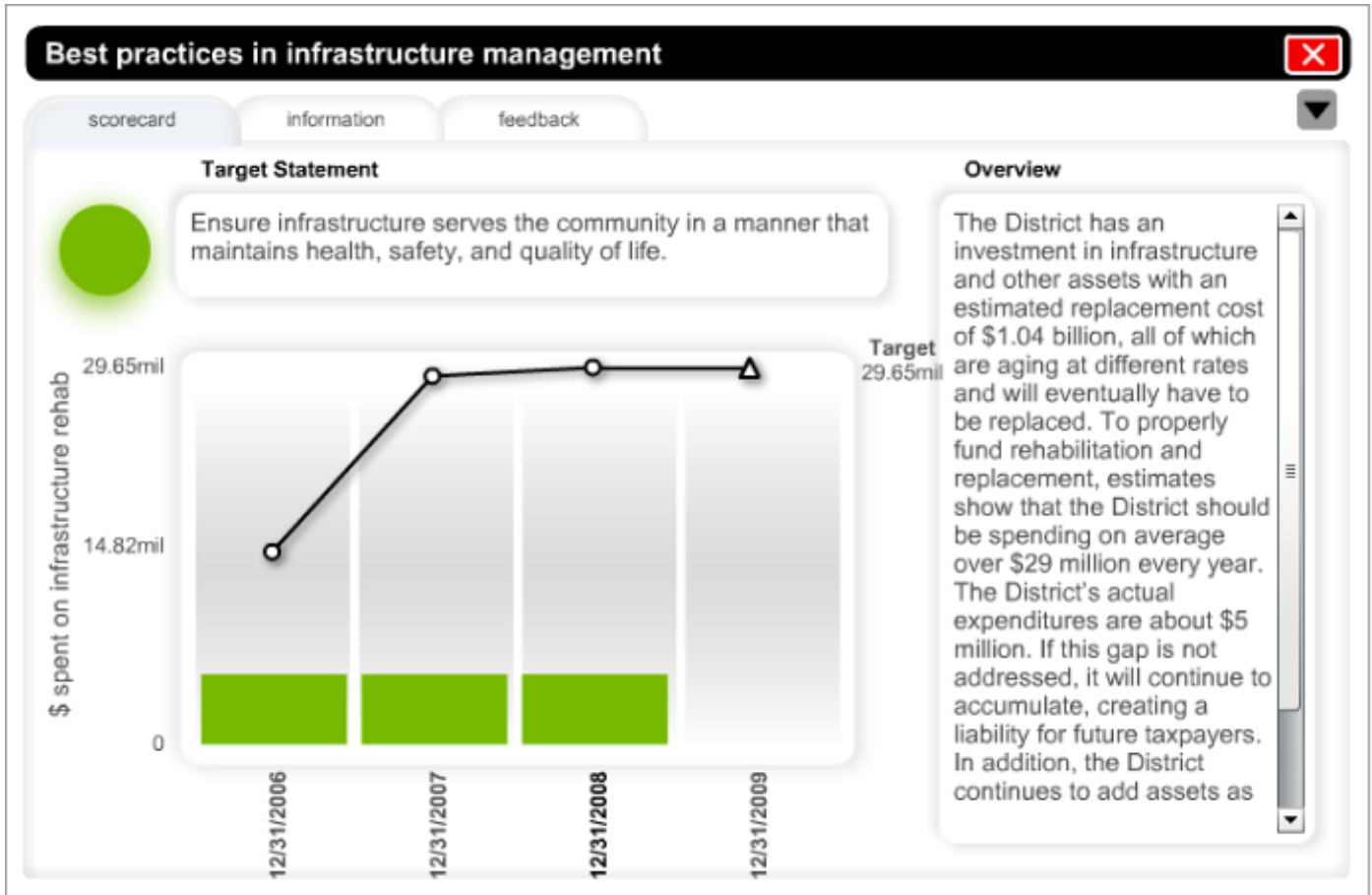
-Last Data Point: Date: 12/31/2008

Target: 12463220 dollars

Actual: 12449030 dollars

Status Report: 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.



Best practices in infrastructure management

Target Statement:

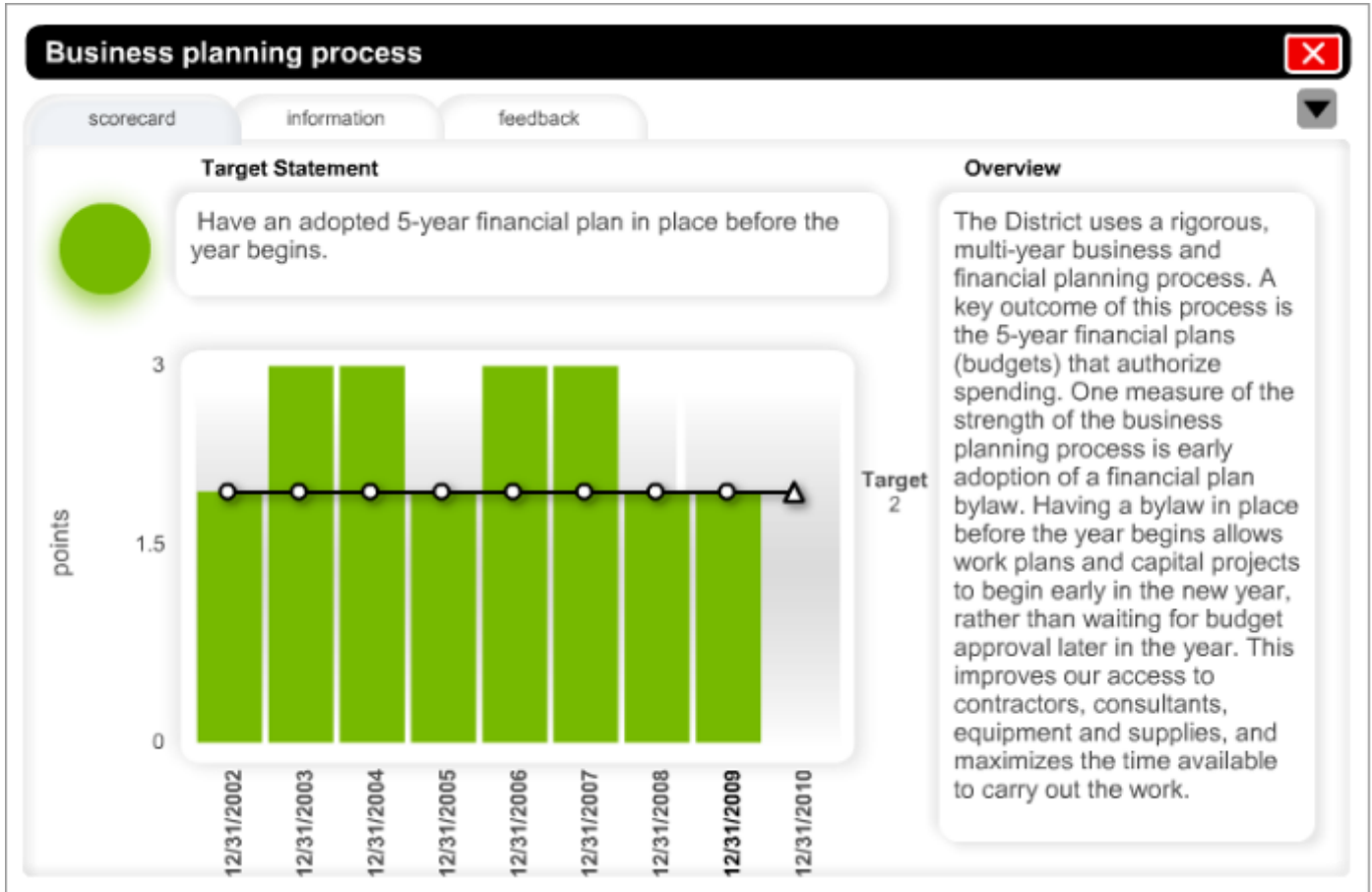
Ensure infrastructure serves the community in a manner that maintains health, safety, and quality of life.

Overview:

The District has an investment in infrastructure and other assets with an estimated replacement cost of \$1.04 billion, all of which are aging at different rates and will eventually have to be replaced. 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.

-Last Data Point: Date: 12/31/2008

Target: 29646624 \$ spent on infrastructure rehab Actual: 5500000 \$ spent on infrastructure rehab Status Report:



Business planning process

Target Statement:

Have an adopted 5-year financial plan in place before the year begins.

Overview:

The District uses a rigorous, multi-year business and financial planning process. A key outcome of this process is the 5-year financial plans (budgets) that authorize spending. One measure of the strength of the business planning process is early adoption of a financial plan bylaw. Having a bylaw in place before the year begins allows work plans and capital projects to begin early in the new year, rather than waiting for budget approval later in the year. This improves our access to contractors, consultants, equipment and supplies, and maximizes the time available to carry out the work. This graph represents when each financial plan bylaw is adopted by Council, with points allocated as follows:

3 = adopted in December prior to the start of the 5-year financial plan

2 = third reading in December; adopted in January

1 = third reading and adopted in January

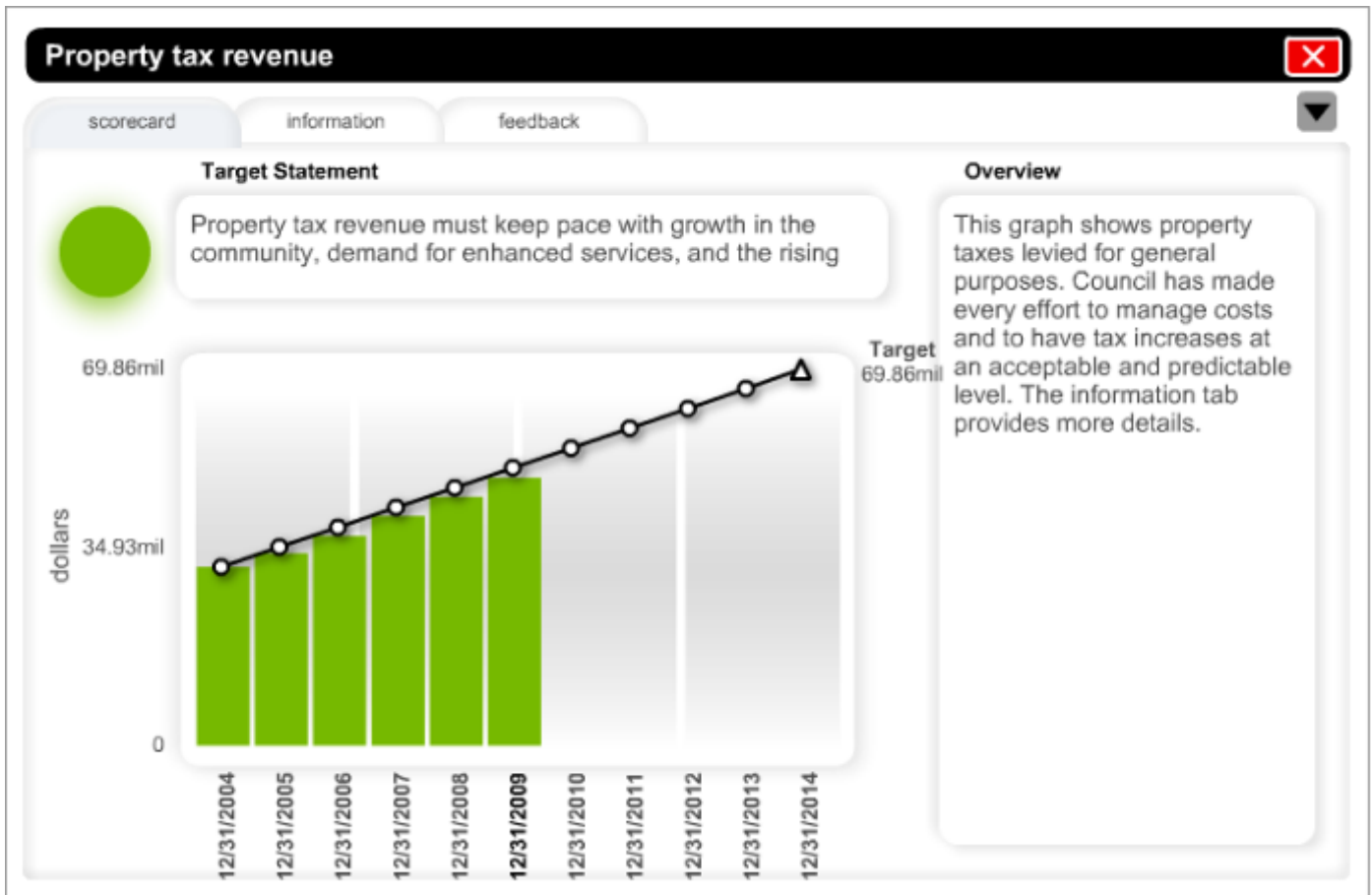
0 = financial plan is adopted after January

-Last Data Point: Date: 12/31/2009

Target: 2 points

Actual: 2 points

Status Report: The bylaw for the 2010-2014 Financial Plan Bylaw No. 6708-2009 was given third reading on December 8, 2009, with final adoption on January 12, 2010.



Property tax revenue

Target Statement:

Property tax revenue must keep pace with growth in the community, demand for enhanced services, and the rising cost of existing services.

Overview:

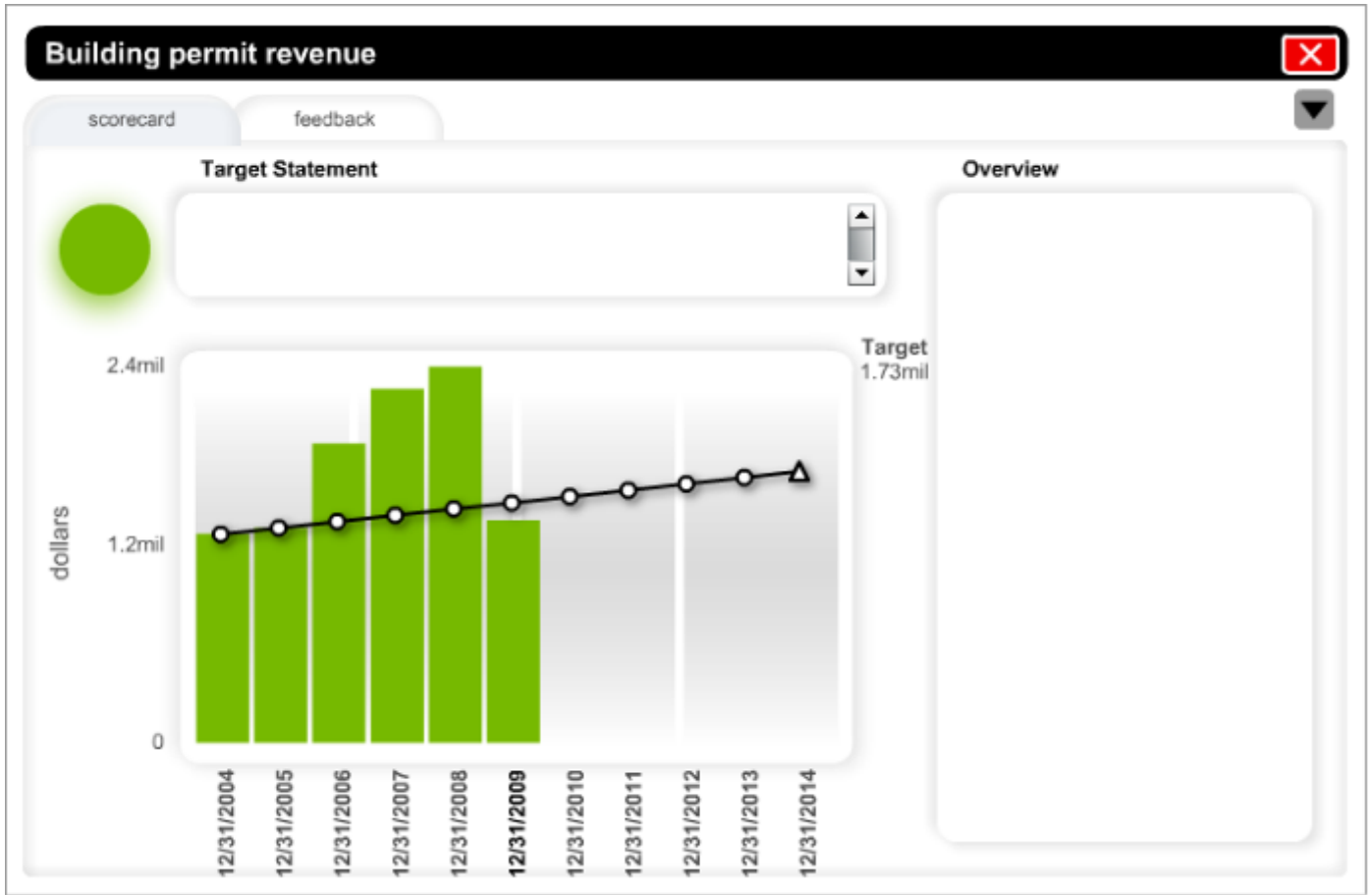
This graph shows property taxes levied for general purposes. Council has made every effort to manage costs and to have tax increases at an acceptable and predictable level. The information tab provides more details.

-Last Data Point: Date: 12/31/2009

Target: 51517019 dollars

Actual: 49637858 dollars

Status Report: Property tax revenue of \$49.6 million represents a 7.8% increase over the prior year. This is a combination of 2.5% in new growth, a 3.9% general tax increase, and a 1.4% Fire Services Improvement Levy. Property tax revenue in 2009 increased \$1,120,000 due to new construction.



Building permit revenue

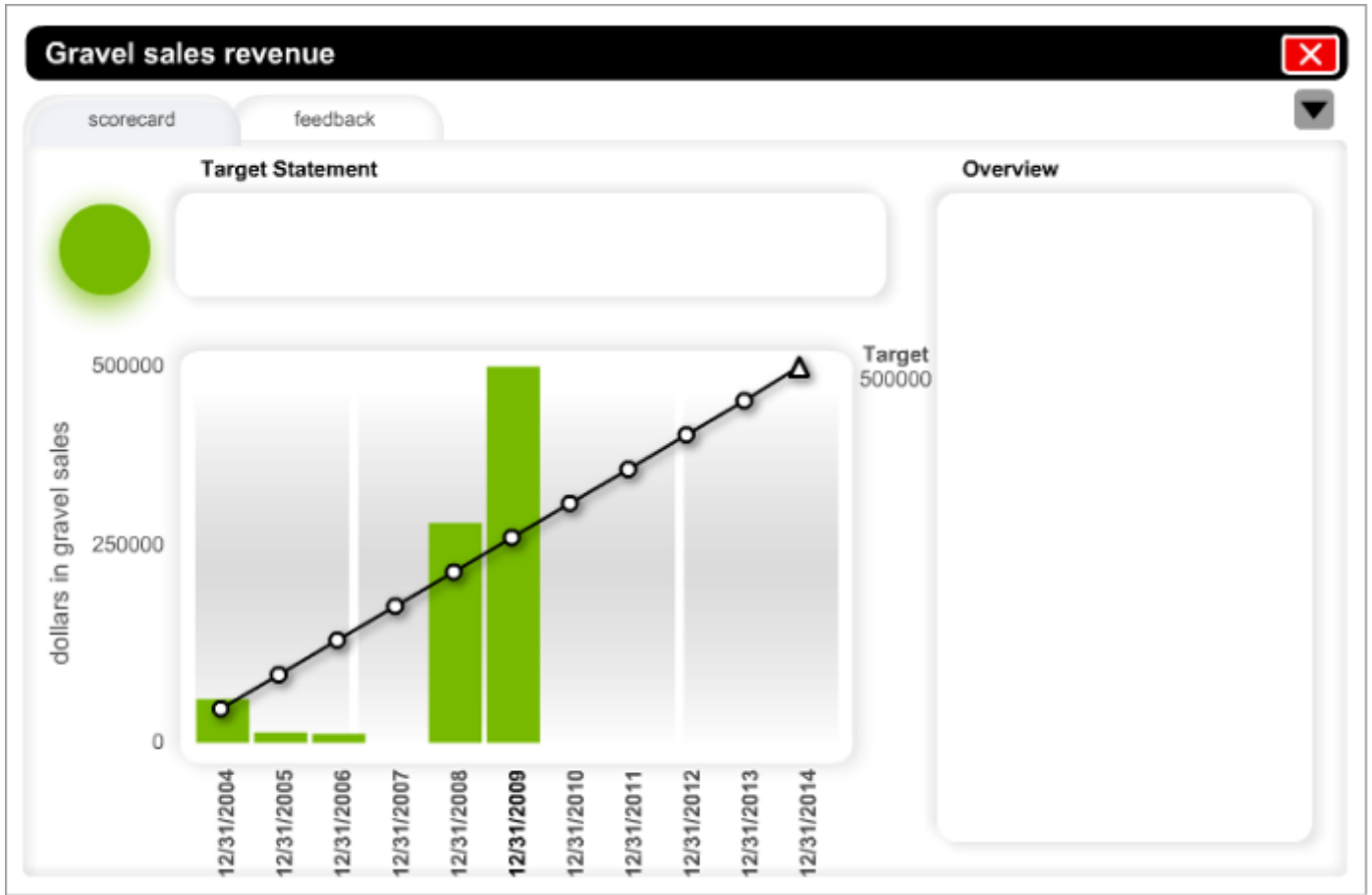
Target Statement:

-Last Data Point: Date: 12/31/2009

Target: 1532182 dollars

Actual: 1419123 dollars

Status Report: Reporting period 12/31/2009

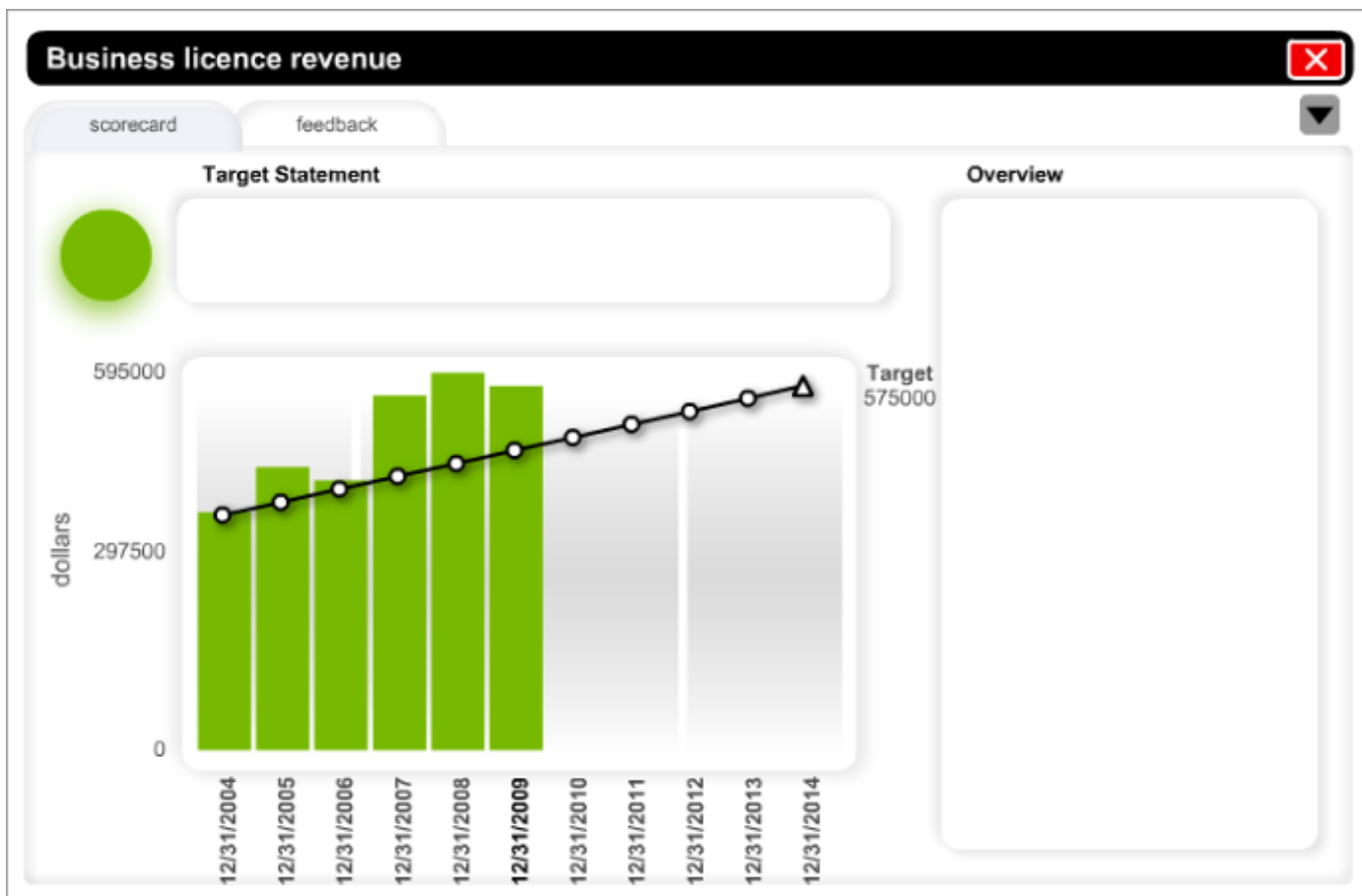


Gravel sales revenue

Target Statement:

-Last Data Point: Date: 12/31/2009

Target: 272727 dollars in gravel sales Actual: 500000 dollars in gravel sales Status Report:



Business licence revenue

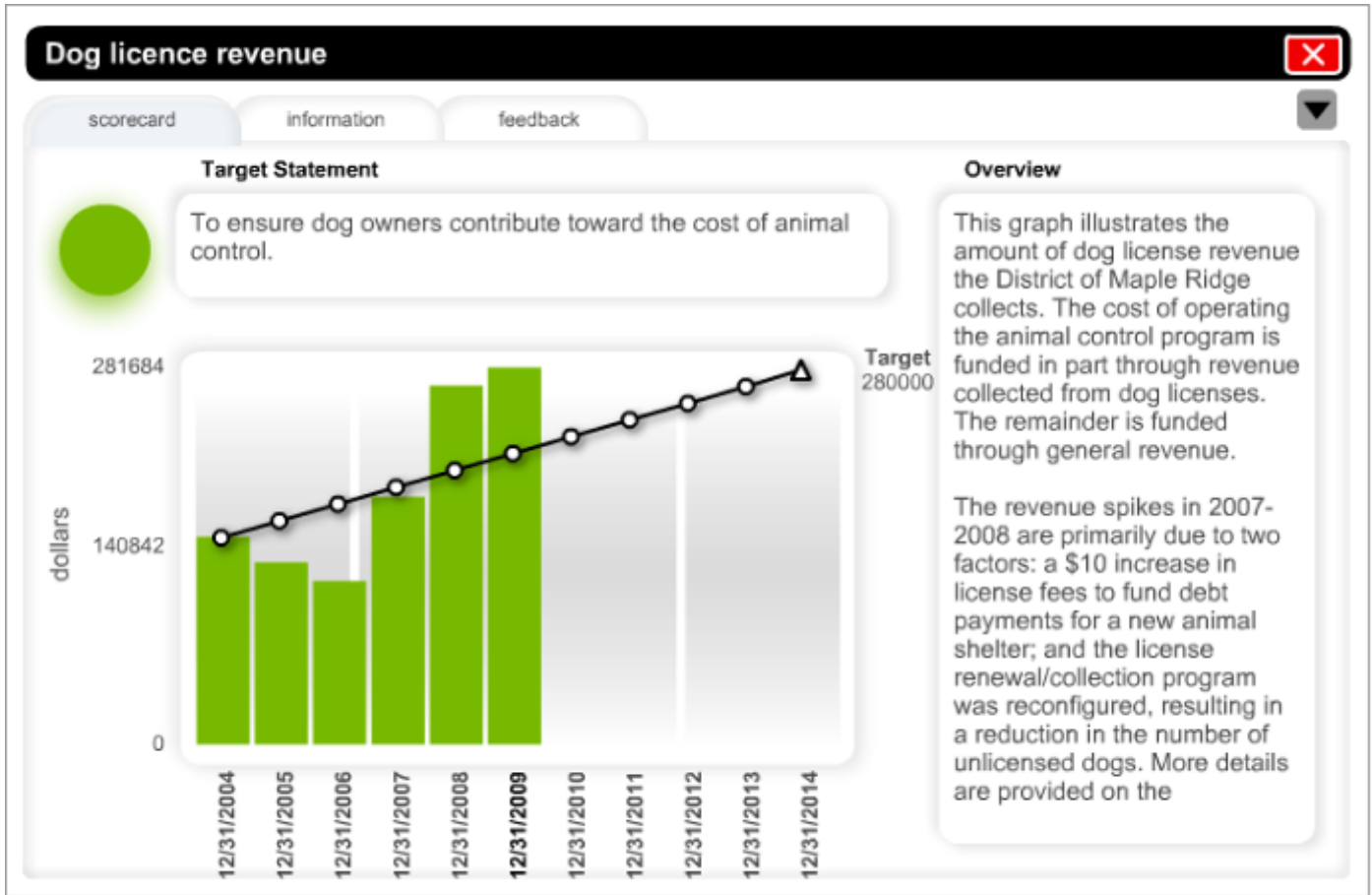
Target Statement:

-Last Data Point: Date: 12/31/2009

Target: 472727 dollars

Actual: 574081 dollars

Status Report: As a result of the economic slowdown fewer community and home based business licences were renewed in 2009, contributing to overall lower revenues from this source.



Dog licence revenue

Target Statement:

To ensure dog owners contribute toward the cost of animal control.

Overview:

This graph illustrates the amount of dog license revenue the District of Maple Ridge collects. The cost of operating the Animal control program is funded in part through revenue collected from dog licenses. The remainder is funded through general revenue.

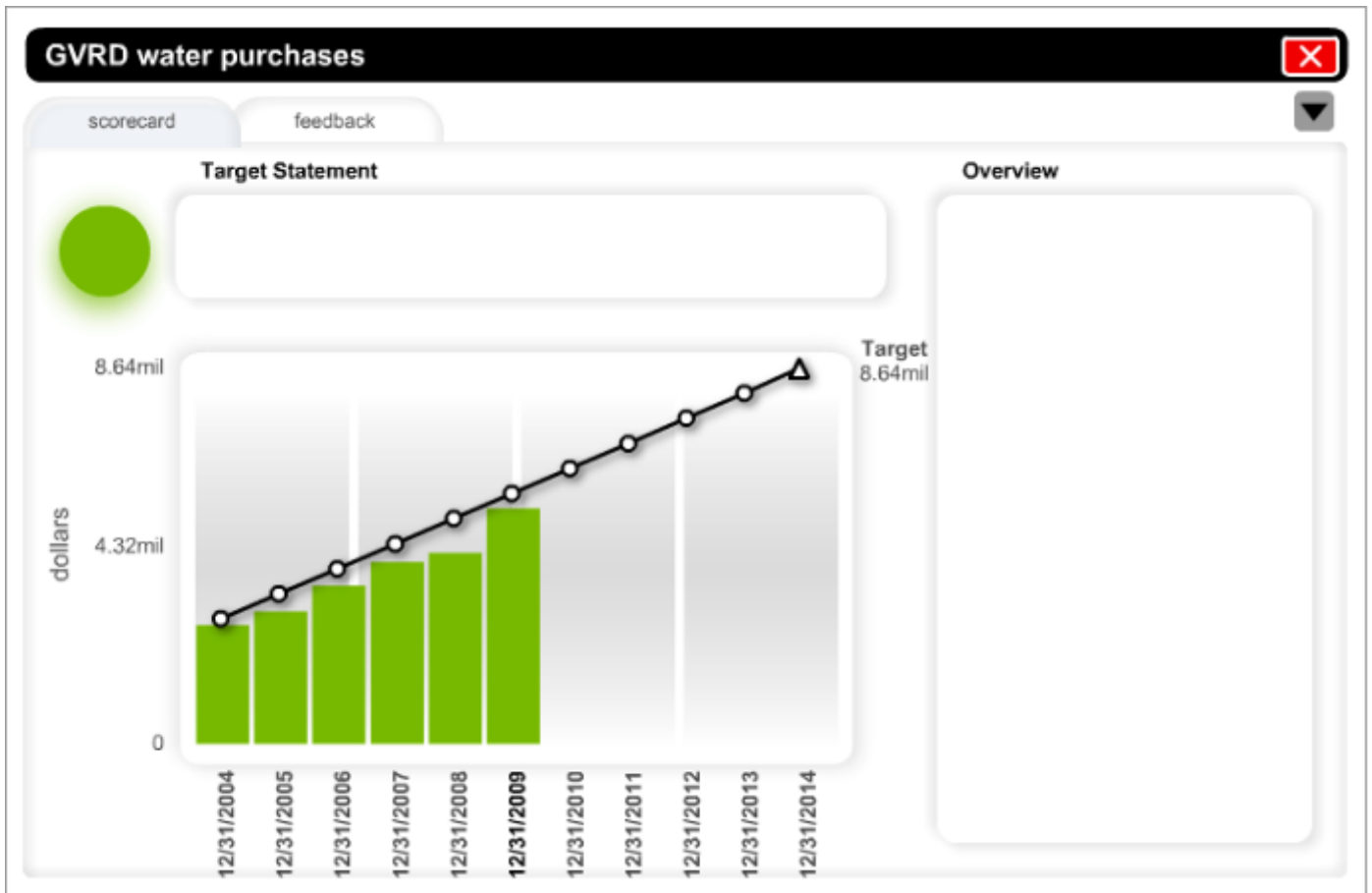
The revenue spikes in 2007-2008 are primarily due to two factors: a \$10 increase in license fees to fund debt payments for a new animal shelter; and the license renewal/collection program was reconfigured, resulting in a reduction in the number of unlicensed dogs. More details are provided on the information tab.

-Last Data Point: Date: 12/31/2009

Target: 217273 dollars

Actual: 281684 dollars

Status Report: 8,852 licences issued. The revenue increase was primarily due to the 405 increase in licences issued.

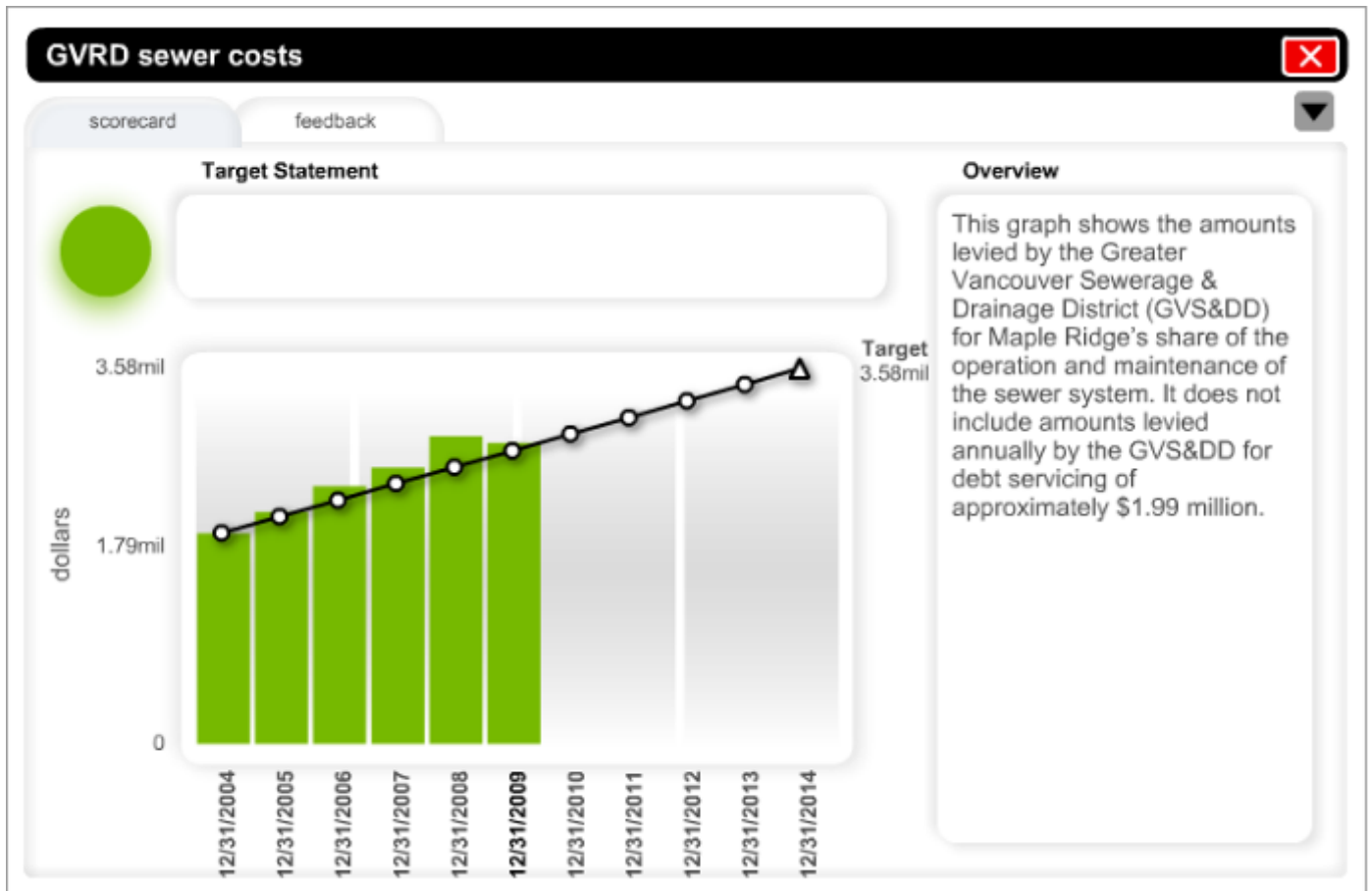


GVRD water purchases

Target Statement:

-Last Data Point: Date: 12/31/2009

Target: 5757818 dollars Actual: 5410250 dollars Status Report:



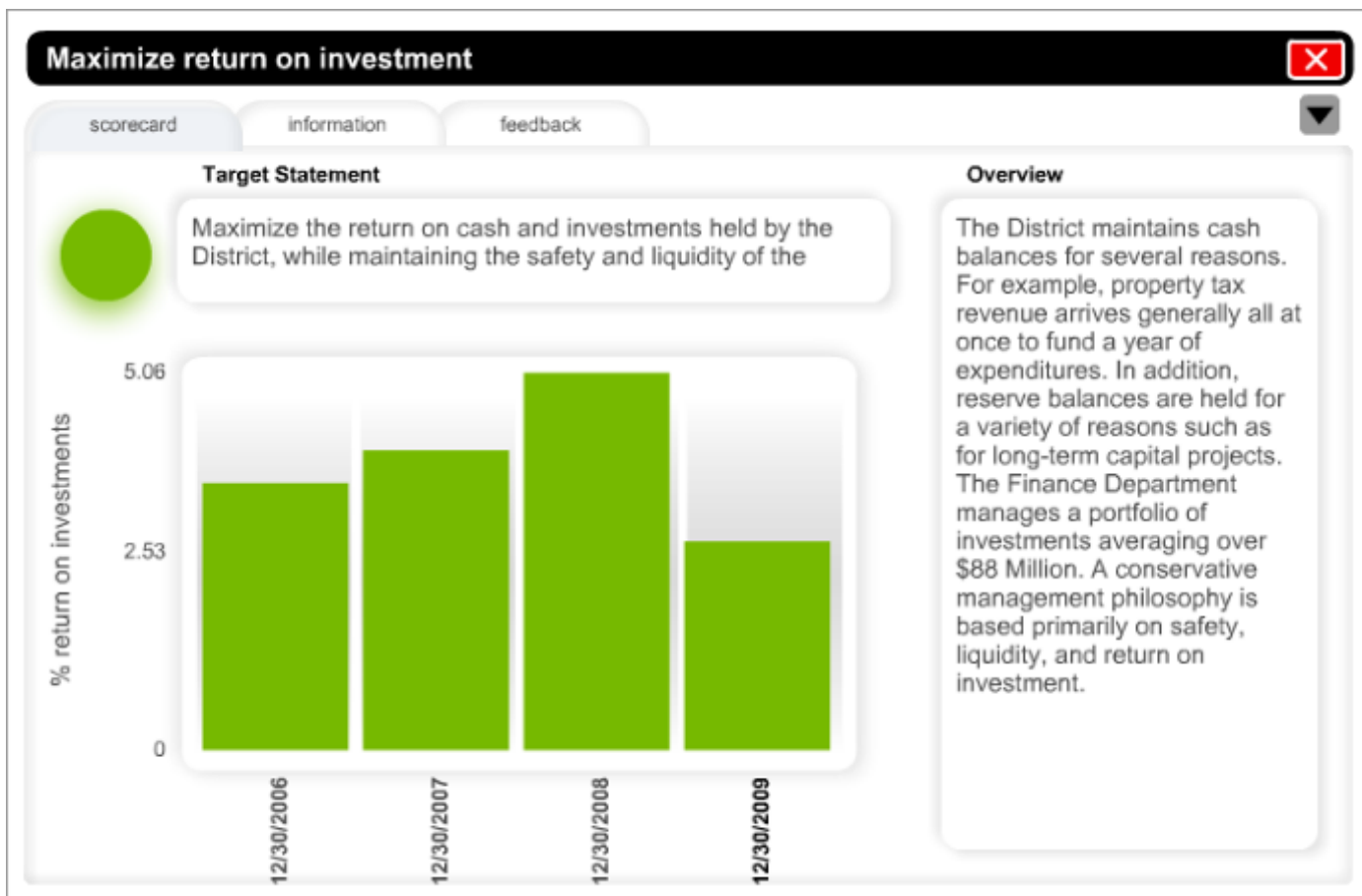
GVRD sewer costs

Target Statement: Overview:

This graph shows the amounts levied by the Greater Vancouver Sewerage & Drainage District (GVS&DD) for Maple Ridge's share of the operation and maintenance of the sewer system. It does not include amounts levied annually by the GVS&DD for debt servicing of approximately \$1.99 million.

-Last Data Point: Date: 12/31/2009

Target: 2791351 dollars Actual: 2861277 dollars Status Report:



Maximize return on investment

Target Statement:

Maximize the return on cash and investments held by the District, while maintaining the safety and liquidity of the underlying funds.

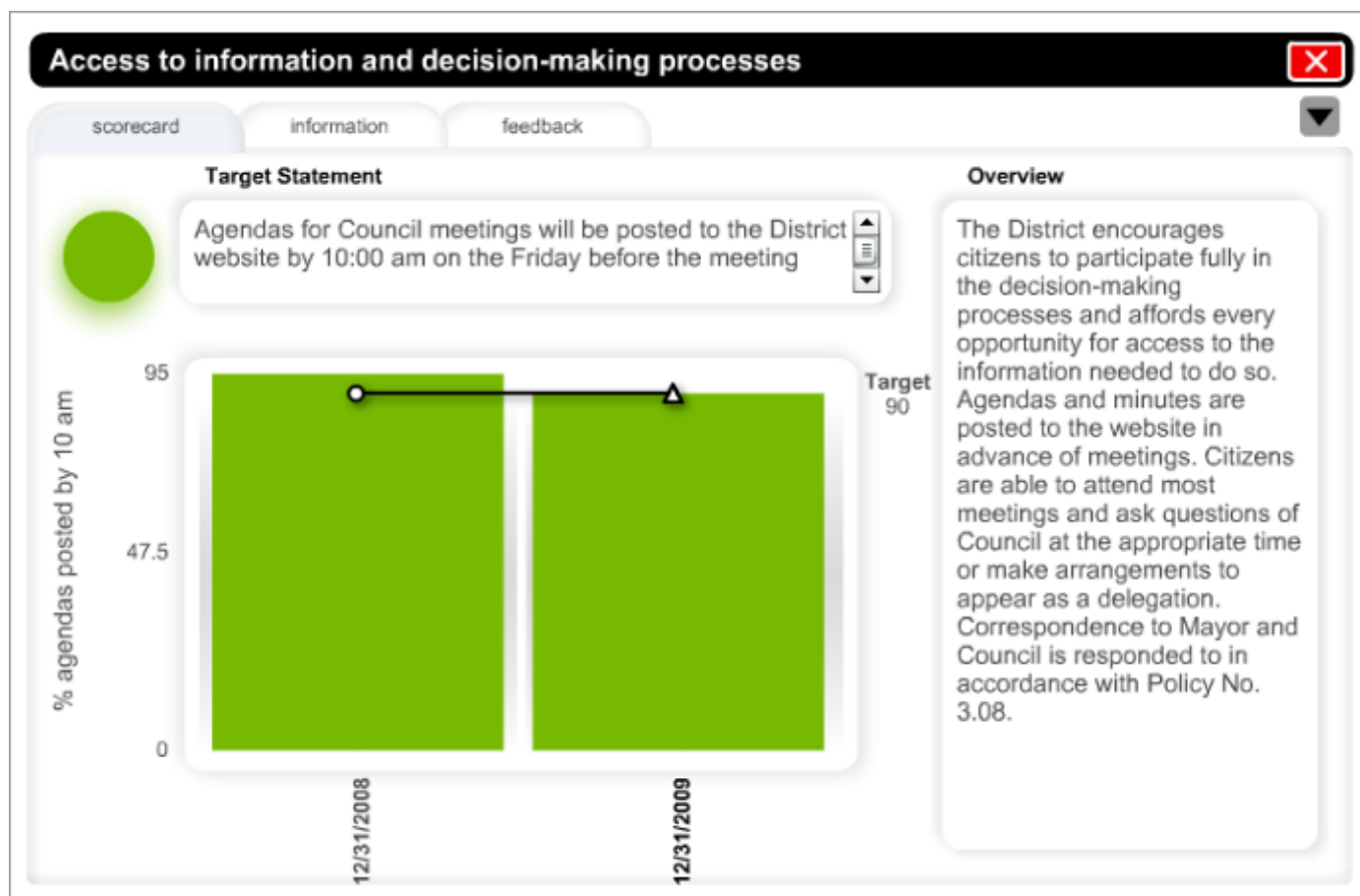
Overview:

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.

-Last Data Point: Date: 12/30/2009

Actual: 2.8 % return on investments

Status Report: This is an estimate only for 2009. The reduced return on investments and benchmark is due to interest rates being at or near historic lows.



Access to information and decision-making processes

Target Statement:

Agendas for Council meetings will be posted to the District website by 10:00 am on the Friday before the meeting 90% of the time.

Overview:

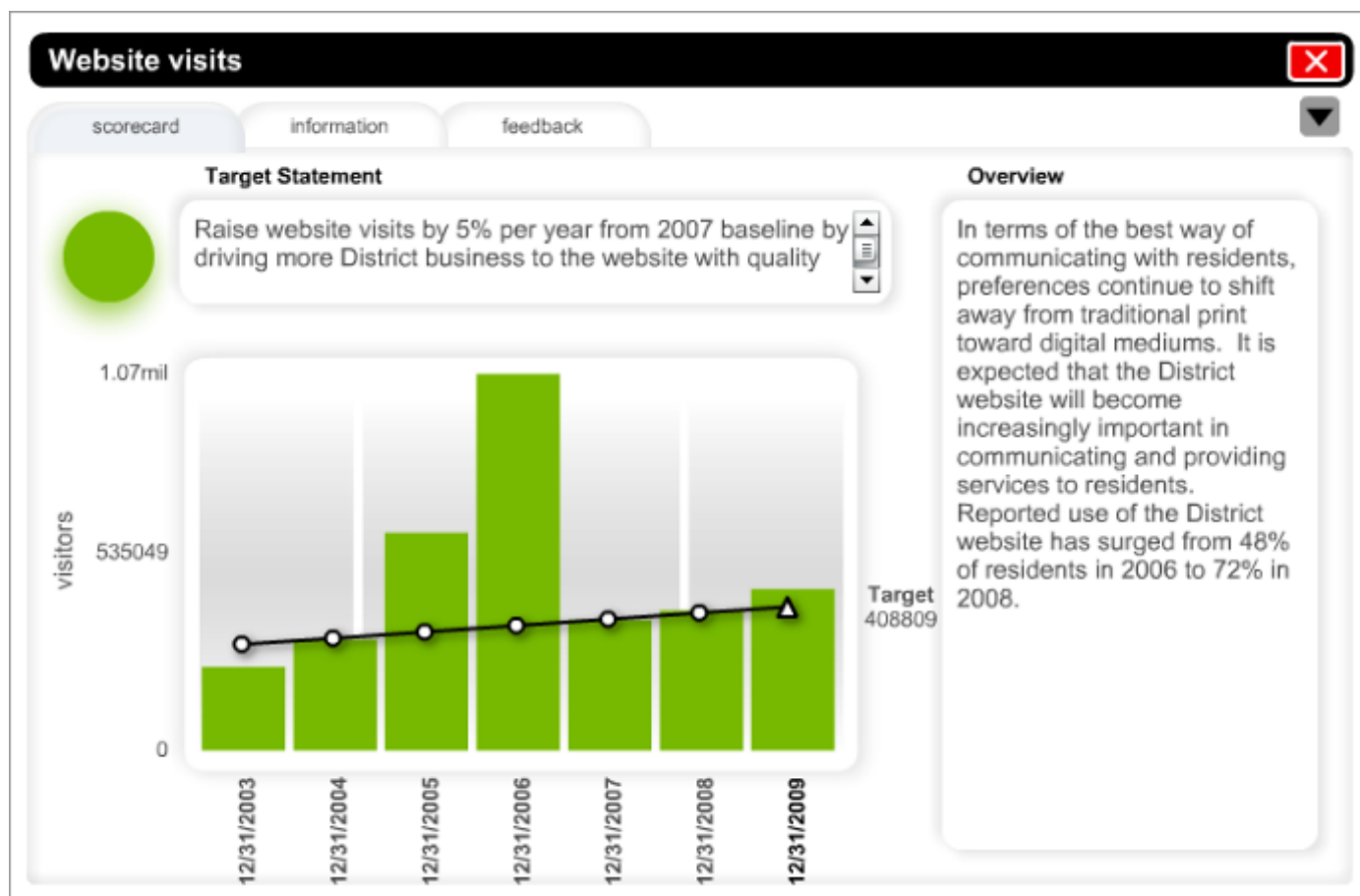
The District encourages citizens to participate fully in the decision-making processes and affords every opportunity for access to the information needed to do so. Agendas and minutes are posted to the website in advance of meetings. Citizens are able to attend most meetings and ask questions of Council at the appropriate time or make arrangements to appear as a delegation. Correspondence to Mayor and Council is responded to in accordance with Policy No. 3.08.

-Last Data Point: Date: 12/31/2009

Target: 90 % agendas posted by 10 am

Actual: 90 % agendas posted by 10 am

Status Report: Improvements to the publishing software should enable the District to maintain or better our target of 90%.



Website visits

Target Statement:

Raise website visits by 5% per year from 2007 baseline by driving more District business to the website with quality information and services.

Overview:

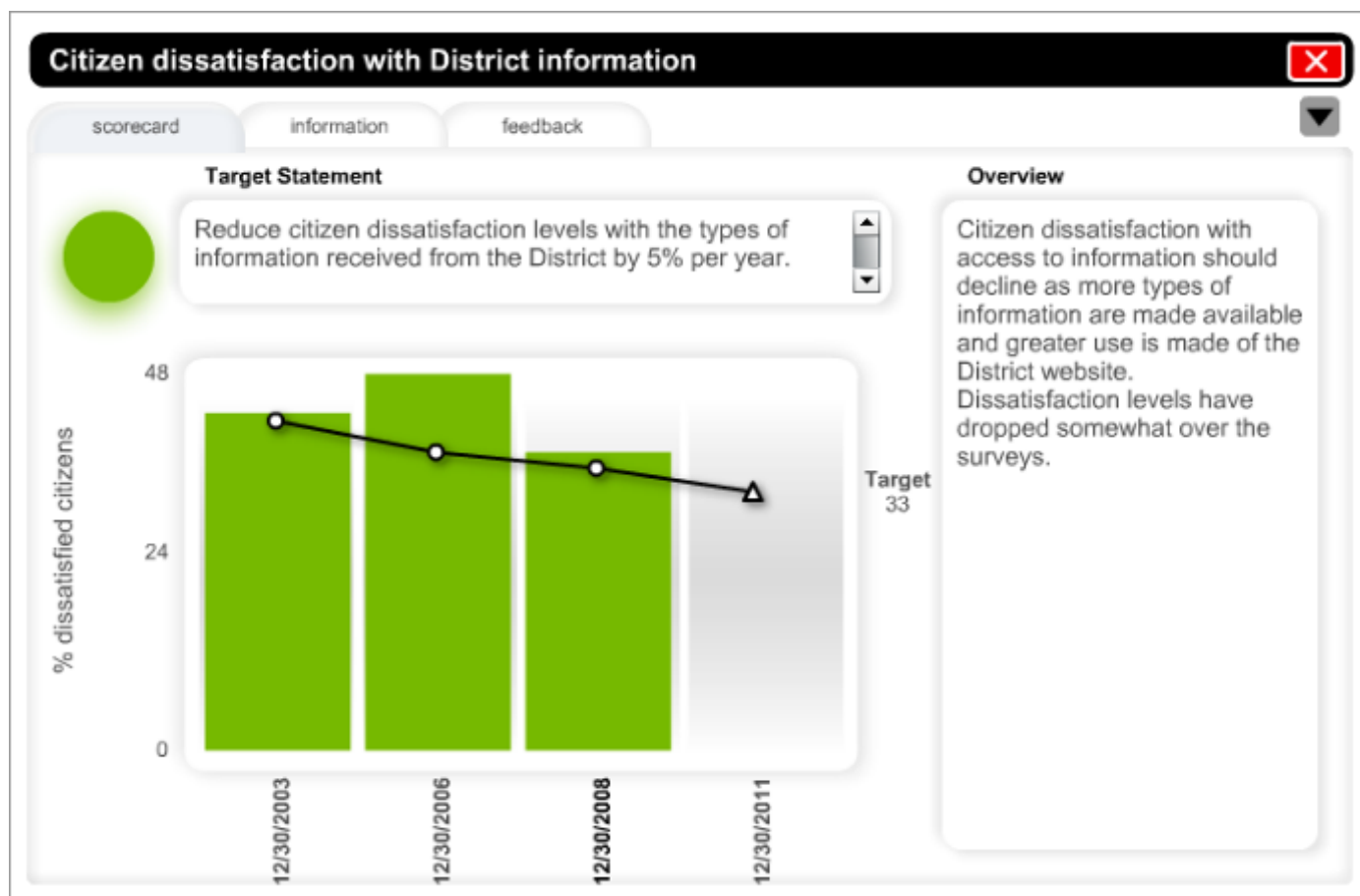
In terms of the best way of communicating with residents, preferences continue to shift away from traditional print toward digital mediums. It is expected that the District website will become increasingly important in communicating and providing services to residents. Reported use of the District website has surged from 48% of residents in 2006 to 72% in 2008.

-Last Data Point: Date: 12/31/2009

Target: 408809 visitors

Actual: 458928 visitors

Status Report: Website visits increased by 15.26% over 2008 as a result of many new features being added. These include online services, Council This Week, and My Maple Ridge.



Citizen dissatisfaction with District information

Target Statement:

Reduce citizen dissatisfaction levels with the types of information received from the District by 5% per year.

Overview:

Citizen dissatisfaction with access to information should decline as more types of information are made available and greater use is made of the District website. Dissatisfaction levels have dropped somewhat over the surveys.

-Last Data Point: Date: 12/30/2008

Target: 36 % dissatisfied citizens

Actual: 38 % dissatisfied citizens

Status Report: Source: Maple Ridge Citizen Satisfaction Survey, Mustel Group



Provide work opportunities for people with developmental disabilities

Target Statement:

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

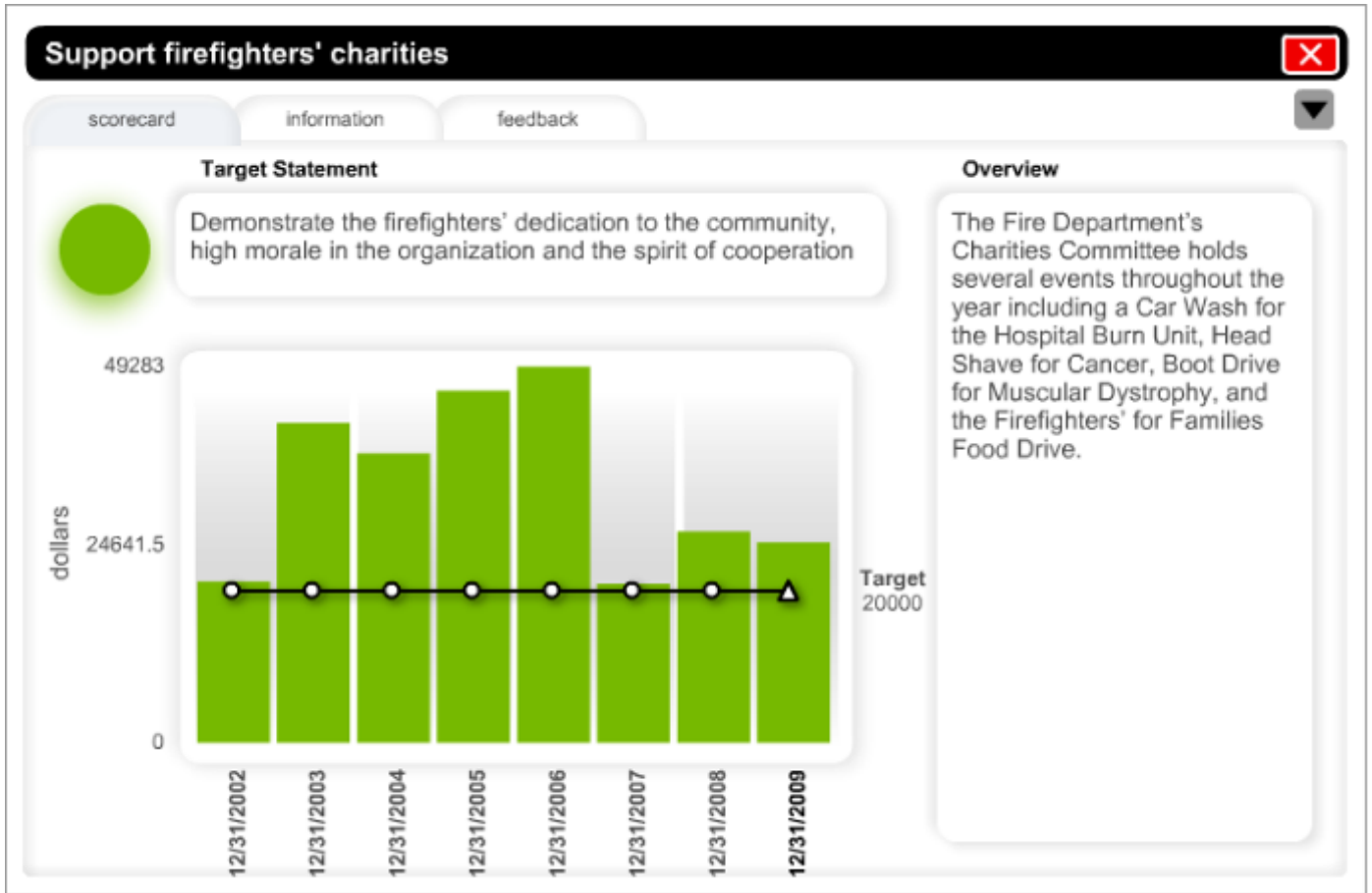
Overview:

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.

This graph represents the number of hours in work and training provided each year for this segment of our community, assisting their integration into the community.

-Last Data Point: Date: 12/31/2009

Target: 15000 hours Actual: 13924 hours Status Report:



Support firefighters' charities

Target Statement:

Demonstrate 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.

Overview:

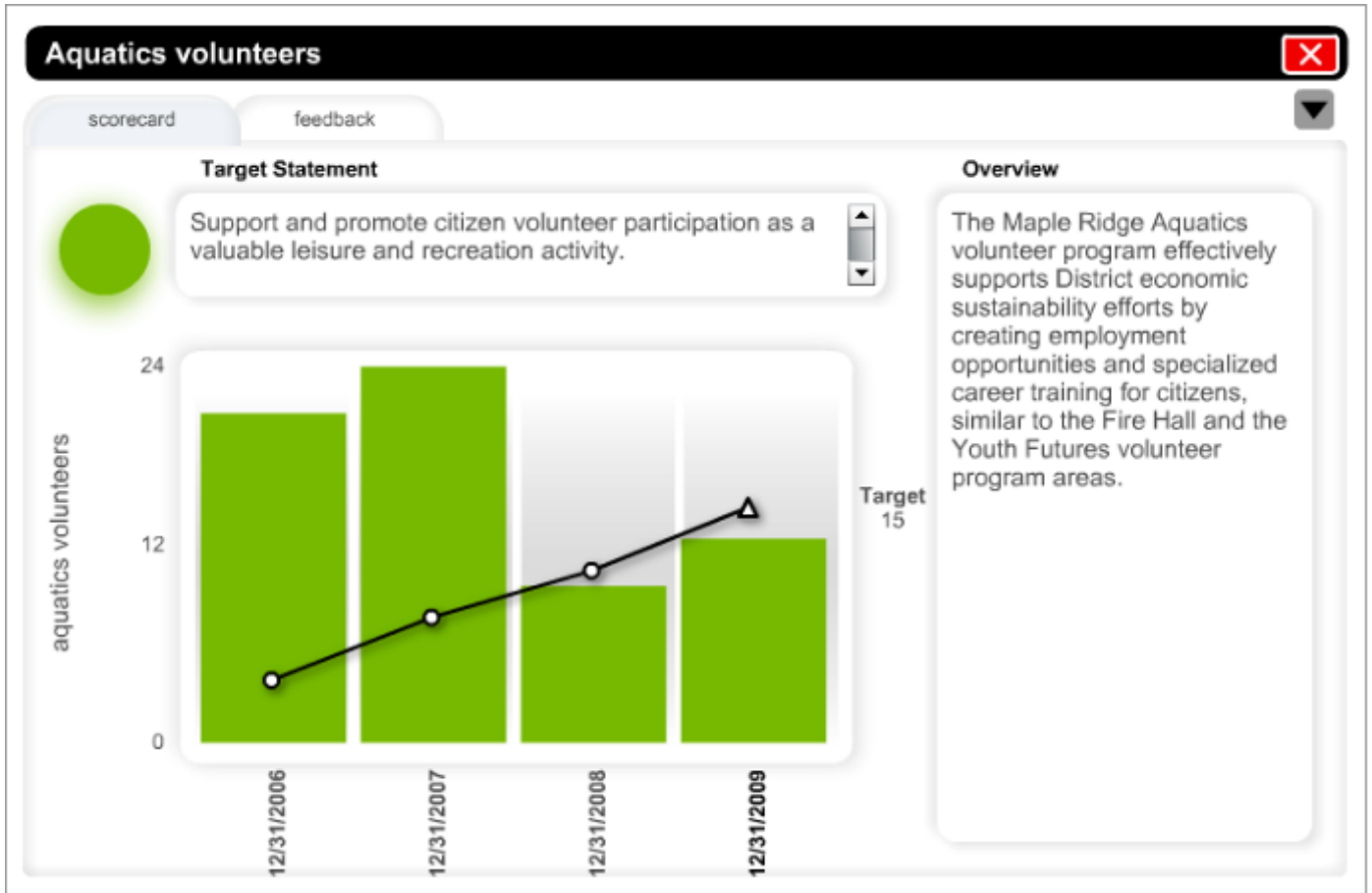
The Fire Department's Charities Committee holds several events throughout the year including a Car Wash for the Hospital Burn Unit, Head Shave for Cancer, Boot Drive for Muscular Dystrophy, and the Firefighters' for Families Food Drive.

-Last Data Point: Date: 12/31/2009

Target: 20000 dollars

Actual: 26211 dollars

Status Report: Since the Maple Ridge Fire Department Charities Committee began their fundraising efforts in 2002, a total of \$270.914 has been raised.



Aquatics volunteers

Target Statement:

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

Overview:

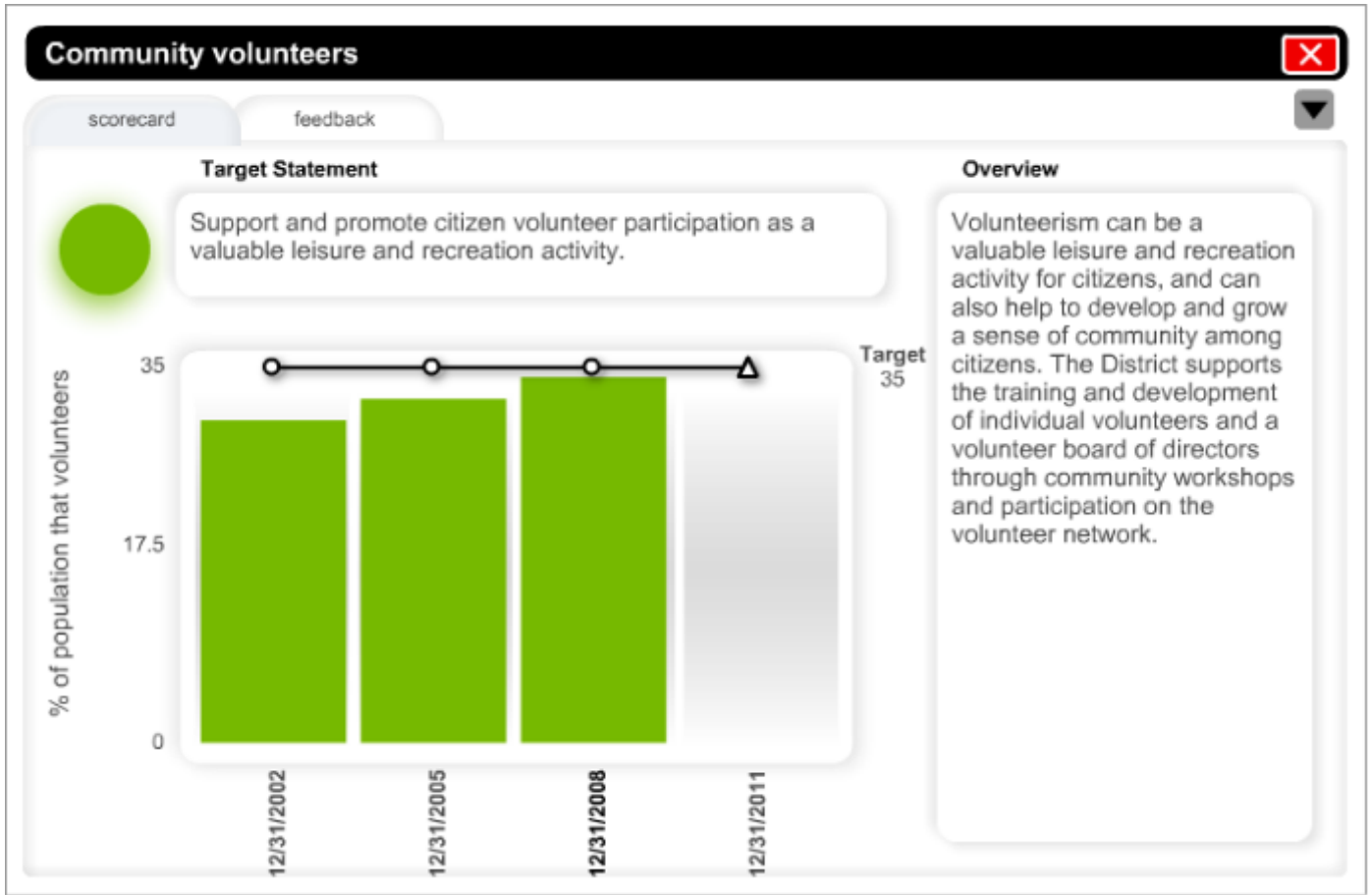
The Maple Ridge Aquatics volunteer program effectively supports District economic sustainability efforts by creating employment opportunities and specialized career training for citizens, similar to the Fire Hall and the Youth Futures volunteer program areas.

-Last Data Point: Date: 12/31/2009

Target: 15 aquatics volunteers

Actual: 13 aquatics volunteers

Status Report: The total for 2009 was 450.95 hours with 13 volunteers.



Community volunteers

Target Statement:

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

Overview:

Volunteerism can be a valuable leisure and recreation activity for citizens, and can also help to develop and grow a sense of community among citizens. The District supports the training and development of individual volunteers and a volunteer board of directors through community workshops and participation on the volunteer network.

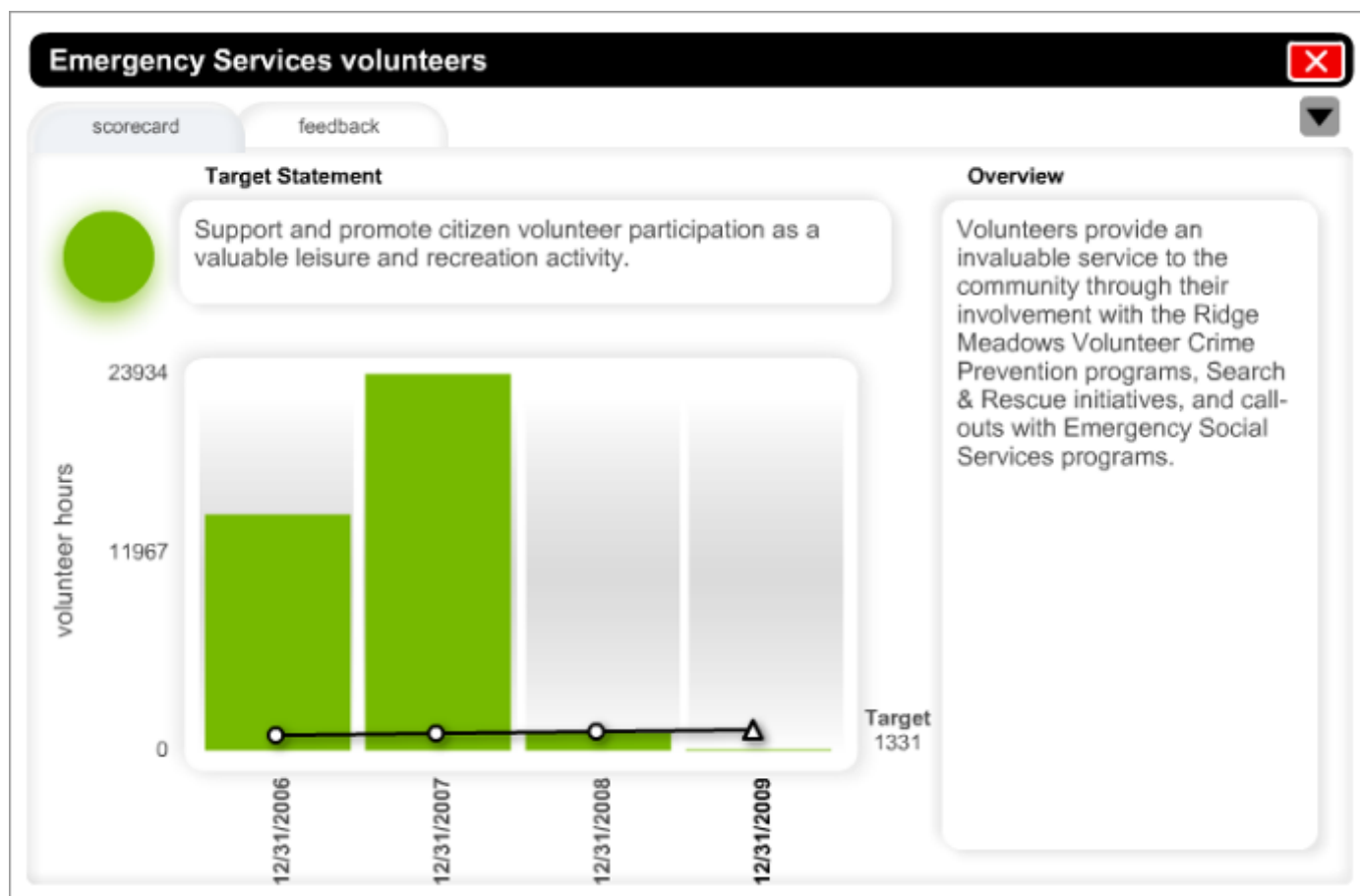
-Last Data Point: Date: 12/31/2008

Target: 35 % of population that volunteers

Actual: 34 % of population that volunteers

Status Report: 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 conducted by Ipsos-Reid in 2008.



Emergency Services volunteers

Target Statement:

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

Overview:

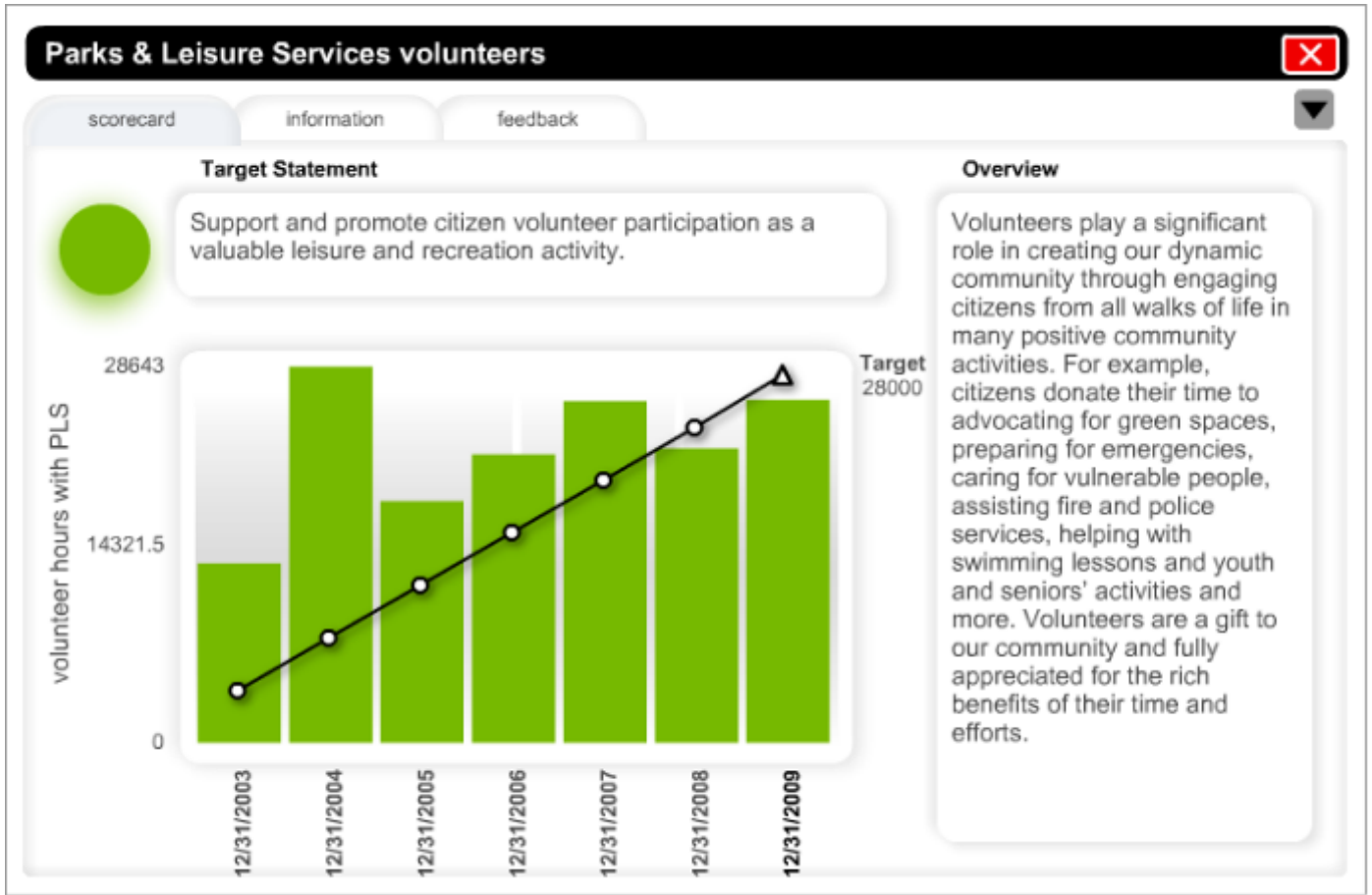
Volunteers provide an invaluable service to the community through their involvement with the Ridge Meadows Volunteer Crime Prevention programs, Search & Rescue initiatives, and call-outs with Emergency Social Services programs.

-Last Data Point: Date: 12/31/2009

Target: 1331 volunteer hours

Actual: 96 volunteer hours

Status Report: Meetings 20 hours Training 76 hours



Parks & Leisure Services volunteers

Target Statement:

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

Overview:

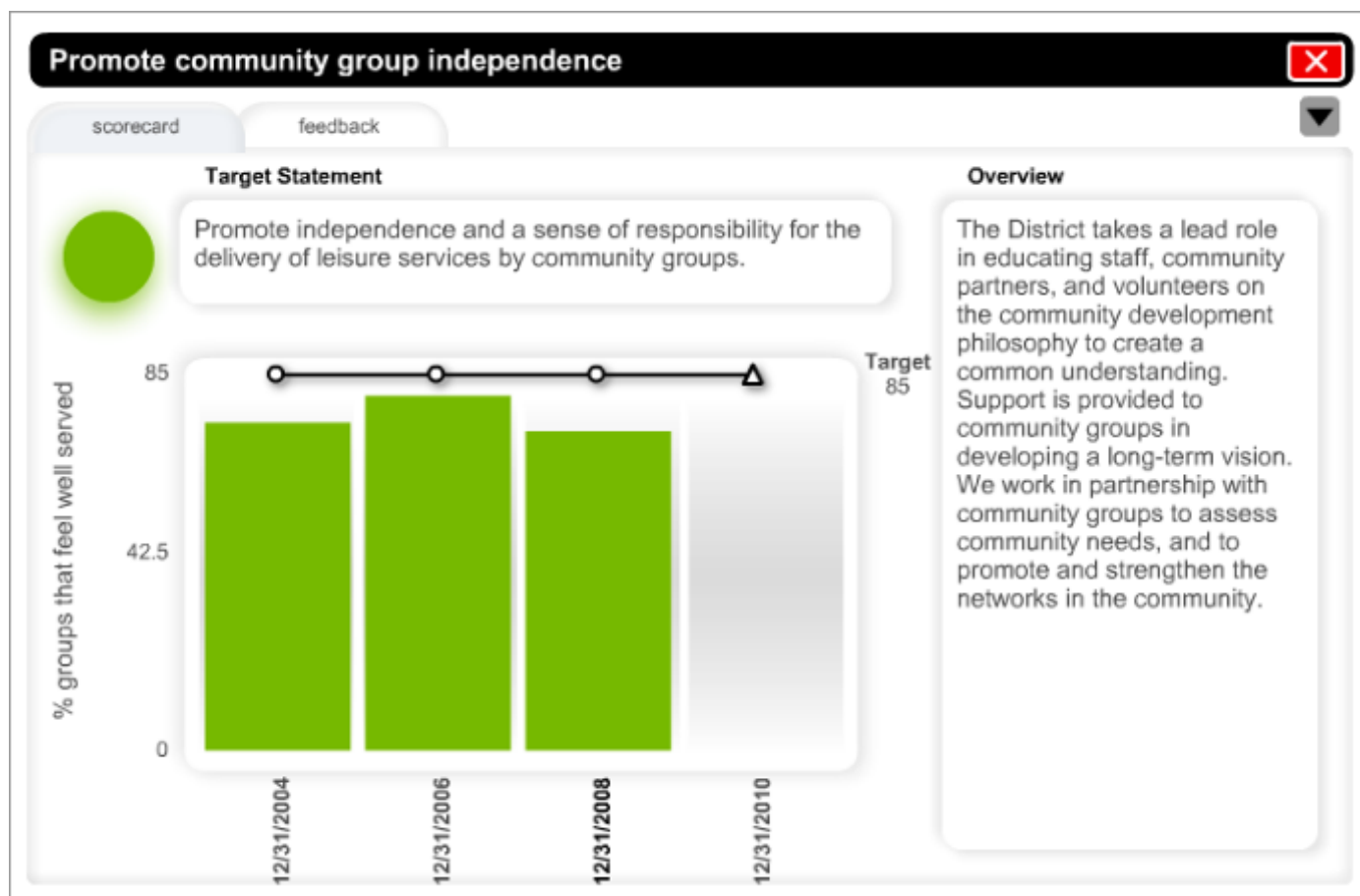
Volunteers play a significant role in creating our dynamic community through engaging citizens from all walks of life in many positive community activities. For example, citizens donate their time to advocating for green spaces, preparing for emergencies, caring for vulnerable people, assisting fire and police services, helping with swimming lessons and youth and seniors' activities and more. Volunteers are a gift to our community and fully appreciated for the rich benefits of their time and efforts.

-Last Data Point: Date: 12/31/2009

Target: 28000 volunteer hours with PLS

Actual: 26113 volunteer hours with PLS

Status Report: New volunteer software improved the ability to accurately track volunteer statistics. An increase in volunteer hours was partially due to the 2009 Disability Games.



Promote community group independence

Target Statement:

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

Overview:

The District takes a lead role in educating staff, community partners, and volunteers on the community development philosophy to create a common understanding. Support is provided to community groups in developing a long-term vision. We work in partnership with community groups to assess community needs, and to promote and strengthen the networks in the community.

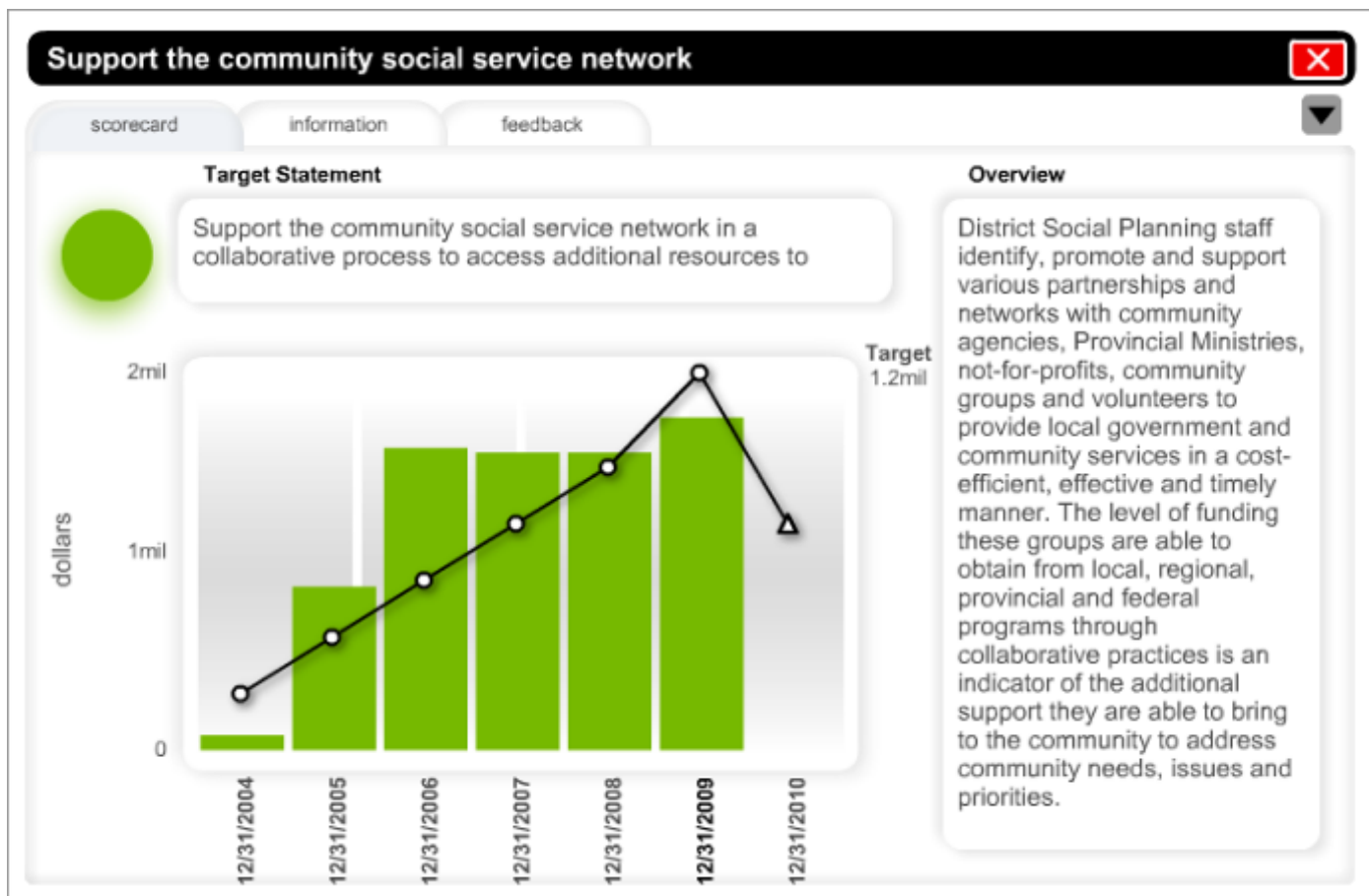
-Last Data Point: Date: 12/31/2008

Target: 85 % groups that feel well served

Actual: 72 % groups that feel well served

Status Report: Percentage of community groups that feel well served by Parks & Leisure Services

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



Support the community social service network

Target Statement:

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

Overview:

District Social Planning staff identify, promote and support various partnerships and networks with community agencies, Provincial Ministries, not-for-profits, community groups and volunteers to provide local government and community services in a cost-efficient, effective and timely manner. The level of funding these groups are able to obtain from local, regional, provincial and federal programs through collaborative practices is an indicator of the additional support they are able to bring to the community to address community needs, issues and priorities.

-Last Data Point:

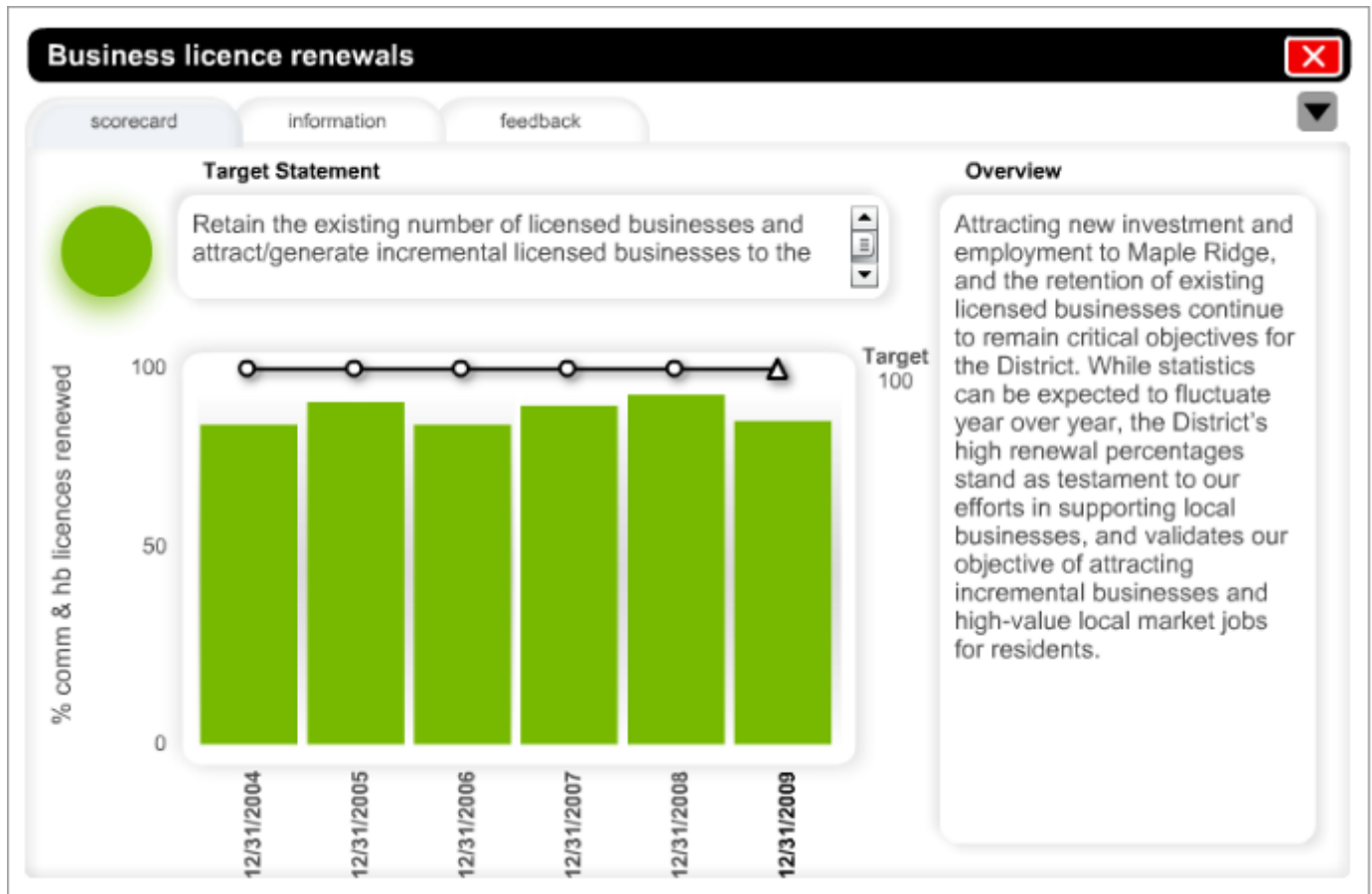
Date:

12/31/2009

Target: 2000000 dollars

Actual: 1761833 dollars

Status Report: Due to multiple funding reductions and cuts, the amount of dollars that the Community Network was able to achieve was reduced in 2009 and the expectation is that there will be a considerable reduction in the number of dollars accessed in 2010, with further decreases in 2011.



Business licence renewals

Target Statement:

Retain the existing number of licensed businesses and attract/generate incremental licensed businesses to the District.

Overview:

Attracting new investment and employment to Maple Ridge, and the retention of existing licensed businesses continue to remain critical objectives for the District. While statistics can be expected to fluctuate year over year, the District's high renewal percentages stand as testament to our efforts in supporting local businesses, and validates our objective of attracting incremental businesses and high-value local market jobs for residents.

-Last Data Point:

Date: 12/31/2009

Target: 100 % comm & hb licences renewed

Actual: 86 % comm & hb licences renewed

Status Report: Number of business licences issued in 2009:

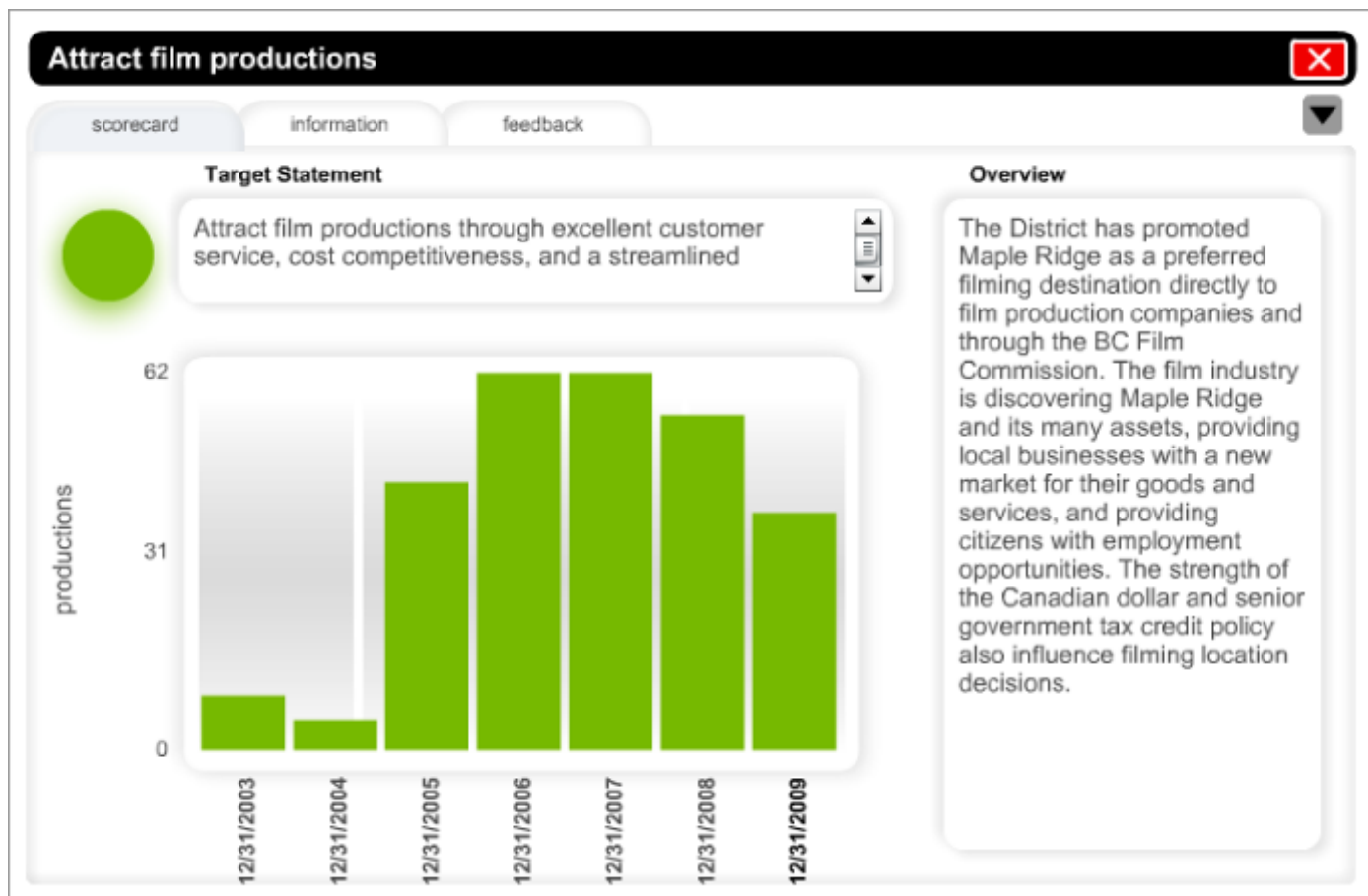
Commercial: 1,440

Homebased: 1,553

Non-Residential: 1,107

Total Revenue \$580,000

Of the businesses licensed in 2008, 91% of commercial licences and 82% of home based licences were renewed in 2009. Non-residential renewals are not displayed on the graph due to the temporary nature of many of the businesses.



Attract film productions

Target Statement:

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

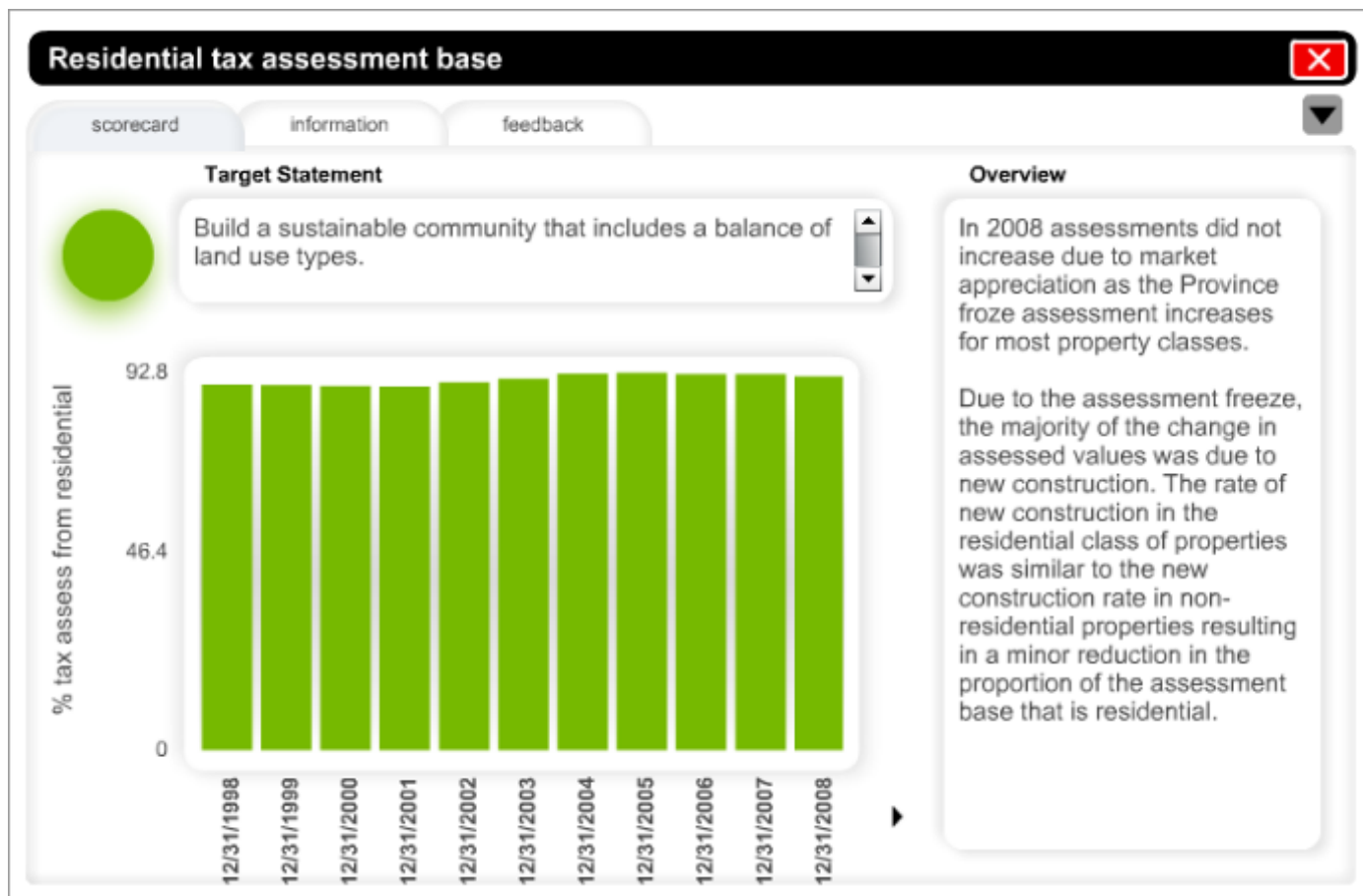
Overview:

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.

-Last Data Point: Date: 12/31/2009

Actual: 39 productions

Status Report: Fewer productions filmed in 2009 due to economic downturn, loss of Insight Studio, and significant competition from increased tax credits in Ontario and Quebec.



Residential tax assessment base

Target Statement:

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

Overview:

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

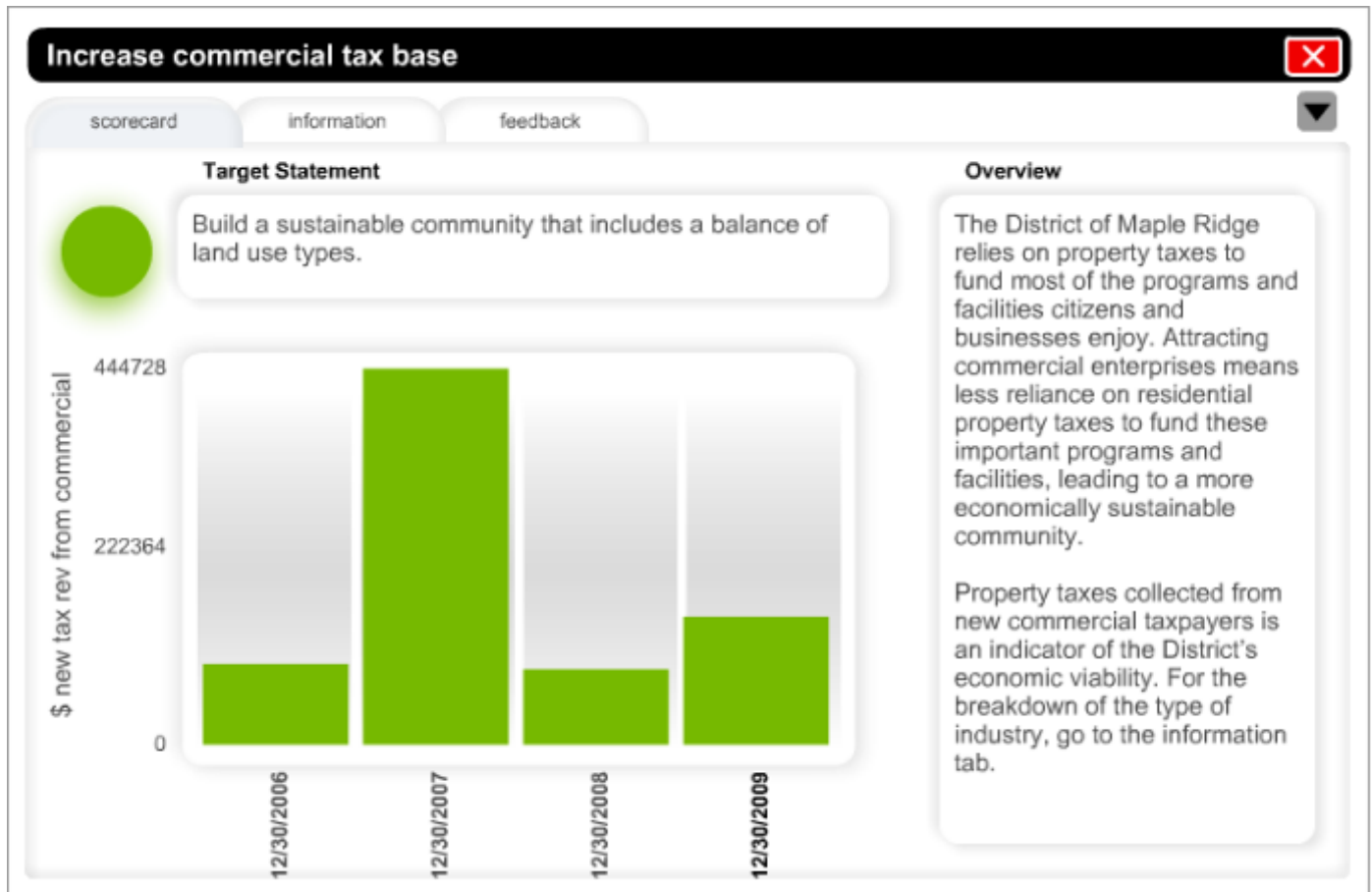
Due to the assessment freeze, the majority of the change in assessed values was due to new construction. The rate of new construction in the residential class of properties was similar to the new construction rate in non-residential properties resulting in a minor reduction in the proportion of the assessment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

-Last Data Point: Date:

12/31/2009

Actual: 90 % tax assess from residential

Status Report:



Increase commercial tax base

Target Statement:

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

Overview:

The District of Maple Ridge relies on property taxes to fund most of the programs and facilities citizens and businesses enjoy. Attracting commercial enterprises means less reliance on residential property taxes to fund these important programs and facilities, leading to a more economically sustainable community.

Property taxes collected from new commercial taxpayers is an indicator of the District's economic viability. For the breakdown of the type of industry, go to the information tab.

-Last Data Point: Date: 12/30/2009

Actual: 151536 \$ new tax rev from commercial

Status Report: This number represents the amount of new revenue for each particular year that was not on the property tax roll in the prior year.



POLICY STATEMENT

District of Maple Ridge

<p>Title: Financial Sustainability Plan</p>	<p>Policy No : 5.52 Supersedes: NEW</p>
<p>2.7.1 Authority: <u>Council</u> Approval: <u>October 26, 2004</u></p>	<p>Effective Date: <u>October 27, 2004</u></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 BC Assessment, 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.

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



District of Maple Ridge

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

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

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

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

1. Sustaining What We Have

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

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

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

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

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

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

Other infrastructure within the Transportation and Traffic Management category, such as bridges, traffic signals, lights, curbs, gutters, sidewalks, rail crossings and traffic signs bring the total replacement value to \$568 million, with an annual sustainability requirement of \$21 million.

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.

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



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



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

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

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

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

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

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

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

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

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

Fire: The Fire Department Capital Acquisition Reserve is for acquiring growth-related equipment and buildings. The contribution to this reserve has historically been tied to taxation, with 2%⁵ in 1998 netting \$380,000 and in 2006, \$720,000. For replacement of these assets, a separate reserve is used.

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.

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



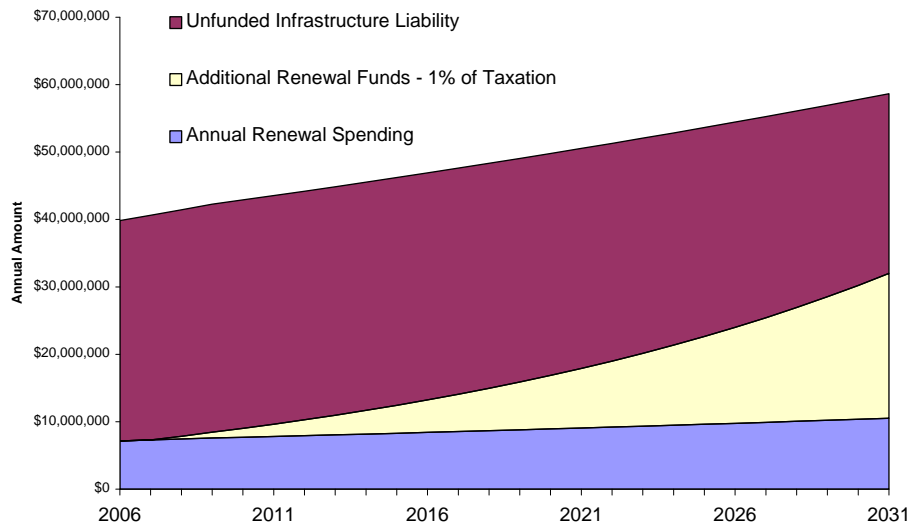
In 1998 the contribution from general revenue for equipment replacement was \$252,300. The number was determined when we had two fire halls and a different pay structure for firefighters. In 1999, it received a 5% increase, and has remained since that time at \$264,900. In 2003, a lump sum of \$178,000 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



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.

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

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



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:

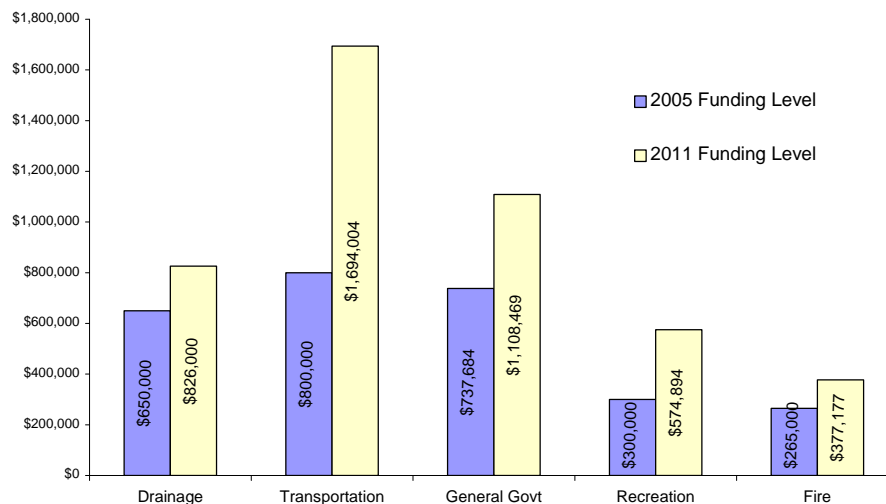
	2008	2009	2010	2011
1% for Infrastructure Sustainability	\$415,480	\$857,733	\$1,328,485	\$1,827,859

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



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.

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.

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.

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

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.



APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



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.

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

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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



INFRASTRUCTURE INVENTORY

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
Waterworks Management				<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
Waste Services				<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
Drainage				<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
Transportation and Traffic Management				<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	<u>450</u>			<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	<u>3,957</u>			<u>\$13,516,500</u>		<u>\$450,550</u>

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



Infrastructure Inventory						Sustainability
	Quantity	Unit	Cost/Unit	Replacement Value	Life Cycle (years)	Provision Requirement
<u>General Government</u>						
	(Source: Willis/Universal Appraisal)					
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
	General Government			<u>\$59,099,229</u>		<u>\$2,438,406</u>
<u>Parks & Recreation</u>						
	(Source: Willis/Universal Appraisal)					
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
	Parks & Recreation			<u>\$48,833,943</u>		<u>\$1,801,726</u>
<u>Fire</u>						
	(Source: Willis/Universal Appraisal)					
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
	Fire			<u>\$10,336,947</u>		<u>\$939,885</u>
<u>Police</u>						
	(Source: Willis/Universal Appraisal)					
Construction				\$4,837,701	30	\$161,257
Equipment				\$0	20	\$0
Yard				\$0	20	\$0
Contents				\$400,000	10	\$40,000
	Police			<u>\$5,237,701</u>		<u>\$201,257</u>
<u>Fleet Vehicles</u>						
	(Source: Operations)	historical cost		\$7,600,000	7	\$1,040,000
TOTAL INFRASTRUCTURE				<u><u>\$1,321,437,820</u></u>		<u><u>\$39,829,260</u></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	Project Description	Highways	Sewage	Drainage	Water	Park	Borrow	Cost over 5 years	
								Interest	Issue Cost
	463 Selkirk Ave (226 - 227)			136,650					
	6158 224 St (125 - 126)			229,364					
	841 Selkirk Ave (225 - 227)	343,706							
	2052 240 St @ Kanaka Creek (Bridge)	1,313,280							
	6178 Selkirk Ave (226 - 50M W 227)	10,288							
	6032 Whonnock Lake Phase 3 (Path/Light)					227,800			
	6075 Whonnock Lake Phase Iv Beach/General					227,446			
	7521 136 Ave (230 - 231)		25,735						
	1915 Water Feeder Main Stage 2 Debt Payment				100,000				
	Payments from prior year borrowing	1,205,875	-	286,639	97,283	1,641,947			
	2052 240 St @ Kanaka Creek (Bridge)	1,216,765					5,253,120	830,705	39,398
	2011 Projects	4,089,914	25,735	652,653	197,283	2,097,193	5,253,120	830,705	39,398
	Projects subtotal	1,667,274	25,735	366,014	100,000	455,246			
	Payments subtotal	2,422,640	-	286,639	97,283	1,641,947			

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

General Guidelines

- The level of debt servicing and ongoing maintenance, operating and replacement costs should not hamper future ability to deal with cost increases related to current community services or growth-related increases in current services. A discussion about our capacity to manage ongoing costs associated with proposed new assets should take place during the capital review process, consistent with Financial Sustainability Policy (FSP) 12.0¹¹, 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.
- 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.

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.

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	2010	2011	2012	2013	2014	Funds
221 @ 119 road & drainage upgrade	-	-	-	-	150,000	GCF
223 St (DTR - Brown)	-	-	-	-	49,778	CFO, GCF
240 St @ DTR - Extend scope	350,000	-	-	-	-	GCF
248 St (108 - 220M N 108)	-	-	58,458	-	-	DCC, GCF
287 St - storm main @ Watkins (Project)	-	-	250,000	-	-	CFO, GCF
287 St - storm main @ Watkins (Study)	75,000	-	-	-	-	GCF
Albion Dyke - Improvements	525,000	-	-	-	-	CFO
Culvert Replacement Program	-	200,000	-	200,000	-	ISR
Ditch Enclosures	18,783	19,309	19,755	20,224	20,721	GRF
Drainage Upgrade Program	-	200,000	200,000	200,000	200,000	GCF, ISR
Local Improvement Projects - Drain	250,000	250,000	250,000	250,000	250,000	CFO
N Alouette River Detention Pond 232/132	-	-	178,786	-	-	DCC, GCF
Selkirk Ave (226 - 227)	-	138,168	-	-	-	DCC, GCF
Selkirk Ave (226 - 227) Phase 2	-	-	72,000	-	-	CWR
Storm Sewer Connections	20,439	21,071	21,607	22,168	22,765	GRF
Video & spot repairs storm sewer	-	65,000	-	-	-	GCF
Video Inspection - Drainage	-	-	-	40,000	-	GCF
Drainage	1,239,222	893,548	1,050,606	732,392	693,264	

GOVERNMENT SERVICES	2010	2011	2012	2013	2014	Funds
Downtown Lighting Safety Improv	20,000	20,000	20,000	-	-	GCF
Downtown Signage Improv	25,000	25,000	-	-	-	GCF
Equip Purch - Emergency Program	10,000	10,000	10,000	-	-	GCF
Maple Ridge Library - Book scan station	42,500	-	-	-	-	CFO, GCF
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
Recycling - Apartment Collection Equip	-	-	55,000	-	-	REC
Recycling - Baler Upgrade	-	150,000	-	-	-	REC
Recycling - Bin Tipplers	-	-	-	30,000	-	REC
Recycling - Bluebox Collection	-	65,000	-	-	-	REC
Recycling - Building Expansion	30,000	-	-	-	-	REC
Recycling - Collection Bluebox/bag	-	-	40,000	-	-	REC
Recycling - Collection Equip	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 Equip	50,000	60,000	-	-	-	REC
Recycling - Tipper Cages x10	-	-	-	-	40,000	REC
Reloc radio antenna & equip - new tower	123,000	-	-	-	-	SCF, WCF
Works Yard: Office Space Conversion	-	-	200,000	-	-	GCF
Government Services	540,530	555,030	615,030	340,030	100,030	

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



HIGHWAYS	2010	2011	2012	2013	2014	Funds
112 Ave (232 - 240) Final Lift #fo	220,614	-	-	-	-	DCC, GCF
112 Ave (232 - 240) Final Lift [fibre]	27,433	-	-	-	-	CWR
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
136 Ave (224 - 400M E 224)	-	-	-	-	1,891,353	DCC, GCF
201A St (113B - 100M North 113B)	-	-	3,159	-	-	CFO
203 St (123 - Powell)	-	-	1,238,348	-	-	CWR, DCC, GCF
203 St (DTR - 123)	-	-	2,541,775	-	-	CWR, DCC, GCF
203 St (Lougheed - DTR)	-	-	-	-	531,635	DCC, GCF
203 St @ CPR crossing improv	45,000	-	-	-	-	GCF, GRA
216 St @ 128 Ave Traffic Signal	276,664	-	-	-	-	DCC, GCF
223 St (Mcintosh - DTR)	-	-	27,720	-	-	CFO
224 St (Lougheed - DTR) #fo	80,000	-	-	-	-	GCF
224 St (Lougheed - DTR) [fibre]	29,023	-	-	-	-	CWR
224 St @ 132 Ave (N Alouette Bridge)	-	-	450,000	-	-	GCF
232 St (124 - 128)	1,546,998	-	-	-	-	DCC, GCF, GRA
232 St Bridge (N Alouette River)	-	4,847,790	-	-	-	DBT, DCC, GCF
240 St (113 - Kanaka Cr Bridge) Phase 1	-	-	-	-	1,595,394	DCC, GCF
240 St (Kanaka Cr Bridge S - McClure)	-	2,750,679	-	-	-	DCC, GCF
241 St @ S Alouette Ped Crossing	-	-	-	75,000	-	GCF, WCF
241A St (100M S 102 - 102)	-	-	100,000	-	-	CFO
244 St (50M S 104 - 104)	-	-	49,970	-	-	CFO
245 St (104 - 220M N 104)	-	-	26,148	-	-	CFO
280 St (Lougheed - 98)	-	-	250,000	-	-	GCF, GRA
Abernethy (216 - 500 E of Blackstock) Widen	-	-	-	-	1,500,179	DCC, GCF, GRA
Abernethy Phase 3	-	-	5,030,023	-	-	DBT, GCF, GRA
Abernethy Phase 4	-	-	-	13,242,761	-	DBT, GCF, GRA
Access Culverts	26,096	26,832	27,458	28,113	28,809	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	150,000	150,000	161,875	160,000	-	ISR
Brown Ave @ 224 St Traffic Signal	-	-	-	237,428	-	DCC, GCF
Dewdney Trunk @ Kanaka Cr Bridge Phase 1	-	-	350,000	-	-	GCF
Dewdney Trunk @ Kanaka Cr Bridge Phase 2	-	-	-	350,000	-	GCF
Dewdney Trunk @ Lougheed	-	-	-	154,382	-	CFO
Downtown Improv. - 224 (119 to Lougheed)	1,300,000	-	-	-	-	GRA
Downtown Improv. - 224 (Spirit Sq to DTR)	900,000	-	-	-	-	GRA, IGC
Downtown Improv. - Lougheed (222-223)	900,000	-	-	-	-	GRA, IGC
Dunn Ave @ Maple Meadows Way	-	-	-	278,751	-	CFO
Emergency traffic pre-empt	50,000	50,000	50,000	50,000	50,000	GCF
Equip Purch - Bobcat (Snow)	-	-	-	68,340	-	GCF
Equip Purch - Pickup Truck	-	37,000	-	-	-	GCF
Equip Purch - Speed reader boards x2	12,000	-	-	-	-	GCF
Equip Repl - Fleet	1,391,452	860,692	284,079	864,684	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
Laity @ 128 Ave Traffic Signal	-	-	-	276,664	-	GCF, GRA
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 Highway Multiuse Cycle Track	400,000	-	-	-	-	CFO, CWR, GRA
Macfarlane Ave (Graves - 209)	-	-	23,100	-	-	CFO
Maple Meadows Way @ CPR crossing improv	460,000	-	-	-	-	GCF, GRA
Owens St (200M N Camwood - Lougheed)	-	-	14,020	-	-	CFO
Ped safety improv Laity/216 (124/123)	-	100,000	-	-	-	GCF
Ped safety/access improv	86,000	90,000	90,000	90,000	90,000	GCF
Princess St (Wharf - Lorne)	-	-	-	129,000	-	GCF
Private Driveway Crossings	36,156	36,457	36,710	36,976	37,258	GRF

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



HIGHWAYS (cont.)	2010	2011	2012	2013	2014	Funds
Road Resurf - 132 Ave (216 - 224)	-	-	200,000	-	-	ISR
Road Resurf - 223 St (DTR - Brown)	-	-	48,650	-	-	ISR
Road Resurf - 224 St (132 - 136)	-	197,000	-	-	-	ISR
Road Resurf - 232 St (112 - 114)	-	-	-	155,000	-	ISR
Road Resurf - 232 St (Silver Valley - 141)	-	-	218,122	-	-	ISR
Road Resurf - DTR (250 - 256)	350,000	-	-	-	-	ISR, SOIL
Road Resurf Program	-	-	-	580,000	1,462,500	ISR
Royal Cres @ 100M S Lougheed	-	-	-	24,501	-	CFO
Safer School Travel Program	40,000	50,000	50,000	50,000	50,000	GCF
Sidewalk Replacement	98,823	69,091	100,000	85,000	90,000	ISR
Streetlight Pole Replace Program	50,000	50,000	50,000	50,000	50,000	ISR
Thermo plastic road markings	-	50,000	-	-	-	GCF
Top asphalt 117 210 - Laity	-	176,000	-	-	-	ISR
Top asphalt 122 216 - 222	-	-	333,000	-	-	ISR
Top asphalt 216 River - Lougheed	-	-	-	48,000	-	ISR
Top asphalt 224 Dewdney - 124	-	-	-	302,000	-	ISR
Top asphalt 225 N - Lougheed	-	-	-	40,000	-	ISR
Top asphalt 228 Abernethy - 128	-	-	260,000	-	-	ISR
Top asphalt 272 Dewdney - 116	-	168,000	-	-	-	ISR
Top asphalt 280 104 - S of Park Rd	112,343	-	-	-	-	ISR
Top asphalt Abernethy 224 - 227	249,000	-	-	-	-	GRA
Top asphalt Dewdney 284 - 1100m W Rd	174,000	-	-	-	-	ISR
Traffic Calming Program	45,000	45,000	45,000	50,000	50,000	GCF
Traffic Signal Electrical Program	-	-	-	-	30,000	GCF
Traffic Signal Integration	-	-	325,000	-	-	GCF, GRA
Traffic Signal Replacements	60,000	70,000	80,000	80,000	80,000	ISR
Highways	9,612,602	10,194,541	12,878,082	18,132,459	8,771,812	

PARK ACQUISITION	2010	2011	2012	2013	2014	Funds
Greenbelt Acq	200,000	200,000	200,000	200,000	200,000	PAR
N Alouette River Greenway Trail	44,999	-	-	-	-	DCC, GCF
Park (221/119) Lot 2	400,003	-	-	-	-	DCC, GCF
Silver Valley Neigh Park Acq A	-	-	506,159	-	-	DCC, GCF
Silver Valley Neigh Park Acq B	-	-	626,999	-	-	DCC, GCF
Silver Valley Neigh Park Phase 2	-	-	1,682,980	-	-	DCC, GCF
Park Acquisition	645,002	200,000	3,016,138	200,000	200,000	

PARK IMPROVEMENTS	2010	2011	2012	2013	2014	Funds
Albion Park (Spray Pool)	388,499	-	-	-	-	CWR, DCC, GCF
Albion Park (Washroom Facility)	-	-	-	303,951	-	DCC, GCF
Boulevard Improvement	-	-	-	-	30,000	GCF
Bowling Green - Parking lot paving	40,000	-	-	-	-	GCF
Cemetery Caretaker House	-	115,000	-	-	-	CEM
Cliff Park Parking Lot Development	80,000	-	-	-	-	GCF
Computerized Irrigation Control System	-	50,000	-	-	-	GCF
Core Park Development	-	-	-	-	310,488	DCC, GCF
Cottonwood Central Park Development	-	-	-	-	310,644	DCC, GCF
Cottonwood West Park Facilities	-	615,339	-	-	-	DCC, GCF
Equip Purch - Mower Trailer	12,000	-	-	-	-	GCF
Equip Purch - Parks Rec Vehicle	-	-	-	25,000	-	GCF
Fraserview Park Development	-	-	305,096	-	-	DCC, GCF
Maple Ridge Park - Washrooms	-	120,000	-	-	-	GCF
Park Development (231/137)	-	-	-	-	310,488	DCC, GCF
Park Development (237/136)	-	-	310,644	-	-	DCC, GCF
Park Development (241/104)	-	-	310,644	-	-	DCC, GCF
Park Development Albion Elementary	-	-	332,999	-	-	DCC, 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	-	DCC, GCF
Whonnock Lake Phase 4 Beach/General	-	-	-	356,243	-	DCC, GCF
Whonnock Lake Phase 5 Washroom Facility	-	-	-	621,814	-	DCC, GCF
Whonnock Lake Phase 6 Canoe Facility	-	-	-	1,980,000	-	CFO
Youth Action Park Albion	-	-	-	589,344	-	CFO, DCC, GCF
Park Improvements	549,797	900,339	1,288,084	4,408,682	1,251,620	

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



RECREATIONAL SERVICES	2010	2011	2012	2013	2014	Funds
Equip Purch - Mower	-	80,000	-	-	-	- GCF
Equip Purch - Park trails vehicle	40,000	-	-	-	-	- GCF
Events - Electrical Panel and Spool	5,000	-	-	-	-	- GCF
Events - Portable Hot Water Sink	5,000	5,000	-	-	-	- GCF
Leisure Center - Active studio reno	55,000	-	-	-	-	- GCF
Leisure Centre - Adaptive gym equip	25,000	-	-	-	-	- GCF
Leisure Centre - Floor cleaning machine	8,000	-	-	-	-	- GCF
Leisure Centre - Front desk security	62,000	-	-	-	-	- GCF
Leisure Centre - Lobby furniture	-	7,000	-	-	-	- GCF
Leisure Centre - Pallet jack	-	5,000	-	-	-	- GCF
Leisure Centre - Pool lift	10,000	-	-	-	-	- GCF
Leisure Centre - UV water treatment	-	120,000	-	-	-	- GCF
Public Art	50,000	60,000	70,000	70,000	70,000	GCF
Sport Field Renovations (Hammond)	75,000	-	-	-	-	- GCF
Recreational Services	335,000	277,000	70,000	70,000	70,000	

PROTECTIVE SERVICES	2010	2011	2012	2013	2014	Funds
Equip Purch - Firehall #4	70,000	-	-	-	-	- FDR
Fire Equip Engine 2-2 Replacement	-	-	705,000	-	-	- ERR-FD
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
Firehall #5 Land Acq	-	-	-	-	350,000	FDR
RCMP - Furniture Replacement	10,000	10,000	10,000	-	-	- CFO, PSR
Rescue 2 Replacement	-	375,000	-	-	-	- ERR-FD
SCBA Technology Upgrade	-	163,565	163,565	163,565	163,565	ERR-FD
Protective Services	1,488,960	548,565	1,828,565	163,565	513,565	

SEWAGE	2010	2011	2012	2013	2014	Funds
101A Ave @ 243A St	-	-	1,500	-	-	- CFO
136 Ave (230 - 231)	-	28,883	-	-	-	- DCC, SCF
225 St Pump Station Upgrade	-	135,000	-	-	-	- SCF
225 St Pump Station Upgrade Phase 2	-	1,018,178	-	-	-	- DCC, SCF
225 St Pump Station Upgrade Phase 3	-	-	400,000	-	-	- SCF
245 St (104 - 105)	-	-	-	77,098	-	- DCC, SCF
Backflow preventors @ Sewage P/S	148,000	-	-	-	-	- SCF
Brown Ave (Fraser - 227)	-	-	-	-	371,575	DCC, SCF
Cottonwood Dr (115 - 116)	-	-	60,655	-	-	- SCF
Fern Crescent (237 - 240)	-	-	-	667,536	-	- DCC, SCF
Gas detectors	16,800	-	-	-	-	- SCF
Local Improvement Projects - Sewer	250,000	250,000	250,000	250,000	250,000	CFO
Lougheed (227 - 228)	-	-	-	230,613	-	- SCF
Private Sewer Connections	84,213	86,844	89,077	91,419	93,905	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 T Study	-	150,000	-	-	-	- SCF
Sanitary Sewer Modelling Update	-	-	-	-	9,000	SCF
SCADA replacement program	44,000	44,000	44,000	44,000	44,000	SCF, WCF
Sewage System Rehabilitation	-	287,500	250,000	287,500	287,500	SCF
Sewer Extension to Corrections Part B	6,000,000	-	-	-	-	- GRA
Sewer Extension to Corrections Part C	2,000,000	-	-	-	-	- GRA
Sewer P/S electrical upgrade	125,000	125,000	125,000	125,000	125,000	SCF
South Slope Interceptor Repair	400,000	-	-	-	-	- SCF
Sewage	9,068,013	2,160,405	1,370,232	1,898,166	1,180,980	

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



TECHNOLOGY	2010	2011	2012	2013	2014	Funds
Attendance Management Program	-	-	-	90,000	-	- GCF
Budget software update	40,000	-	-	-	-	- GCF, SCF, WCF
Capital Reporting Module (Hyperion)	-	40,000	-	-	-	- GCF, SCF, WCF
Capital Works Program Replacement (LTC 4134+)	30,000	-	-	-	-	- GCF, SCF, WCF
Council Chamber Multimedia Upgrade	-	30,000	-	-	-	- GCF
Document Processing System - Phase 1B	75,000	-	-	-	-	- GCF, SCF, WCF
Document Processing System - Phase 2	-	107,000	-	-	-	- GCF, SCF, WCF
Equip Purch - SMS Redundancy	-	-	-	38,225	-	- GCF
Equip Purch - Wireless Data Sys.	-	-	-	-	22,100	- GCF
Equip Repl - Info Serv	450,000	55,000	838,780	283,003	200,789	- ERR-IS
Financials New Version	-	-	-	-	1,000,000	- GCF, SCF, WCF
Fleet Management Software	70,000	-	-	-	-	- ERR-PW
Integrated Cash System	-	-	-	50,000	-	- GCF
IT Disaster Recovery Infrastructure	-	-	97,275	-	-	- GCF
IT Fibre Optic 132 (232 - Fern)	-	75,000	-	-	-	- GCF
IT Fibre Optic GVRD WM Reclam Study	10,000	30,000	40,000	-	-	- GCF
IT Fibre Optic Network - DT	250,000	-	-	-	-	- GRA
IT Fibre Optic Network - Firehall #4 Ph 4	-	-	-	250,000	-	- GCF
IT Fibre Optic Network - Transit Exchange	50,000	-	-	-	-	- GCF
Legacy Program Replacement - Interface	75,000	-	-	-	-	- GCF
Management Reporting Software Phase 2	-	-	-	40,000	-	- GCF
Production Legacy Replacements	-	25,000	-	-	-	- GCF
Replace Excess Capacity/Latecomer prog	20,000	-	-	-	-	- GCF
Systems Management Server Phase 2	-	-	-	-	10,000	- GCF
Website Improvements	-	20,000	-	-	-	- GCF
Website Public Transactions	70,000	-	-	-	-	- GCF
Technology	1,140,000	382,000	976,055	751,228	1,232,889	

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



WATER	2010	2011	2012	2013	2014	Funds
108 Ave (248 - 249)	-	-	-	-	51,242	DCC, WCF
110 Ave (240 - 243)	-	-	-	139,476	-	WCF
112 Ave (244 - 246)	-	-	-	375,543	-	DCC, WCF
113 Ave (246 - 248)	-	-	-	223,634	-	DCC, WCF
119 Ave (227 - 228)	-	-	143,765	-	-	WCF
124 Ave (246 - 248)	-	-	-	207,046	-	DCC, WCF
124 Ave @ 232 St (PRV)	-	-	-	-	49,560	WCF
125 Ave (241 - Ansell)	-	331,200	-	-	-	WCF
128 Ave (235 - 238)	-	-	-	221,334	-	DCC, WCF
136 Ave (236 - 240)	-	-	778,487	-	-	DCC, WCF
136 Ave @ 24200 Rockridge Res. Phase 2	-	-	591,486	-	-	DCC, WCF
141 Ave @ 232 St PRV	-	100,000	-	-	-	WCF
210 St (116 - 118)	-	218,900	-	-	-	WCF
216 St (124 - 128)	-	-	674,016	-	-	DCC, WCF
224 St (124 - Abernethy)	-	-	-	342,559	-	DCC, WCF
224 St (North - 119) #fo	-	231,392	-	-	-	DCC, WCF
224 St (North - 119) [fibre]	-	13,137	-	-	-	CWR
231 St (117 - 118)	-	-	-	92,836	-	WCF
232 St (136 - Silver Valley Rd)	-	-	148,528	-	-	DCC, WCF
248 St (116 - DTR)	-	-	561,416	-	-	DCC, WCF
263 St (440 Reservoir - Stage 2) Phase 2	-	1,184,816	-	-	-	DCC, WCF
270A St @ 123 Ave P/S Phase 2	-	-	250,000	-	-	WCF
Abernethy @ 240 St GVRD Connection	-	-	-	-	80,000	WCF
Ansell St (124 - 125)	-	230,400	-	-	-	WCF
Barnston / MR PS	1,307,747	1,546,799	-	-	-	DBT, WCF
Brown Ave (Fraser - 228)	-	-	-	-	400,990	WCF
Cottonwood Dr (115 - 116)	-	-	84,956	-	-	WCF
Dewdney Trunk (260 - 262) 220M of 200mm WM	56,055	-	-	-	-	DCC, WCF
Dewdney Trunk @ 246 St GVWD P/S	56,000	-	-	-	-	WCF
Dist upgrade	250,000	250,000	-	-	-	WCF
Emerg PRV service f/Grant to Albion 158	-	72,799	-	-	-	DCC, WCF
Equip Purch - Enclosed Trailer	-	-	-	-	14,000	WCF
Equip Purch - Leak Detectors	-	-	-	35,000	-	WCF
Fletcher St (DTR - Brown)	-	-	-	44,381	-	WCF
Local Improvement Projects - Water	250,000	250,000	250,000	250,000	250,000	CFO
Maple Ridge Main West	1,404,184	1,203,587	2,005,273	1,604,783	-	DBT, WCF
Private Water Connections	168,956	173,620	177,590	181,751	186,169	WRF
Provide water service to Albion 158 zone	-	367,198	-	-	-	DCC, WCF
Replace CL2 station @ 248 Water P/S	82,000	-	-	-	-	WCF
Rothsay Heights Reservoir Improvement	-	250,000	-	-	-	WCF
SCADA replacement program	22,000	22,000	22,000	22,000	22,000	SCF, WCF
Sound atten. enclos. for standby gen	43,500	-	-	-	-	WCF
Truck fill system: proposed reserv. site	-	65,000	-	-	-	WCF
Water Network Modelling	9,000	-	-	-	-	WCF
Water security improvement	128,000	-	-	-	-	WCF
Watermain replace DTR from Laity - 216	409,500	-	-	-	-	WCF
Watermain Replacement Program	300,000	300,000	300,000	300,000	300,000	WCF
Water	4,486,942	6,810,848	5,987,517	4,040,343	1,353,961	
Grand Total	29,108,078	22,924,287	29,082,321	30,738,878	15,370,135	



GLOSSARY OF FUNDING

CEM	Cemetery Reserve
CFO	Contribution From Others
CWR	Capital Works Reserve
DBT	Debt
DCC	Dev Cost Charge Fund
ERR-FD	Equip. Replacement - Fire Dept
ERR-IS	Equip. Replacement - IS
ERR-PW	Equip. Replacement - Public Works
FDR	Fire Dept Cap Acquisition
GCF	General Capital Fund
GRA	Grants
GRF	General Revenue Fund
IGC	Infrastructure Grant Contribution
ISR	Infrastructure Sustainability Reserve
PAR	Parkland Acquisition Reserve
PSR	Protective Services Reserve
REC	Recycling Reserve
SCF	Sewer Capital Fund
SOIL	Gravel Extraction Reserve
SRF	Sewer Revenue Fund
WCF	Water Capital Fund
WRF	Water Revenue Fund

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6708-2009 ADOPTED JANUARY 12, 2010



District of Maple Ridge

TO: His Worship Mayor Ernie Daykin and Members of Council DATE: December 2, 2009
FROM: Chief Administrative Officer ATTN: Council
SUBJECT: 2010 – 2014 Financial Plan Bylaw

EXECUTIVE SUMMARY:

The 2010-2014 Business Plans and an overview of the financial plan were presented to Council at public meetings held on November 30 and December 1. Business Plans from all areas including the Capital Works Program and the November 20, 2009 staff report titled 2010-2014 Financial Plan Overview were also provided. Council directed that the financial plan bylaw be brought forward incorporating the recommendations outlined in the 2010-2014 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 2010-2014 Financial Plan Bylaw No. 6708-2009 be given first, second and third readings.

DISCUSSION:

a) Background Context:

The 2010–2014 Financial Plan was presented to Council at public meetings held on November 30 and December 1, 2009. Business Plans from all areas were also provided. The financial plan bylaw incorporates the following direction from Council.

- property tax increase of 4% in 2010–2014, which includes 1% for infrastructure sustainability and 3% for general purposes,
- for 2010-2012 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 and there is no increase in 2014.
- water user fee increase of 9% per year, sewer user fee increase of 5% per year and recycling rates increase of 4.9% in 2010 and 3% in 2011-2014.

In last year's financial plan, Council adopted an aggressive capital program and this plan builds on that direction. The 2010-2014 Financial Plan includes a capital program of over \$127 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 protect this investment. 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.

Incremental property tax revenue from new construction will not be known until spring, when property assessments are finalized. Although the assumption built into the financial plan is 2.35%, consistent with prior plans, there is a risk that the actual amount will fall short of this figure. In order to mitigate this risk, the financial plan includes revenues in excess of planned expenditure and transfers, shown as a transfer to General Revenue Surplus. Given the level of uncertainty and amount of funds involved it is prudent to defer consideration of additional incremental costs until the growth in tax revenue is known.

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 13th 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.

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6708-2009 ADOPTED JANUARY 12, 2010



e) Statutory Requirements and Policy Implications:

The financial plan has been prepared in accordance with statutory requirements and Municipal financial policies. There are several 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 run in the local paper December 9 and 11. 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 2009-2013 Financial Plan Bylaw. 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.

Several items were raised during the 2010-2014 Business Planning presentations that will require future policy level discussions and/or information being brought back to Council in the near future. These items include:

- Information on performance measurement and public reporting using the See-it software;
- A discussion on Economic Development, including specific deliverables/outcomes and resourcing comparisons
- Information on the use of garburators in the community;
- Composting and the removal of organic waste from the solid waste system;
- Policy level discussion on the acquisition of property for strategic purposes, developing a funding model for the implementation of the Parks and Recreation Master Plan and the potential use of General Revenue Surplus for repaving our roads;
- Advocating for improved ambulance response times
- Providing Social Planning Advisory Committee statistics with respect to downtown activities;
- Building on relations with the School District
- Discussing improvements in transit with TransLink

The Financial Plan Bylaw can be amended to reflect changes and is routinely amended in late April or early May to include the projects that were approved but not completed in the prior year. The change also includes an update to reflect the actual amount of property tax revenue due to the amount of real growth. The 2010 amendment will differ from prior years as this plan drives a surplus, a contingency to address a potential shortfall in property tax revenue due to slower development. Depending on the amount of growth, Council may have some latitude in the spring to address additional concerns while still staying within the previously approved tax increases.

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 6708-2009
ADOPTED JANUARY 12, 2010



DISTRICT OF MAPLE RIDGE

BYLAW NO. 6708-2009

Maple Ridge 2010-2014 Financial Plan Bylaw No. 6708-2009

WHEREAS, a Public Open House was held April 21, 2009 to seek public input with respect to the financial plan and budget guidelines;

AND 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 with respect to the financial plan;

AND WHEREAS, Council deems this to be 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 2010-2014 Financial Plan Bylaw No. 6708-2009.
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 2010 through 2014.
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 , 20 .

READ a second time the day of , 20 .

READ a third time the day of , 20 .

PUBLIC CONSULTATION completed on the day of , 20 .

RECONSIDERED and adopted the day of , 20 .

PRESIDING MEMBER

CORPORATE OFFICER

ATTACHMENT: Statement 1, Statement 2 and Statement 3

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6708-2009
ADOPTED JANUARY 12, 2010



Attachment to Maple Ridge 2010-2014 Financial Plan Bylaw 6708-2009

Statement 1
Consolidated Financial Plan 2010-2014
(in thousands)

	2010	2011	2012	2013	2014
REVENUES					
External Revenues					
Development Fees					
Developer Cost Charges	\$3,699	\$11,248	\$11,749	\$6,031	\$7,430
Developer Specified Projects	\$0	\$0	\$0	\$0	\$0
Parkland Acquisition	\$200	\$200	\$200	\$200	\$200
Contributions from Others	\$4,345	\$3,699	\$3,995	\$6,227	\$3,560
Development Fees Total	\$8,244	\$15,147	\$15,944	\$12,458	\$11,190
Property Taxes	\$54,992	\$58,974	\$63,217	\$67,303	\$71,548
Parcel Charges	\$2,513	\$2,642	\$2,778	\$2,921	\$3,071
Fees & Charges	\$31,225	\$32,896	\$34,723	\$36,681	\$38,820
Interest	\$1,885	\$1,885	\$1,885	\$1,885	\$1,885
Grants (Other Govts)	\$13,987	\$2,103	\$4,893	\$10,709	\$2,853
Property Sales	\$0	\$0	\$0	\$0	\$0
Total External Revenues	\$112,846	\$113,647	\$123,440	\$131,957	\$129,367
EXPENDITURES					
External Expenditures					
Capital Expenditures	\$29,106	\$22,922	\$29,080	\$30,737	\$15,368
Interest Payments on Debt	\$4,444	\$4,570	\$4,349	\$4,389	\$4,596
Other Expenditures	\$77,463	\$82,093	\$86,157	\$90,107	\$94,353
Total External Expenditures	\$111,013	\$109,585	\$119,586	\$125,233	\$114,317
CHANGE IN NET FINANCIAL POSITION	\$1,833	\$4,062	\$3,854	\$6,724	\$15,050
OTHER REVENUES					
Borrowing Proceeds	\$2,152	\$3,386	\$4,094	\$6,050	\$0
OTHER EXPENDITURES					
Principal Payments on Debt	\$5,037	\$6,430	\$7,114	\$7,176	\$7,241
TOTAL REVENUES LESS EXPENDITURES	(\$1,052)	\$1,018	\$834	\$5,598	\$7,809
INTERNAL TRANSFERS					
Transfer from Reserve Funds					
Capital Works Reserve	\$264	\$791	\$1,970	\$918	\$1,228
Equipment Replacement Reserve	\$2,336	\$1,454	\$1,991	\$1,311	\$1,229
Fire Department Capital Reserve	\$1,054	\$0	\$950	\$0	\$350
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	\$3,654	\$2,245	\$4,911	\$2,229	\$2,807
Less :Transfer to Reserve Funds					
Capital Works Reserve	\$757	\$889	\$836	\$740	\$1,115
Equipment Replacement Reserve	\$2,061	\$2,124	\$2,232	\$2,323	\$2,416
Fire Dept. Capital Aquisition	\$312	\$424	\$539	\$658	\$782
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	\$3,230	\$3,537	\$3,707	\$3,821	\$4,413
Transfer from (to) Surplus - (Own Reserves)	\$47	(\$575)	(\$1,277)	(\$1,817)	(\$2,664)
Transfer from (to) Surplus - (Surplus)	\$581	\$849	(\$761)	(\$2,188)	(\$3,539)
TOTAL INTERNAL TRANSFERS	\$1,052	(\$1,018)	(\$834)	(\$5,597)	(\$7,809)

APPENDIX G: 2009-2013 FINANCIAL PLAN BYLAW 6708-2009
ADOPTED JANUARY 12, 2010



Attachment to Maple Ridge 2010-2014 Financial Plan Bylaw 6708-2009

Statement 2
Revenue and Property Tax Policy Disclosure

REVENUE DISCLOSURE

Revenue Proportions

Revenue Proportions	2010		2011		2012		2013		2014	
	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%
Revenues										
Property Taxes	54,992	48%	58,974	50%	63,217	67,303	49%	71,548	55%	
Parcel Charges	2,513	2%	2,642	2%	2,778	2,921	2%	3,071	2%	
Fees & Charges	31,225	27%	32,896	28%	34,723	36,681	27%	38,820	30%	
Borrowing Proceeds	2,152	2%	3,386	3%	4,094	6,050	4%	-	0%	
Other Sources	24,116	21%	19,135	16%	22,722	25,052	18%	15,928	12%	
Total Revenues	114,998	100%	117,033	100%	127,534	138,007	100%	129,367	100%	
Other Sources include:										
Development Fees Total	8,244	7%	15,147	13%	15,944	12,458	9%	11,190	9%	
Interest	1,885	2%	1,885	2%	1,885	1,885	1%	1,885	1%	
Grants (Other Govts)	13,987	12%	2,103	2%	4,893	10,709	8%	2,853	2%	
Property Sales	-	0%	-	0%	-	-	0%	-	0%	
	24,116	21%	19,135	16%	22,722	25,052	18%	15,928	12%	

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, \$676,000 in 2010, to fund the Fire Department Master Plan implementation. More information can be found in the Business Planning Guidelines 13th Edition, Financial Sustainability Plan and the 2010-2014 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 6708-2009
ADOPTED JANUARY 12, 2010



Attachment to Maple Ridge 2010-2014 Financial Plan Bylaw 6708-2009

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 license 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 – Debt is used where it makes sense. Caution is used when considering debt as it commits future cash flows to debt payments restricting the ability to use these funds to provide other services. The source of the debt payments needs to be considered as does the justification for advancing the project. More information on borrowing approved in 2008 or 2009 and proposed for 2010-2014 can be found in the 2010-2014 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 2010 property tax revenue and updated rates will be included in a financial plan amendment that precedes the Property Tax Rate Bylaw, as 2010 property assessed values are not yet finalized. For information the 2009 distribution is included.

Property Class	Taxation Revenue (\$'000s)		Assessed Value ('000s)		Tax Rate (\$/'1000)	Multiple (Rate/Res.Rate)
1 Residential	38,398	77.2%	10,755,860	92.28%	3.5699	1.00
2 Utility	407	0.8%	10,186	0.09%	40.0000	11.20
4 Major Industry	613	1.2%	16,923	0.15%	36.2044	10.14
5 Light Industry	1,590	3.2%	138,467	1.19%	11.7536	3.29
6 Business/Other	8,566	17.2%	725,633	6.23%	11.7536	3.29
8 Rec./ Non-Profit	30	0.1%	3,290	0.03%	9.1744	2.57
9 Farm	116	0.2%	5,062	0.04%	22.8773	6.41
	<u>49,720</u>		<u>11,655,421</u>			



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 Council was a reduction of 5% in 2009 to the taxes collected to support additional investments in the subject property and to keep rates competitive. The municipal property taxes will be reduced again in 2010 by 5% as recommended by Council and included in the 2010-2014 Financial Plan.

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

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.



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 2015 though 2026. Projects in these years typically exceed likely funding available.

Capital Works Program for 2015 – 2026
 (in thousands)

Capital Works Program	330,433
Source of Funding	
Development Fees	
Development Cost Charges	123,457
Parkland Acquisition Reserve	-
Contribution From Others	4,573
Development Fees Total	<u>128,030</u>
Borrowing Proceeds	19,297
Grants	28,927
Transfer from Reserve Funds	
Capital Works Reserve	11,027
Equipment Replacement Reserve	2,521
Fire Department Capital Reserve	2,000
Transfer from Reserve Funds Total	<u>15,548</u>
Revenue Funds	138,631
Source of Funding Total	330,433



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 – The independent organization that is responsible for establishing the assessed property values within British Columbia.

Budget – A financial plan 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.

CDMR 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 once 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 – Refers to the Greater Vancouver Regional District, which is responsible for providing some region-wide services. Also see “Metro Vancouver.”

GVS & 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 for the City of Vancouver). This Authority also operates an investment pool on behalf of munic.

Official Community Plan (OCP) – The District’s prime development planning document.

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.

Revenue – Sources of income financing the operations of the District.

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.

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*Deep Roots
Greater Heights*