



Financial Plan 2011 – 2015



*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**

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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, 2010. 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

Budget at a Glance

The Financial Plan Reader's Guide is intended to provide a basic understanding of the Financial Plan 2011 – 2015 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 2010 accomplishments, explains efficiency and effectiveness initiatives, and discusses the business context relevant to the 2011 – 2015 planning period.

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, and measures consisting of high-level community goals and key performance measures.
- An organization chart illustrates the reporting structure of the department and is complemented by a history and forecast of staff positions.

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

- The operating budget follows and includes comparisons to previous budgets and actual expenditures and revenues. Comments regarding differences between the 2011 budget and either the previous budget or previous year actual costs are included where appropriate.

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 Financial Plan 2011-2015 for the District of Maple Ridge.

As Council passed the half-way point of its three-year mandate, we continued to focus on three important 'top-line' goals that we set at the beginning of our term. Three words – economic, social and environment – have driven the policy development and discussion for Council in this fiscal year and in our long term planning.



In order to achieve results in these three areas, we need to have strong relationships with other levels of government, community organizations and to reach out and engage the public to ensure the work we do serves the community today and into the future.

This report outlines the role of each department and talks about past and future accomplishments. It's a report card of how we are doing conducting the business of the District of Maple Ridge, but what I hope it also captures is the passion, professionalism and the accountability of every staff member of the District.

I want to take a moment to review a few of the major initiatives that moved forward in 2010 and have set the agenda for 2011.

One of the most significant programs was the Town Centre Investment Incentives Program. In 2010, we moved from the concept level to the development of the specific policy and regulatory framework to make this plan a reality. What makes this program unique is the 'toolkit' that we've developed offers incentives at the front-end of the development cycle to move projects from the drafting table to ground breaking with great efficiency. The program also offers 'downstream' incentives that will allow us to partner with the development community to build a sustainable and vibrant Town Centre. As this report is nearing completion the uptake by commercial and residential sectors has been extraordinary.

As 2010 ended we entered into the final stages of the Downtown Enhancement Project, a partnership between the District of Maple Ridge, the Province of British Columbia, the Government of Canada, and TransLink. I think it's fair to say that this project has exceeded our expectations in so many ways. In the course of replacing old infrastructure – sewer and

waterlines, some dating back to the founding of our community, we are adding a dedicated fibre optic system into the Town Centre to allow us to be ready for the new economy of the information age. But something much more important happened with this project. By reaching out to downtown merchants and residents and getting their input on how we would execute the project, the transformation has been much more than physical. There is a renewed sense of optimism and excitement in this area, and a momentum around the economy of the Town Centre

that, when combined with our Incentives Program, has resulted in investments in façade improvements and some wonderful announcements of new commercial construction and renovations.

One of the largest scale projects for Council has been the continued work on the Albion Concept Plan. In late 2010, the public consultation was completed and in early 2011 Council reviewed the preliminary report and is embarking on a process to develop the final proposal to send to the Agricultural Land Commission. When that process is complete, Council will begin the development of an Albion Area Plan that will become part of the Official Community Plan.

These three projects are just part of a huge amount of work that occurred in 2010, and is in the works for 2011. Take the time to review the department functions, accomplishments, and key work plans for the upcoming year. In its entirety, this report will help you understand who we are and where we are going.

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.

ERNIE DAYKIN
Mayor

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



I am pleased to present our Financial Plan 2011–2015 on behalf of all employees at the District of Maple Ridge.

In virtually every public space in the District you'll find a framed version of a document called 'Vision 2025' that lays out a set of principles that drives every piece of work that we do at the District of Maple Ridge. In particular, the Mission Statement is one that resonates for me. It says that we are working to create "a safe, livable, and sustainable community for our present and future citizens."

In this document you will see department-by-department a listing of the accomplishments of the District as well as the goals that we've set for 2011. As you review the list, you will see that every project relates to the Mission statement above. The Mayor has spoken about some of the large projects that we've undertaken as a community, but I'd like to focus on what I feel makes this community and the District so remarkable. It's the people.

From our elected leaders to the amazing volunteers and the dedicated team of professionals that I have the honour of leading, the passion and pride in our community is, frankly, inspirational. In 2010, we said goodbye to some wonderful staff members at all levels of the organization as they transitioned to well-deserved retirement, but in anticipation of these changes, our succession planning allowed us to recruit from both inside and outside the organization talented and energetic people to step into the roles of their predecessors.

As you will note in many of the departmental reports, we place a high priority on preserving the unique knowledge of our long-time employees and work to create mentoring programs so that the transition of these valuable staff to retirement does not slow the output of the organization. You will also note that every department has a strong focus on delivering the District's services with efficiency and a high degree of effectiveness.



This document is not only a 'report card' of our performance for 2010, but part of a continuous cycle of planning and fiscal reporting that ensures that the organization stays focussed on delivering on specific program targets and continually reviews practices and programs to ensure the highest service levels possible.

Council has set out an agenda that is transforming our community, the Downtown Enhancement Project, the Town Centre Investment Incentives

Program, the purchase of three acres between Haney Place Mall and Valley Fair Mall and the work around the Albion Area Concept Plan all clearly move Maple Ridge in the direction of the aspirational words of the Mission Statement. This is a safe community, this is a sustainable community, and this is a community that has a very bright future.

I would like to express my thanks to Council, to the many volunteers and community leaders and the members of the staff here at the District of Maple Ridge for their contributions to this report and to this community that I, and we all, call home.

J. L. (JIM) RULE
Chief Administrative Officer

I am pleased to present the 2011-2015 Financial Plan, 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.



Economic Uncertainty

For most of the past decade, Maple Ridge enjoyed a brisk pace of development. In the last quarter of 2008, we saw that pace fall off dramatically as the global economy declined. In 2009, the pace of development in the District, as with most areas in Canada, continued to be soft. In 2010, we saw a slight rebound in development activity particularly in the later part of the year. While we have optimism that the economy and the local development pace is returning to 'pre-recession' levels, some uncertainty around the Harmonized Sales Tax and other fundamental economic issues mean that the future remains less than certain.

That is why we rely on our financial sustainability policies, conservative budgeting, and our practice of planning for the bad times during the good which, in combination, 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 revenues realized during strong economic times. As a result, expenditures are controlled. When actual revenues exceeded budget amounts, surpluses were set aside to see us through tougher periods, such as the one we are currently emerging from.

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 cost containment and vacancy management.

Strategy for Dealing with Economic Uncertainty

The District of Maple Ridge has developed a robust, and continuous, business planning cycle and processes. These systems, combined with sound and conservative 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 noted 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 exists to justify filling the position immediately.

- Setting aside funds to take advantage of emerging opportunities. It is our experience that during economic slowdowns, senior governments often attempt to stimulate the economy by providing incentives to encourage infrastructure investments. 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. In concert with the financial planning, we also strive to have

projects on our capital planning list 'shovel ready' so that we can maximize the potential funds available.

- The municipality has developed a series of financial incentives to encourage private sector investment in its town centre. The Town Centre Investment Incentives Program offers incentives both at the front-end, and downstream to encourage developments be moved from the design stage to construction quickly, and to also encourage development to meet District targets around sustainability and neighbourhood form and character. The program seeks to create short and long-term economic and social benefits

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 35, 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.

MESSAGE FROM THE CORPORATE FINANCIAL OFFICER



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 2011, costs have been updated based on current information so we have not provided an inflationary contingency. Beyond 2011, 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 2011 may be overly optimistic given the slowdown in development and we did not reach this target in 2010. The actual growth will not be certain until April 2011, once assessments are finalized. A contingency has been provided for in the 2011 Budget to deal with a possible shortfall.

Development Revenues

As already mentioned, 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 the 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 2010 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. While interest rates have been at historical lows, we believe that they have bottomed out and as a result, a modest increase in investment earnings has been built into the budget.

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

Development Cost Charges (DCCs) 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.

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

Introduction

The purpose of this guide is to help the citizens of the District of Maple Ridge understand the budget process and provide a summary of the financial information presented in the Financial Plan 2011 - 2015. It provides an outline of how and why the District prepares, reviews, and adopts the financial plan. The full 2011 - 2015 Five-Year Plan and related documents are located on the District website www.mapleridge.ca/EN/main/municipal/2300/reports.html.

How Does Council Create the Budget: What is the Business Planning Process?

The budget process gathers the needs of the community and then balances the desired services with the need to keep it affordable. Mayor and Council review and approve changes to the types and levels of services the District will provide and how these services will be paid for.

Public Participation

The business and financial plan presentations are open to the public and feedback and input is encouraged. Involvement or input to the services of the municipality or the budget can be done in many ways including feedback on direct services, participation in customer or citizen surveys, volunteerism or involvement with special interest groups, or directly through comment on the budget itself. We are accountable in delivering the best services possible to our citizens. Please take advantage of the recreational and cultural services provided and get involved to help us make this the best municipality possible.

Planning Process

Each spring Council participates in an annual strategic planning exercise with the Business Planning Steering Committee to evaluate the District's progress towards key strategic objectives. These objectives are reviewed based on feedback from the community, customers, and staff. The outcome of this exercise is to establish direction for the next five-year planning period. The resulting planning document outlines Council's decisions and priorities in guiding staff in their development of departmental business plans for the next five years.

The framework for making these decisions and planning for the future of the community is the Strategic Plan: Vision 2025. The foundation of any strategic plan is its Mission Statement and Value Statements.

Mission

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

Value Statements

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

Key Assumptions

Economic Conditions & Revenue Trends

The rate of new construction peaked in 2008 just prior to the credit crunch. Development and permit fees were at recent lows in 2009 and have recovered significantly in 2010 with a continuing trend of recovery in 2011. The District has financial reserves that were established when development activity was brisk. These could be drawn on if their revenues do not reach the budgeted amounts.

Associated with development activity is the increase in tax revenue due to new growth. Growth in property tax revenue is budgeted at a conservative long term trend rate of 2.35%. This growth was not achieved in 2010 and will likely be slightly shy of the target in 2011 as well. Sufficient funds have been set aside to address the revenue shortfall and the amount budgeted for growth was deliberately kept at 2.35% to generate the awareness of the reliance on these funds.

Interest rates were reduced significantly to historic lows in the last economic downturn. This impacts the amount that the District earns on its investments. Low rates have persisted and while they are on the rise, the increases are expected to be gradual. The amount budgeted for investment revenue is conservative.

Development Cost Charges (DCCs) are fees collected from developers to assist with funding the infrastructure required due to new development. The timing of the capital projects that are funded by these proceeds will be adjusted based on the collections. DCCs are an important funding source for the District's capital program as we are a growing municipality with increasing infrastructure needs.

Rate Changes

- Tax increase for general purposes – 3% each year for 2011 – 2015.
- Tax increase for infrastructure replacement – 1% per year for 2011 – 2015.
- Fire Service Improvement Levy to generate an additional \$700,000 in each of 2011 and 2012; approximately \$350,000 in 2013. Subsequent increases will be part of the normal business planning guidelines.
- Sewer Rate increase – 5% each year for 2011 – 2015.
- Water Rate increase – 9% each year for 2011 – 2015.
- Recycling Rate increase – 3% each year for 2011 – 2015.
- Fee increase – The individual fee increases will vary. The guideline is to increase revenue from existing sources by about 5%.

Cost Containment Measures

- Vacant position review and management – all positions that become vacant are subject to a detailed review prior to being refilled.
- Contracting/Consulting review – all consulting work should undergo a review, not only at 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.
- All departmental budgets are kept at the same level of funding. An inflation amount is set aside and allocated to proven cost increases during the year.
- Incremental packages include a business case to support new programs/projects/staff.
- Reduction review exercise – all departments prepare reduction packages which are departmental plans of what they would retain if they had only 90% of current budget. This is an opportunity to explain what the ramifications of such reductions would be. In addition, it is a chance to look at what we are presently doing to see if there are strategies for improvement.

Priorities and Key Issues

Town Center Redevelopment has been a key priority for several years. There have been multiple initiatives to accomplish the goal of revitalizing the downtown core:

- **Town Centre Investment Incentives Program** has moved from the concept level to the development of the specific policy and regulatory framework which have been adopted in 2011. The program provides a 'toolkit' developed to offer incentives at the front-end of the development cycle to move projects from the drafting table to groundbreaking with greatest efficiency. The program also offers 'downstream' incentives that will allow us to partner with the development community to build a sustainable and vibrant Town Centre.
- **Downtown Enhancement Project** is a multiyear, multiphase project supported by funding from senior levels of government. The first phase was the building of Spirit Square which began in 2009. Subsequent phases have involved infrastructure investments in sidewalks, street furniture, trees, roads, streetlights, and underground pipes on Lougheed Highway and 224 Street.
- The purchase of three acres between Haney Place Mall and Valley Fair Mall was made at favourable pricing and will allow the District to control a key piece of real estate in the Town Centre

Albion Flats Concept Plan - The current process is an examination of the potential uses of the land and the opportunities to support progressive community development. The Charette involved members from a wide range of respected community groups, representing a wide range of interest in Maple Ridge. In late 2010, the public consultation was completed and in early 2011, Council reviewed the preliminary report. When that process is complete, Council will begin the development of an Albion Area Plan that will become part of the Official Community Plan.

Fire Department Master Plan implementation began in 2005. The plan has guided a transition from a strictly paid-on-call fire responder model to a composite model with full-time and paid-on-call responders. In 2004 there were eight full-time positions in the Fire Department. The full time staff reached approximately 50 in 2010 and is targeted for 61 when the transition is complete in 2013. The increased staffing and service levels have been paid for through the Fire Service Improvement Levy included in property taxes. As the implementation nears completion, the rate the costs are increasing will slow in 2013. Beginning in 2014, normal business planning guidelines and processes will be followed.

Parks Master Plan funding through property taxes is not included in the budget until 2013. \$90,000 will be provided from surplus in each of 2011 and 2012 to assist with the implementation of the highest priority items.

Drainage Rehabilitation/Maintenance is underfunded currently. A charge on property taxes for drainage is expected to be introduced in 2013. As a short term measure \$150,000 of surplus is included for early implementation of the enhanced drainage program in each of 2011 and 2012.

Infrastructure Deficit is an issue for all levels of government across Canada. Infrastructure deficit is an estimate of the total additional investment needed to repair and prevent deterioration in existing, municipally-owned infrastructure. According to the November 2007 report for the Federation of Canadian Municipalities (footnote)¹, the deficit for Canadian Cities was \$123 billion. To address this, beginning in 2008, Council directed 1% of the annual tax increase be committed to 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. These funds will be used to maintain the District's assets, whose current replacement value is in excess of \$1.3 billion.

¹ Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure Author Saeed Mirza, PHD., ING Professor of Civil Engineering and Applied Mechanics, McGill University <http://www.fcm.ca/CMFiles/mdeficit10PT-792008-3425.pdf>

BUDGET AT A GLANCE



Where is the Money Coming From: Revenues

All Figures Represent \$'000 (thousands)

	Actual 2010	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Revenue							
Property taxes	57,103	57,028	61,412	65,759	70,423	75,224	80,361
User fees and other revenue	31,648	31,047	33,225	35,037	36,993	39,147	41,459
Senior government transfers	8,689	30,154	2,652	5,104	11,270	3,352	2,890
Development revenue	7,412	26,704	8,454	16,722	15,397	11,662	13,248
Interest income	3,937	1,885	1,960	1,970	1,980	1,980	1,980
Contributed Tangible Capital Assets	17,341	n/a	n/a	n/a	n/a	n/a	n/a
	126,130	146,818	107,703	124,592	136,063	131,365	139,938

Revenue changes are increasing based on the rate changes in the Key Assumptions section above. Shortfalls in Senior Government Revenues are mainly due to timing and most will be carried forward.

Where is the Money Being Spent: Expenditures

All Figures Represent \$'000 (thousands)

	Actual 2010	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Expenses							
Protective services	26,763	27,081	27,747	29,896	31,573	33,306	35,313
Transportation services	15,245	16,006	16,921	17,482	18,398	19,299	20,062
Recreation and culture	19,251	19,130	21,568	22,060	22,837	23,854	24,726
Water Utility	10,603	11,393	11,672	12,715	13,673	14,569	15,246
Sewer Utility	8,349	9,167	8,802	9,056	9,246	9,505	9,759
General government	12,814	14,493	12,334	12,452	12,835	13,415	13,839
Planning, other	3,638	4,003	3,928	3,961	4,077	4,198	4,317
	96,663	101,273	102,972	107,622	112,639	118,146	123,262
Annual Surplus	29,467	45,545	4,731	16,970	23,424	13,219	16,676
Other Items							
Borrowing proceeds	\$0	\$28,851	\$0	\$2,502	\$4,776	\$0	\$0
Amortizations expense funded by capital equity	\$16,751	\$16,485	\$16,980	\$17,489	\$18,014	\$18,555	\$19,110
Capital expenditures, principle payments & other	(\$29,505)	(\$109,558)	(\$20,995)	(\$34,244)	(\$42,451)	(\$23,615)	(\$24,160)
Contributed tangible capital assets	(\$17,341)	n/a	n/a	n/a	n/a	n/a	n/a
Transfers to (from) Reserves and Surplus	(\$628)	(\$18,677)	\$716	\$2,717	\$3,763	\$8,159	\$11,626

Capital Spending

Category	2011	2012	2013	2014	2015	Total
Drainage	950,452	556,437	982,469	990,755	694,601	4,174,714
Government Services	517,530	602,530	450,030	100,030	172,030	1,842,150
Highways	4,231,729	12,536,402	19,934,771	8,265,245	8,139,749	53,107,896
Park Acquisition	200,000	3,016,138	200,000	200,000	3,043,973	6,660,111
Park Improvement	592,488	1,288,084	4,408,681	1,275,828	701,132	8,266,213
Protective Services	321,800	1,090,000	1,767,825	350,000	250,000	3,779,625
Recreation Services	86,000	0	0	0	130,000	216,000
Sewage	1,164,391	1,392,401	2,938,343	1,202,979	535,395	7,233,509
Technology	647,200	1,179,780	563,003	782,889	1,301,494	4,474,366
Water	7,266,958	6,093,836	4,146,343	1,331,961	737,026	19,576,124
Total Capital Program	15,978,548	27,755,608	35,391,465	14,499,687	15,705,400	109,330,708

The majority of planned capital spending is used in maintaining existing services. The most significant proposed investments are \$18M for the Abernethy Way extension in 2012-13 which will be dependent on joint funding with senior levels of government and \$4.8M over the next three years on the west watermain.

BUDGET AT A GLANCE



How much Money is in Savings: Reserve Balances

The District has substantial financial resources held in reserves. These balances provide 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 replenishing during better years, thus shielding our customers and taxpayers from sharp tax increases.

Balances as of Dec 31st	2009	2010
Accumulated Surplus	11,427,836	11,310,343
Reserve Funds	22,739,966	21,275,267
Total Reserve Accounts	23,277,837	24,232,705
TOTAL RESERVES AND REVENUE ACCUMULATED SURPLUS	57,445,639	56,818,315

Borrowing

The financial plan incorporates debt proceeds into the overall funding strategy. Borrowing has four areas of concern:

Existing Debt was incurred for two major projects. These loans are scheduled to be repaid in 2027 and all servicing costs are included in current tax rates. The outstanding balances net of sinking funds are:

- \$23.2 M Recreation/Downtown Civic Properties
- \$17.2 M General Government/Downtown Office Complex

Previously Approved Borrowing. Although we have authorization to borrow money for these projects, other alternatives such as internal borrowing are commonly done when there are sufficient funds to be drawn on. Projects that the District is now authorized to borrow for include:

- Fire Hall #4 – new construction
- Three joint school and park sites – property acquisition
- Cemetery expansion – purchase of property
- Drainage work – River Road
- Animal shelter – funding to assist in the construction of an animal shelter
- 240th Street bridge over Kanaka Creek – replacement/expansion

The authority to externally borrow expires in 2013 and 2014, five years after the borrowing was approved. The cash flow to service this debt has already been provided for in the financial plan.

Future Borrowing Considerations 2011-2015. The following projects are being contemplated for debt financing:

- \$7.3 million in 2012 to 2013 for the continued extension of Abernethy Way. A large portion of this project is anticipated to be funded through grants from other levels of government.
- Regional water supply pump station and west main are cost-shared projects with the Regional Water District. The District will finance our portion of these projects if the arrangements cannot be made for the region to finance the debt.
- The principle payments for these debts are funded through the DCC Reserve over a ten year term.

Borrowing Capacity Is the maximum amount of borrowing the District can undertake. Community Charter legislation limits the annual cost to service the debt, to not exceed 25% of revenues. Even if all the approved and planned debt is taken on with the proposed terms, it still leaves several million in debt servicing capacity.

BUDGET AT A GLANCE



Legislation and Regulations

The District is required to adopt a five year Financial Plan (Budget) in accordance with Section 165 of the Community Charter. The Financial Plan must include both operational and capital budgets and be adopted by bylaw before the annual tax rates are set (i.e. before May 15th).

The Financial Plan must set out for each of the five years, the proposed funding sources, the proposed transfers between funds and the proposed expenditures. The proposed expenditures must not exceed the funding (i.e. the budget must be balanced).

Council must undertake a process of public consultation before the proposed financial plan is finally adopted. The bylaw remains in effect until a new or revised bylaw is adopted.

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)].

Average Tax Impact

	2010	2011	Increase	%
Municipal Property Taxes				
General Purpose	\$ 1,383.68	\$ 1,439.03	\$ 55.35	4.00%
Fire Service Improvement Levy	114.79	133.92	19.13	16.67%
	\$ 1,498.47	\$ 1,572.95	\$ 74.48	4.97%
Fees				
Recycling	\$ 62.43	\$ 64.30	\$ 1.87	3.00%
Water	379.50	413.66	34.16	9.00%
Sewer	273.00	286.65	13.65	5.00%
	\$ 2,213.40	\$ 2,337.56	\$ 124.16	5.61%

Long Term Issues and Direction

The current strong financial position and vast array of services delivered are a function of the strong leadership and support of well developed business planning practices. These practices include more than a dozen financial policies addressing the financial aspects of short-term and long-term needs of the community. Maple Ridge is recognized as taking a progressive approach to addressing the infrastructure funding gap. The District will continue to focus on asset management and sustainability to ensure that future generations can enjoy our current service levels.

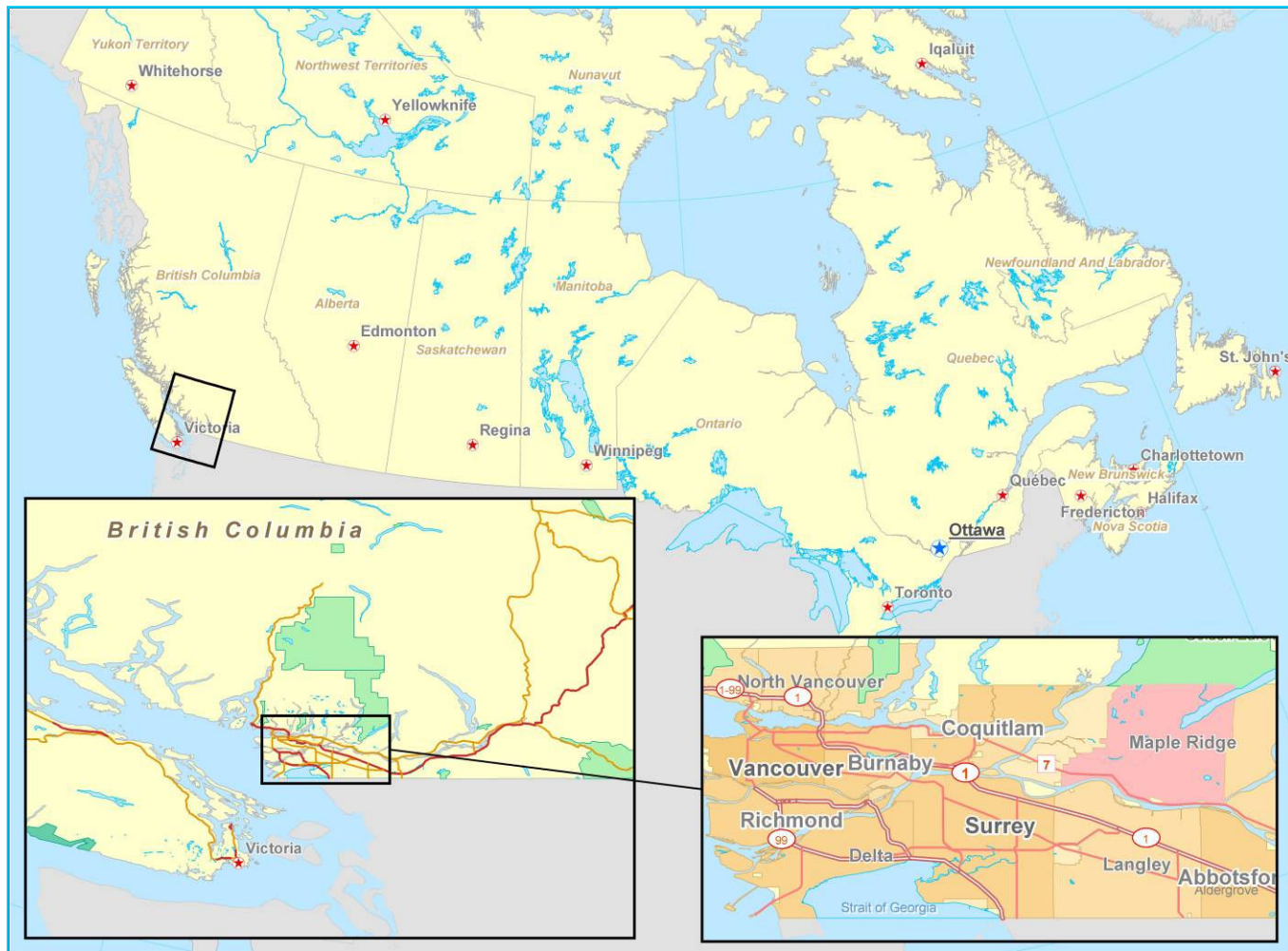
Maple Ridge will grow significantly in the next ten years and with proper planning and strategic direction our growth will see this community continue to flourish.

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 – PROFILE AND DEMOGRAPHICS



Maple Ridge – Realizing the Dreams of our Founders

On September 12, 1874, a group of settlers met at John McIver's farm and decided that they should incorporate and become a municipality. At that time there were less than 50 families but these early pioneers saw the potential of their new home as a place raise their families and create prosperity and opportunity for future generations.

With a vote of the assembled citizens, one of BC's first municipalities was born. The choice of the name came from the trees and topography of John McIver's farm. There was a magnificent stand of maple trees along the ridge that ran along the edge of the McIver farm and followed the line of the Fraser River. This new Municipality officially became 'Maple Ridge.'



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 enormous economic benefits associated with 'The National Dream' of a coast-to-coast rail system. The railway helped local agriculture, forestry and manufacturing industries grow and prosper as the markets for local products expanded both east and west.

Since those early days Maple Ridge's economy has grown to encompass manufacturing, high tech, education services and has become a favourite destination for the television and film production industry. Today Maple Ridge has a population of approximately 76,000, and this area has been identified as one of the high growth areas of the Metro Vancouver Region.

The community boasts one of the most diverse natural settings, with the Fraser River to the south, the Golden Ears Mountain to the north and a series of rivers and parks that allows citizens to escape to nature within minutes of their home. Add to this the top quality arts and recreational facilities, and you can see that the

vision of the families that met at the McIver farm have been realized.

As amazing as the natural setting is, the spirit of those original pioneers is alive today in the current citizens. Maple Ridge is a community where any evening or weekend you'll find a community festival underway, arenas and sports fields full of kids playing their favourite sports and service clubs and community organizations working to make the community, and the world, a better place to live. All of these events are powered by volunteerism. From the day-to-day operation of the many sports associations to the organization of Maple Ridge's hosting of the BC Disability Games, 2010 Olympic Torch Relay, and the 2010 Paralympic Games Torch relay and celebration, this is a place where people get involved.

Maple Ridge. Right Time. Right Place.

In the last year Maple Ridge has seen over a billion dollars worth of infrastructure work completed on its doorstep. The opening of the Golden Ears Bridge and the new Pitt River Bridge combined with over 100 million dollars worth of infrastructure work in the Town Centre have put our community on the national 'radar' as never before.

Maple Ridge has been designated by the Real Estate Investment Network (REIN) as the number 5 Top Canadian Investment City and (once again) as the number 2 top BC Investment Town. REIN president Don Campbell is amazed that a city of just over 70,000 could reach such levels: "There are over 800 cities and towns in Canada. To be even mentioned in top 10 is an honour. You know they're not number 5 out of 10; they're number 5 out of 800. Even more impressive when you consider the other top 5 cities start at 700,000 population and go up from there."

Campbell is clear which economic factors will have an impact on development. "Transportation is going to be a catalyst – the Golden Ears Bridge (and) the Pitt River Bridge, along with the Port Mann Bridge; it will be one of the most accessible areas in the region. You're seeing more major employers coming into the area. It'll bring residents, business, and jobs. "Along with everything else, it's a beautiful place to live for lifestyle and affordability."

Maple Ridge is poised for the next stage of its growth by embracing the principles of its founders. We have a strong connection to this amazing place, a sense of who we are, a strong vision of the community that we want and a well thought out plan that balances the vision of sustainability and prosperity. In 1874, the founding families knew that this was the right time and the right place to create a new home. Today, their legacy lives on in ways they could never have imagined.

MAPLE RIDGE – PROFILE AND DEMOGRAPHICS



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 27,030 properties and 58 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. 66.6% of Maple Ridge's population is aged 25 or older and of those 59% have completed post secondary education.

	<u>Population</u>	
Under – 14	14,025	20.3%
15 – 24	8,995	13.0%
25 – 44	19,400	28.1%
45 – 64	18,620	27.0%
65 – Older	7,905	11.5%

Source: BC Stats, September 2010

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 - Strategic Economic Initiatives

Employment

It is estimated that over 65% of Maple Ridge's labour force currently commutes outside of the community. As of October 2010 it is estimated that 7.3% 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 in Alphabetical Order):

Arcus Community Resources	Health Care
Canadian Tire	Retail
District of Maple Ridge	Government
E-One Moli Energy	Batteries
Fraser Regional Corrections	Corrections
Interfor Ltd - Hammond Cedar	Wood Products
Keg Restaurants	Restaurant
London Drugs Maple Ridge	Retail
Lordco Auto Parts	Automotive
Maple Ridge Red Cedar	Wood Products
Overwaita Food Group	Grocery
Red Robin Restaurant	Restaurant
Ridge Meadows Hospital	Health Care
Safeway Maple Ridge	Grocery
School District #42	Education
Waldun Forest Products	Wood Products
West Coast Auto Group	Vehicle Sales
Zellers Maple Ridge	Retail

Source: BC Stats, October 2010

Source: District of Maple Ridge - Strategic Economic Initiatives

MAPLE RIDGE – PROFILE AND DEMOGRAPHICS



Health Care

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

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 MRI services, general surgery, nuclear medicine, renal dialysis, specialized obstetrics and nursery care, and pediatric services.

Eagle Ridge Hospital – located less than half an hour away in Port Moody, this 106 bed acute care hospital provides 24/7 emergency services; as well as ambulatory, long-term care, and acute care programs. It is a Centre of Excellence for elective surgery for urology, gynaecology, plastics, and orthopaedics.

Source: www.fraserhealth.ca

Housing Types

The three month average benchmark price from the MLS Housing Price Index (October 2010) for single-family residences in Maple Ridge is \$443,653, \$300,322 attached/townhouses, and \$241,236 apartments.

Composition of Residences

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

Source: Real Estate Board of Greater Vancouver

Source: Financial Post Markets – Canadian Demographics 2008

Top 10 Taxpayers

BC Hydro & Power Authority	Distribution Lines
Sun Life Assurance Co. of Canada	Westgate Shop Ctr
International Forest Products Ltd.	Lumber Mills
Bucci Investment Corporation Inc	Valley Fair Mall
Telus (BC Telephone Company)	Poles, Lines, Towers
BC Gas Utility Ltd.	Gas Lines
M R Landmark 2000 Centre Ltd	Landmark Shop Ctr
Narland Properties (Haney) Ltd.	Haney Place Mall
District of Maple Ridge	Tower and Other
	Leased Properties
Individual	Shopping/Pub/Auto Dealership

Source: District of Maple Ridge - Finance Department

Transportation

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

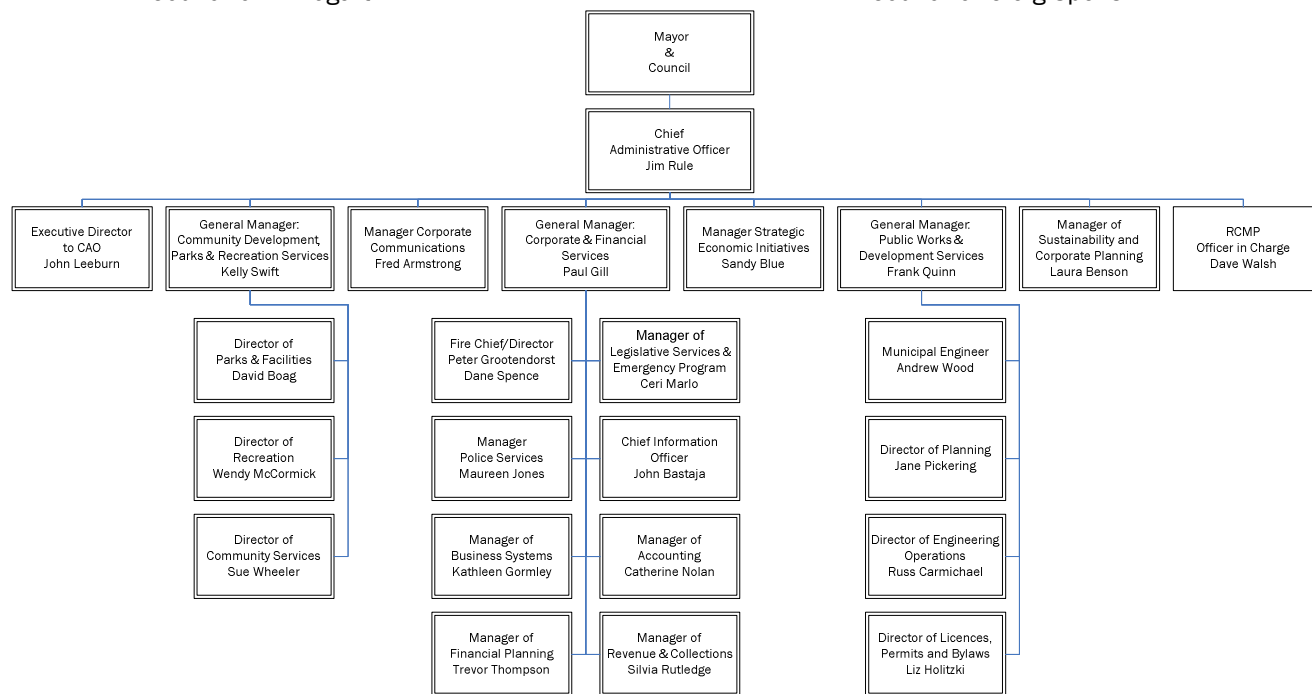


Elected Officials

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	Kelly Swift, MBA, BLS
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	Liz Holitzki
Director of Parks & Facilities.....	David Boag
Director of Planning.....	Jane Pickering, MCP, MCIP
Director of Recreation	Wendy McCormick
Manager of Accounting	Catherine Nolan, CGA
Manager of Business Systems.....	Kathleen Gormley
Manager Corporate Communications	Fred Armstrong
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, Ec. D 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 District of Maple Ridge 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.

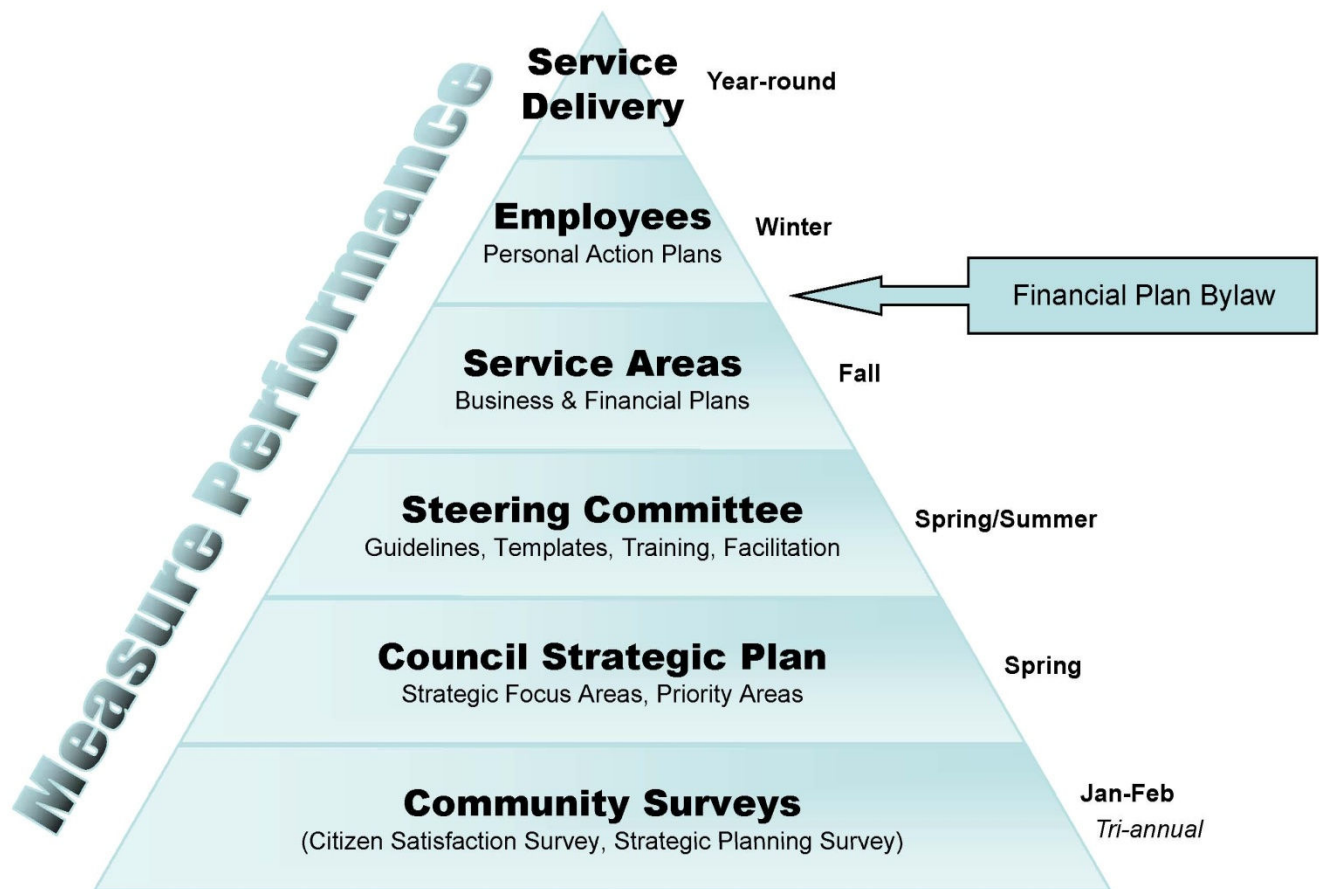
A Business Planning Steering Committee was established to develop a formalized process to link Council's vision for the community to budgets and work plans, and ensure a consistent strategic direction. Committee members included elected officials, senior management, union officials, and front-line employees.

Service areas develop multi-year operating plans which directly support the Corporate Strategic Plan. This includes business evaluations with a 10% funding

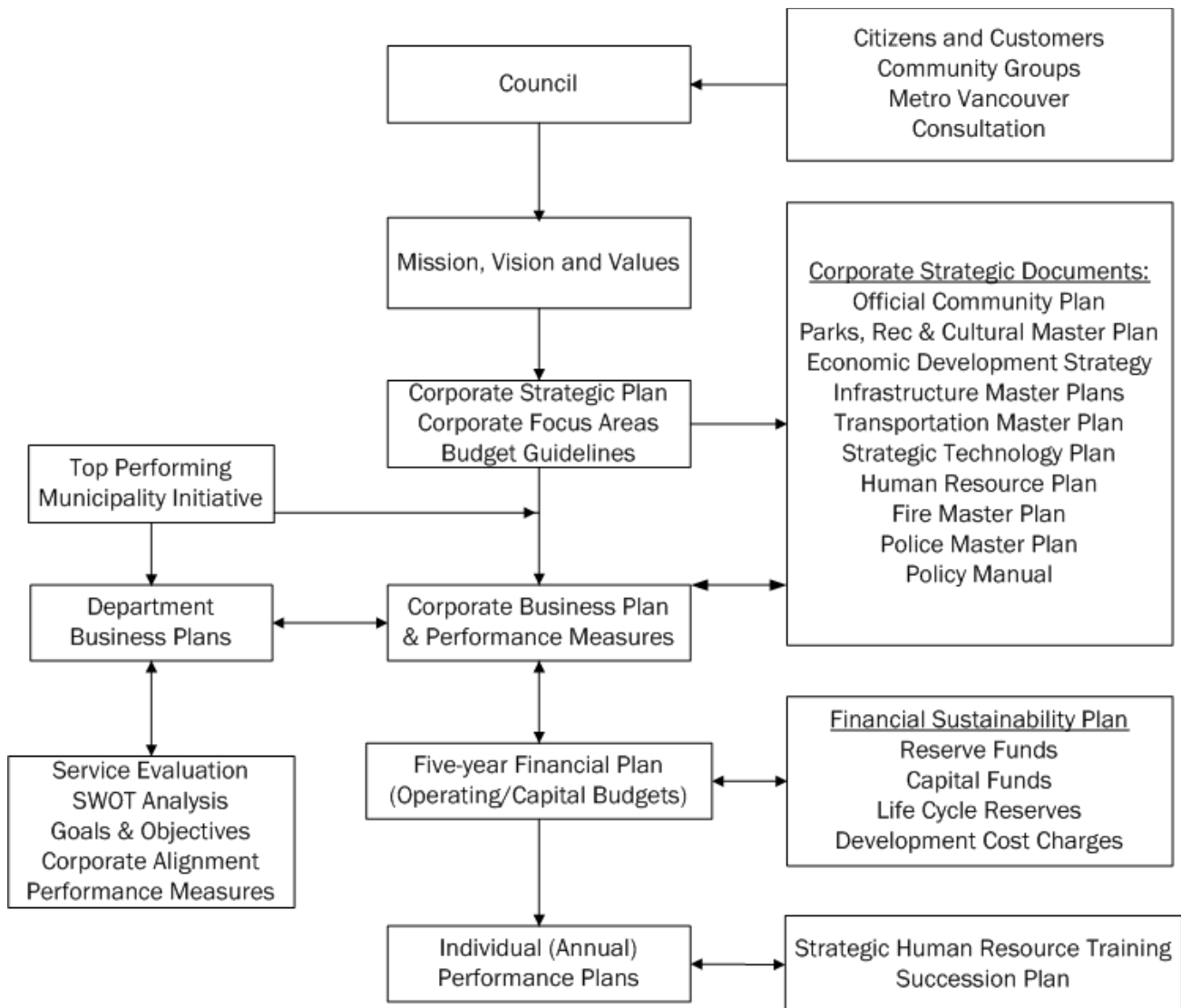
reduction scenario, forcing departments to look at new ways to deliver services. The plans are presented in open sessions and public participation is encouraged. Employees prepare individual performance plans linking their workplans to the department's objectives.

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.



ALIGNMENT OF CORPORATE STRATEGIC INITIATIVES



In spring 2010, 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 2011 – 2015.
2. Tax increase for capital works and infrastructure – 1% per year for 2011 – 2015.
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; consider impact of storm water utility.
5. Fire Service Improvement Levy to generate an additional \$700,000 additional funding in each of 2011 and 2012; Rate of increase to be reduced by 50% in 2013 and inflationary increases beginning in 2014.
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.
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.
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 (2011 – 2015) was as follows:

February 2010	<ul style="list-style-type: none"> ▪ Complete staff debriefing sessions for previous year’s business plan
May 2010	<ul style="list-style-type: none"> ▪ Council workshop to review Corporate Strategic Plan and consider Business Planning Guidelines for the ensuing planning period ▪ Distribute “Business Planning Guidebook – 14th Edition.” (Corporate Strategic Plan and Business Planning and Budget Guidelines for 2011 – 2015)
June 2010	<ul style="list-style-type: none"> ▪ Training Sessions - Ongoing ▪ Begin to develop Business Plans (operating and capital) and financial plan (budget)
July 2010	<ul style="list-style-type: none"> ▪ Finance to distribute copies of 5-year operating and capital budgets ▪ Submit Capital Works Program proposals to Trevor Thompson by Friday, July 30, 2010 ▪ Submit Information Technology proposals to John Bastaja by Friday, July 30, 2010
September 2010	<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 plans ▪ Submit Financial Plan (Budget) to Finance representative by Monday, September 20, 2010
October 2010	<ul style="list-style-type: none"> ▪ Submit draft Business Plan (one copy) to Business Planning Committee by Friday, October 1, 2010 ▪ Submit final Business Plan (one copy) to Business Planning Committee by Wednesday, October 20, 2010
November 2010	<ul style="list-style-type: none"> ▪ Departmental Business Plan and Budget presentations to CMT from Wednesday, November 3, 2010 to Thursday, November 4, 2010 ▪ CMT reviews Business Plans; makes preliminary recommendations; and, gives feedback to departments (second week of November) ▪ Advertisements of Council financial plan consideration schedule, which includes time set aside for public input ▪ Departmental Business Plan and Budget presentations to Council in a public forum from Monday, November 29, 2010 to Tuesday, November 30, 2010
December 2010	<ul style="list-style-type: none"> ▪ Council reviews Business and Financial Plans and makes appropriate amendments ▪ Council adoption of Financial Plan Bylaw

Financial Plan Overview

Financial Plan Highlights

Financial Plan Overview

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. Financial plan highlights are listed below:

- Tax increase of 3% per year for general purposes in 2011 through 2015.
- Tax increase of 1% per year for infrastructure sustainability in 2011 through 2015.
- The continued implementation of the Fire Department Master Plan and associated levy, with implementation costs no longer increasing as of halfway through 2013, with future levy increases being part of the normal business planning guidelines with any service enhancements as an incremental request.
- Growth in tax revenue from all property classes combined is estimated at 2.35% per year with some caution that 2011 growth may be slightly less. Growth refers to increases in property value due to non-market changes, such as new construction. The actual growth is not known until early April of each year.
- Water Utility rate increase of 9% per year; Sewer Utility rate increase of 5% per year.
- Recycling rate increase of 3% per year in 2011 through 2015.
- Growth Costs, new and previously approved, as detailed in Figure 5 on page 46, in accordance with Financial Sustainability Policy 5.52-2.0.
- Extraordinary items to be funded from General Revenue Surplus totalling \$454,000 in 2011, including adjusting the timing of funding for Growth Costs as detailed in Figure 6 on page 47.
- Capital Works Program totalling \$16 million in 2011, \$28 million in 2012, \$35 million in 2013, \$14 million in 2014, and \$16 million in 2015 as summarized in Figure 9 on page 48 and Figure 10 on page 49.
- The borrowing of \$2.5 million in 2012 and \$4.8 million in 2013, as outlined in Figure 15 on page 54 and in accordance with Financial Sustainability Policy 5.52-8.0.
- Allocation of infrastructure sustainability funds to various business areas in the amounts of \$1.8 million in 2011, \$2.4 million in 2012, \$2.9 million in 2013, \$3.5 million in 2014, and \$4.2 million in 2015, as outlined in Figure 20 on page 62 and in accordance with Financial Sustainability Policy 5.52-7.0 and 7.1.
- Cost and revenue adjustments which are included in the base budget as itemized in the reconciliation of General Revenue Surplus in Figure 12 on page 50.
- General Revenue Fund One-Time Incremental Costs: Albion Flats Area Plan Consulting \$125,000. Details are shown in Figure 13 on page 52.

FINANCIAL PLAN OVERVIEW



On November 30, 2010 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 2011 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. 2010 Financial Outlook

In order to set some context leading into the 2011–2015 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 a number of years Maple Ridge enjoyed a brisk pace of development; in the last quarter of 2008, we saw that pace fall off and remain at a reduced level through much of 2009, resulting in a shortfall in building permit revenues and DCC collections that were well below average. In 2010, we've seen development activity pick up somewhat. DCC collections are at more average levels and we're on track to exceed our financial plan targets for building permit revenues. Our financial sustainability policies, conservative budgeting, and our practice of planning for the bad times during the good meant that we were well positioned to manage the challenges the economy presented and that practice will help us to manage any further economic turbulence.

The following information is based on results to the end of September. At this time, indications are that 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.

Revenues:

- Investment income in the General Revenue Fund will exceed budget targets by approximately \$1,500,000 as a result of reasonable returns and a larger than expected investment portfolio.
- Gravel revenues should also generate a favourable variance.

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:

Overall, expenses are expected to come in under budget as a result of continued cost containment efforts. The following highlights some significant cost centres:

- The RCMP contract will likely come in under budget again as a result of variances in salary costs. In accordance with Council direction, a portion of the savings will be transferred to the Police Services Reserve to support policing related costs.
- Overall Fire Department costs will be very close to budget targets with some risk of being over budget due to the continued implementation of the Fire Department Master Plan and increased call volumes. Earlier in 2010 costs were trending to be over budget. The department deferred or cancelled some expenditures and is making every effort to come in on budget.
- Interest costs for debt will come in under budget as borrowing authorized for capital projects has not yet been accessed. Any associated transfers from reserves to cover the costs will also not occur.
- There will likely be some savings in the Planning area resulting from delayed or rescheduled projects. Some of these savings will need to be transferred to reserves at year-end to allow work to proceed in 2011, so the final amount is uncertain.
- As in Planning, there will be some savings, approximately \$400,000, in the Engineering and Operations area as a result of delayed or rescheduled projects. This could be offset by snow and ice control costs if we experience harsher winter weather before the end of 2010, as these costs are already slightly over budget.
- General Revenue transfers for capital will come in under budget due to timing differences between planned and actual expenditures. The majority of this variance will be transferred to reserves at year-end as work on the related projects will continue in 2011.

The afore-mentioned summary, based on results to the end of September, points to a General Revenue surplus for 2010.

2010 Capital Projects

The budget for the Capital Works Program in 2010 is \$122 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.

FINANCIAL PLAN OVERVIEW



The budget for projects that have been started is \$68 million. Of these projects, \$28 million are complete or nearly complete, \$24 million are well under way, and \$16 million are in the early stages of design and tendering.

The budget of projects not yet started, is approximately \$53.8 million. The reasons for these project delays are summarized as follows:

School Site Agreements not signed	\$15,601,258	29%
Grant Funding Not Yet Received	8,030,000	15%
Land Acquisition Delays	14,502,861	27%
Reliant on other Capital Work	1,140,830	2%
Strategic and Technical Delays	9,809,174	18%
Other	4,711,654	9%

Projects that do not finalize in 2010 are still committed to being completed. They are reviewed at year-end and the projects as well as the associated funding are carried forward to be included in the 2011 budget.

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 \$3,950,000 in 2011.

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 2011 may be optimistic given the slowdown in development, but a rate of 2.35% is reasonable over the long-term based on our prior experience. 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 the size of the shortfall. The actual growth will not be certain until April 2011, 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.

2.1 New Revenue

Figure 1: Conceptual Overview of New Revenue

Item	2011	2012	2013	2014	2015
<i>Previous Year's Taxation</i>	53,400,000	57,350,000	61,525,000	65,600,000	69,775,000
Growth Rate	2.35%	2.35%	2.35%	2.35%	2.35%
Growth Revenue	1,250,000	1,350,000	1,450,000	1,550,000	1,650,000
<i>Previous Year's Taxation + Growth</i>	54,650,000	58,700,000	62,975,000	67,150,000	71,425,000
Tax Increase Rate	4.00%	4.00%	4.00%	4.00%	4.00%
Tax Increase *	2,000,000	2,125,000	2,275,000	2,425,000	2,575,000
Fire Levy Increase	700,000	700,000	350,000	200,000	200,000
Total Increase in Taxation + Growth	3,950,000	4,175,000	4,075,000	4,175,000	4,425,000
<i>Next Year's Taxation Base</i>	57,350,000	61,525,000	65,600,000	69,775,000	74,200,000
Gaming Revenue	Addressed Separately in Section 5, Further Items				
Increases in other revenue:	725,000	200,000	225,000	250,000	225,000
Increase in General Revenue	4,675,000	4,375,000	4,300,000	4,425,000	4,650,000

* Tax increase consists of 3% for general purpose and 1% infrastructure replacement (not calculated on Fire Levy)

FINANCIAL PLAN OVERVIEW



In 2011, other revenues are projected to increase by \$725,000 over the amount previously budgeted. The increase includes changes in investment income, Parks & Leisure Services cost share recoveries, recycling fees and grants. The grants include a Grant-In-Lieu of property taxes for the corrections facilities which is estimated to increase by \$300,000. In some cases, these revenues are offset by related increased expenditures. **Figure 2** and **Figure 3** show the demands against this revenue².

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 **Figure 2**. 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	2011	2012	2013	2014	2015
Increase in General Revenue	4,675,000	4,375,000	4,300,000	4,425,000	4,650,000
Transfers to Reserves:					
Infrastructure Sustainability	-500,000	-550,000	-575,000	-600,000	-650,000
Equipment Replacement Reserve -PWD	-50,000	-75,000	-50,000	-50,000	-50,000
Fire Dept. Capital Acquisition Reserve	-100,000	-125,000	-125,000	-125,000	-125,000
Police Services Reserve	100,000	-100,000	-125,000		
Capital Works Reserve	50,000	50,000	-125,000	-25,000	-50,000
Other Transfers	-125,000	-50,000	50,000	-25,000	25,000
Available after transfers	4,050,000	3,525,000	3,350,000	3,600,000	3,800,000

A discussion of our Reserves follows in Section 8 on page 59 but there are a couple of items worth noting on this table. Specifically, in 2008, Council approved a 1% tax increase to help look after our existing infrastructure. The remaining new revenue for 2011, after the reserve commitments, is about \$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	2011	2012	2013	2014	2015
Available after transfers	4,050,000	3,525,000	3,350,000	3,600,000	3,800,000
Increase in expenditures:					
Labour (excluding Fire Dept)	-1,100,000	-875,000	-975,000	-1,025,000	-1,000,000
Fire Department	-800,000	-900,000	-550,000	-475,000	-475,000
Policing (RCMP, IHIT, ERT, ECOMM)	-850,000	-925,000	-950,000	-1,075,000	-1,350,000
Fraser Valley Regional Library	-125,000	-125,000	-125,000	-125,000	-150,000
Inflation Allowance	-50,000	-100,000	-200,000	-200,000	-200,000
South Bonson Amenity Bldg	-50,000				
Growth Costs	-525,000	-300,000	-275,000	-350,000	-350,000
Capital Funded from General Revenue		-150,000	-150,000	-150,000	-150,000
Contracts & Other	-200,000	-175,000	-175,000	-225,000	-100,000
Available after expenditures	350,000	-25,000	-50,000	-25,000	25,000
Surplus from prior year and rounding	72,162	463,755	505,334	493,134	612,399
General Revenue Surplus	422,162	438,755	455,334	468,134	637,399

² Items with offsetting entries within general revenue have been removed for simplicity.

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 2011 costs are forecasted to be about \$1.1 million higher than 2010, so will require \$1.1 million of the new revenue for 2011.

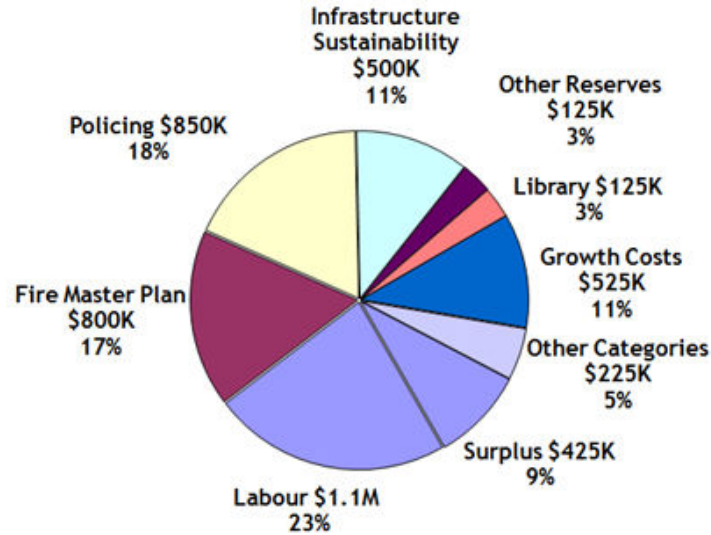
We have little discretion in funding these items as they reflect the costs associated with existing contracts (such as labour, RCMP contract, library, recycling), or in the case of the Fire Department Master Plan, related to a change in the fire service delivery model.

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. The CUPE contract expires in March of 2012. The cost of pensions is increasing by 0.81% of salary costs as of July of 2011 due to actuarial reviews which are done every three years.
- **Fire Department:** Implementation of the Fire Department Master Plan is reflected in these cost increases and includes additional staff as well as increased building costs. The balance of the increase is the cost of existing positions, including wage and benefit costs. Pension cost increases including a change in pension structure, for this group are significant.
- **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 previous budget for the RCMP contract included three additional members in 2011, however, with the increased cost of pensions and regional teams there is no capacity to fund new members in 2011. Future years include an additional three members in 2012, two in 2013, three in 2014, and two in 2015. Funding from the Police Services Reserve is used to manage the impact to General Revenue.
- **Police Dispatch:** The delivery of this service was reviewed with the intention of reducing the cost. There was a proposal to move the services to Surrey. However, the current provider, E-Comm, reduced the cost to a comparable amount, guaranteed no cost increases for the next five years, and is formalizing a Service Level Agreement. The intended saving of about \$200,000 a year has been realized and E-Comm remains the service provider.
- **Library:** The cost of the contracted service with Fraser Valley Regional Library is estimated to increase by about 6% in 2011, and then 5% per year thereafter. Changes in exchange rates, service levels or other factors including changes to the allocation of costs amongst members may impact this figure.
- **Inflation Allowance:** A very 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 \$10 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 is likely to occur. Debt is discussed in more detail under **Section 4**, called “Borrowing” starting on page 53.
- **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 \$4.6 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 2011 year.

Figure 4: Conceptual Overview of Distribution of New Revenue - \$4,675,000 in 2011



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 previous discussion 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:	2011	2012	2013	2014	2015
General Rev	Fire Department Capital	50,000	100,000	150,000	200,000	250,000
	Operations	65,000	130,000	195,000	260,000	325,000
	Parks Maintenance	125,000	190,000	255,000	325,000	390,000
	Software Maintenance	20,000	40,000	60,000	80,000	100,000
	Public Works & Development (PW&D)	105,000	150,000	195,000	260,000	325,000
	<i>Allocated to:</i>					
	<i>Previous Funds Unallocated</i>	<i>12,900</i>	<i>9,900</i>	<i>6,900</i>	<i>3,700</i>	<i>700</i>
	<i>Strategic Economic Initiatives</i>	<i>-7,500</i>	<i>-8,400</i>	<i>-9,400</i>	<i>-10,500</i>	<i>-10,500</i>
	<i>Balance to be allocated for PW&D</i>	<i>110,400</i>	<i>151,500</i>	<i>192,500</i>	<i>253,200</i>	<i>315,200</i>
	Corporate & Financial Services (C&FS)	105,000	150,000	195,000	260,000	325,000
<i>Allocated to:</i>						
<i>Previous Funds Unallocated</i>	<i>70,000</i>	<i>70,000</i>	<i>70,000</i>	<i>70,000</i>	<i>70,000</i>	
<i>Strategic Economic Initiatives</i>	<i>-7,500</i>	<i>-8,400</i>	<i>-9,400</i>	<i>-10,500</i>	<i>-10,500</i>	
<i>Admin - Energy Management Program</i>	<i>-12,600</i>					
<i>Information Services Succession Plan</i>	<i>-75,000</i>					
<i>Clerks - Records Coordinator</i>	<i>-37,200</i>	<i>-38,400</i>	<i>-39,700</i>	<i>-41,000</i>	<i>-42,400</i>	
<i>Balance to be allocated for C&FS</i>	<i>42,700</i>	<i>173,200</i>	<i>215,900</i>	<i>278,500</i>	<i>342,100</i>	
Community Dev, Parks & Rec (CDPR)	105,000	150,000	195,000	260,000	325,000	
<i>Allocated to:</i>						
<i>Strategic Economic Initiatives</i>	<i>-7,500</i>	<i>-8,400</i>	<i>-9,400</i>	<i>-10,500</i>	<i>-10,500</i>	
<i>Recreation Growth</i>	<i>-33,500</i>	<i>-37,500</i>	<i>-37,500</i>	<i>-37,500</i>	<i>-37,500</i>	
<i>Repay previous overspend</i>	<i>-30,800</i>					
<i>Balance to be allocated for CDPR</i>	<i>33,200</i>	<i>104,100</i>	<i>148,100</i>	<i>212,000</i>	<i>277,000</i>	
General Revenue Subtotal		575,000	910,000	1,245,000	1,645,000	2,040,000
Water Rev	Water Maintenance	15,000	30,000	45,000	60,000	75,000
Sewer Rev	Sewer Maintenance	10,000	20,000	30,000	40,000	50,000

Total change in each year's growth amount is different than the growth amount in **Figure 3** by \$50,000 due to the fact that the Fire Department Capital is not included as an expense but a transfer to a reserve and is included in **Figure 2**.

FINANCIAL PLAN OVERVIEW



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:

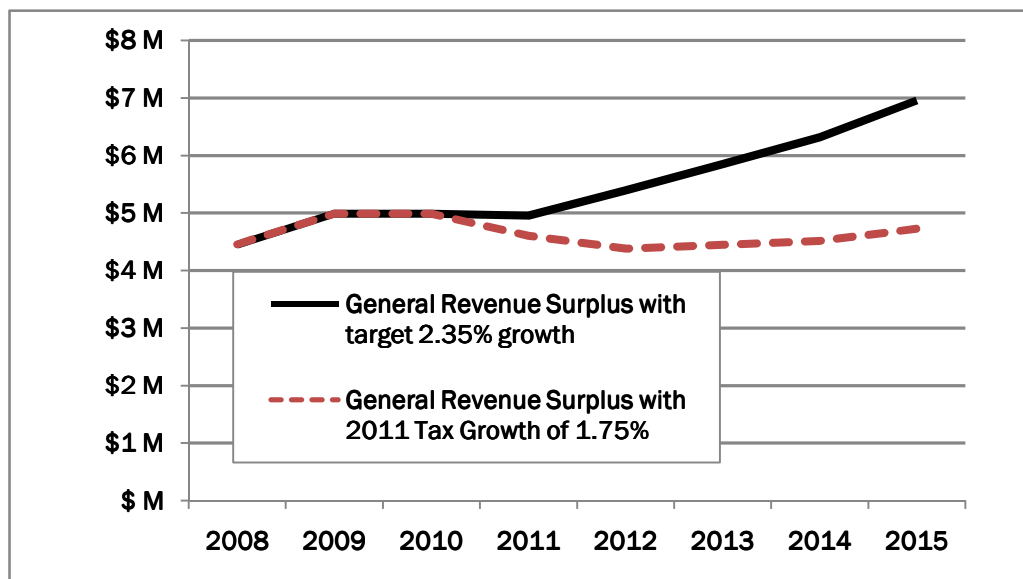
Figure 6: Items to be Funded from Surplus

Item	2011	2012	2013	2014	2015
Operating items approved in prior financial plans:					
Community Dev, Park & Rec Growth Payback*	(30,772)				
Operating items added in 2011 - 2015					
Planning Dept. Consulting - Albion Flats Area Plan	125,000				
Capital Improvements					
Drainage - 119 Ave (York - 222)	150,000				
Drainage - 124 Ave Drainage Improvements	210,000				
	454,228	0	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 have been 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 2011. Construction is increasing but may not yet be generating the growth rate included in the budget for 2011. 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 broken line below, in **Figure 7**, 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. With the economic downturn we have seen some delay in timing of the anticipated costs. The balance of the previously approved funding has been committed as follows:

Figure 8: Succession Planning Implementation

Succession Planning	2009	2010	2011
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 \$109 million; 2011 planned capital projects are \$16 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 Appendix F beginning on page 195. Projects carried forward from previous years will be included in a Financial Plan amendment in the spring of 2011.

Figure 9: Proposed Capital Spending by Category

Category	2011	2012	2013	2014	2015	Total
Drainage	950,452	556,437	982,469	990,755	694,601	4,174,714
Government Services	517,530	602,530	450,030	100,030	172,030	1,842,150
Highways	4,231,729	12,536,402	19,934,771	8,265,245	8,139,749	53,107,896
Park Acquisition	200,000	3,016,138	200,000	200,000	3,043,973	6,660,111
Park Improvement	592,488	1,288,084	4,408,681	1,275,828	701,132	8,266,213
Protective Services	321,800	1,090,000	1,767,825	350,000	250,000	3,779,625
Recreation Services	86,000	0	0	0	130,000	216,000
Sewage	1,164,391	1,392,401	2,938,343	1,202,979	535,395	7,233,509
Technology	647,200	1,179,780	563,003	782,889	1,301,494	4,474,366
Water	7,266,958	6,093,836	4,146,343	1,331,961	737,026	19,576,124
Total Capital Program	15,978,548	27,755,608	35,391,465	14,499,687	15,705,400	109,330,708

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The following table illustrates the sources of funding for these projects. The proposed Capital Program is relatively large in some years due to projected funding from other sources including TransLink and grants from provincial and federal governments as well as when debt is contemplated.

Figure 10: Proposed Capital Funding Sources

Funding Source	2011	2012	2013	2014	2015	Total
Debt Financing	0	2,502,375	4,776,416	0	0	7,278,791
DCC Fund (not debt)	4,581,979	11,600,580	7,181,811	4,595,619	6,320,874	34,280,863
General Revenue	2,451,183	2,543,297	2,822,524	2,529,890	3,002,927	13,349,821
Capital Works Reserve	118,137	240,000	0	0	0	358,137
Infrastructure Sustainability Reserve	1,468,091	1,283,647	1,840,000	1,812,500	1,982,500	8,386,738
Fire Dept Capital Reserve	0	0	950,000	350,000	250,000	1,550,000
Equip Replacement Reserves	989,025	2,202,859	1,965,512	1,065,473	1,524,178	7,747,047
Parkland Acquisition Reserve	200,000	200,000	200,000	200,000	200,000	1,000,000
Sewer Capital	928,633	1,118,904	1,086,540	896,895	388,398	4,419,370
Water Capital	3,256,700	1,917,029	1,768,196	1,183,255	634,023	8,759,203
Grants, LIP, 3rd Parties	1,050,000	3,813,867	12,410,466	1,826,055	1,337,500	20,437,888
Recycling Reserve	440,000	325,000	390,000	40,000	65,000	1,260,000
Surplus	360,000	0	0	0	0	360,000
Other Funding Sources	134,800	8,050	0	0	0	142,850
Total Capital Program	15,978,548	27,755,608	35,391,465	14,499,687	15,705,400	109,330,708

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 Charges (DCC) Reserve funds may require review and the use of financing may be required and capital expenditures may need to be delayed to match DCC collections. The DCC Reserve also services debt payments which are discussed in more detail in **Section 4**. Given that DCC collections fluctuate, cash flows are monitored closely and some projects may need to be postponed.

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 Reserves** on page 59. 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 2011 planned projects funded by General Revenue is 15%. 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 \$19 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.

Figure 11: Capital Funded by Others

Projects Funded by Others	2011	2012	2013	2014	2015	Total
Abernethy Way		2,502,375	8,418,104			10,920,479
Abernethy (216-500M E Blackstock)				750,071		750,071
Bikeway Program	50,000	50,000	50,000	50,000	50,000	250,000
Drainage			200,000			200,000
Local improvement projects	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Whonnock Lake Canoe Facility			1,980,000			1,980,000
Youth Action Park Albion			230,259			230,259
Other	26,910	261,492	532,103	25,984	287,500	1,133,989
Total Project Funded by Others	1,050,000	3,813,867	12,410,466	1,826,055	1,337,500	19,330,809

2.7 Operating Budget Changes

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 2010, Council approved a financial plan for 2010 through 2014. This is used as a basis to create a 2011-2015 Financial Plan. The following table reconciles the changes to the previously adopted financial plan.

Figure 12: Reconciliation of 2010-2014 Financial Plan to 2011-2015 Proposed Financial Plan

General Revenue Fund (GRF) (rounded to thousands)	2011	2012	2013	2014
GRF Surplus in May 2010 Adopted Financial Plan Bylaw	10,000	6,000	38,000	144,000
Adjustments				
Salary related costs (WCB, EI, CPP, Pension)	-20,000	-74,000	-74,000	-75,000
Reclass: HR Clerk to HR Assistant	-5,000	-6,000	-6,000	-6,000
Reclass: Planning Technician to Sr. Planning Technician	-6,000	-7,000	-7,000	-7,000
Reclass: Parks & Leisure Clerk to Sr. P&L Clerk	-2,000	-2,000	-2,000	-2,000
Salaries now linked (South Bonson)	-2,000	-5,000	-7,000	-9,000
Dispatch Contract Costs increase in 2014				-29,000
Economic Development - adjustments	-1,000	-1,000	-1,000	-1,000
Engineering - consulting	-2,000	-4,000	-6,000	-8,000
Parks Growth (in excess of expectation)	-17,000	-17,000	-17,000	-16,000
Leisure Centre - Vending (Healthy) & Other	-14,000	-14,000	-15,000	-15,000
Library - Contract (in excess of expectation)	-19,000	-20,000	-21,000	-22,000
Arena - Contract costs CPI linked adjustment every 5 yrs				-40,000
Fuel Costs (in excess of expectation)	-17,000	-18,000	-19,000	-20,000
Fire Department - dispatch	-6,000	-8,000	-10,000	-13,000
Fire Department - Equipment radios and pagers mtce/upgrades	-6,000	-6,000	-6,000	-6,000
Investment Earnings increased	75,000	85,000	95,000	95,000
Grant-In-Lieu of Taxes	250,000	250,000	250,000	250,000
Cost Share of services with Pitt Meadows - population based	96,000	100,000	104,000	108,000
Inflation Expectations reduced	108,000	180,000	160,000	140,000
Transfer to Surplus: Prior to Incremental Adjustments	422,000	439,000	456,000	468,000

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Figure 12: Reconciliation of 2010-2014 Financial Plan to 2011-2015 Proposed Financial Plan (cont.)

General Revenue Fund (GRF) (rounded to thousands)	2011	2012	2013	2014
Adjustments with no net impact to GRF Surplus				
Costs covered by Fire Service Improvement Levy				
Fire Salary increases of existing staff including pension costs, additional staff costs				
Building and operating costs due to expansion and 24/7 use of FH#1 and FH#3				
Information & Privacy Coordinator (net PM Share)	-55,000	-57,000	-59,000	-61,000
RCMP Contract Funding Reduced	55,000	57,000	59,000	61,000
Information Services - Succession Planning	-75,000	-80,000	0	0
Clerks - PT Records Coordinator	-37,000	-38,000	-40,000	-41,000
Corporate & Financial Services - Growth Funds	112,000	118,000	40,000	41,000
Research Technician (Energy)	-74,000			
Hydro Grant - Energy Manager Program	50,000			
C&FS Growth	12,000			
Sustainability Funding	12,000			
Municipal Communication Tower - Revenue	45,000	45,000	45,000	45,000
Communication Tower operating costs	-5,000	-5,000	-5,000	-5,000
Transfer to Capital Works Reserve to repay capital cost	-40,000	-40,000	-40,000	-40,000
Transfer to Surplus: Prior to Incremental Adjustments	422,000	439,000	456,000	468,000

Water Revenue Fund

Cost of water purchases from Region, to be increased slightly more than planned

Toilet rebate program (adopted by Council in 2010) \$15K/yr

Water Surplus to cover (rate smoothing policy)

Sewer Revenue Fund

Regional Levies to increase slightly more than budgeted

Sewer Surplus to cover (rate smoothing policy)

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.

2.8 Incremental Adjustments

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

Figure 13: Incremental Adjustments

	2011	2012	2013	2014
Transfer to Surplus: Prior to Incremental Adjustments	422,000	439,000	456,000	468,000
Incremental Adjustments				
Planning - Consulting: Albion flats Area Plan	-125,000			
Funding from Accumulated Surplus	125,000			
Transfer to Surplus	422,000	439,000	456,000	468,000

Prior to any incremental costs being built into the budget on an ongoing basis it is recommended that we wait until the spring of 2011, when revenue due to property tax growth is confirmed. The budget is routinely amended each May.

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 scarce, 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 what is projected to be a slow and drawn out recovery.

While there are considerable downsides to a slowing economy, it may also represent some opportunities. For instance, we enjoyed some increased competition and softening in construction costs although construction costs seem to be recovering. As well, senior governments implemented infrastructure improvement assistance programs to stimulate the economy, of which we secured some significant funding. This is why it is important for us to have a multi-year financial plan in place as early as possible and set ourselves up for having funds available to leverage grants and be able to take advantage of opportunities when they present themselves.

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 14% annually in 2011 and 2012.

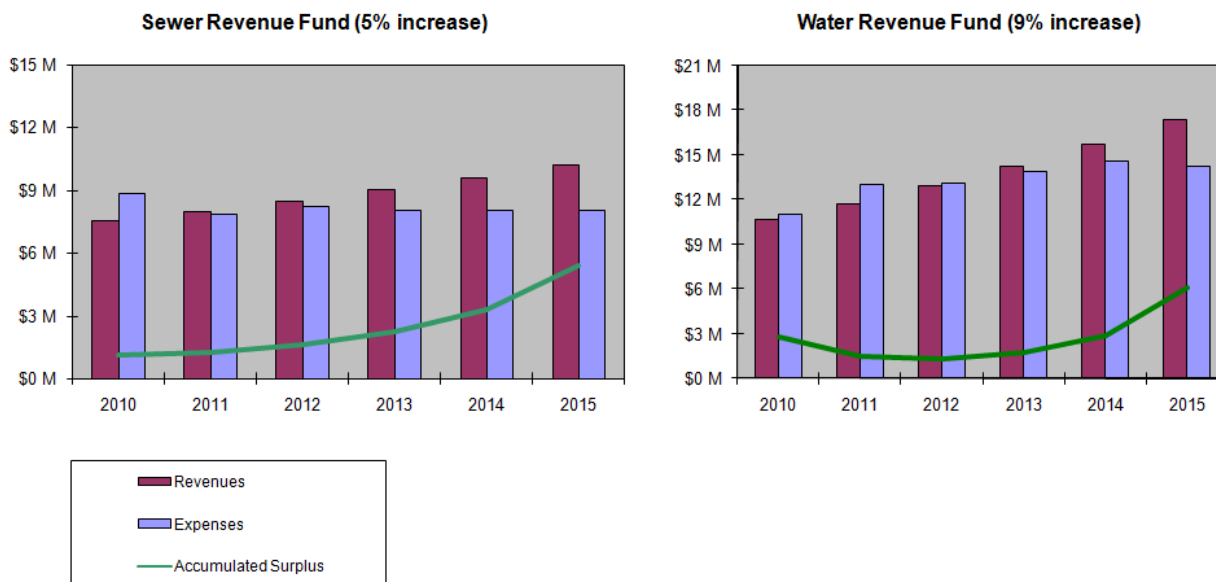
In addition, the Regional District has planned some significant capital expenditures including pump stations that will benefit Maple Ridge. Maple Ridge pays a portion of the costs with some contributions being as high as 41%. Maple Ridge's portion of the current planned projects is approximately \$9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

Accumulated surplus is also 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 3% are planned each year in the five year plan.

4. Borrowing

The financial plan incorporates debt proceeds into the overall funding strategy. At Council's direction, the 2008-2012 Financial Plan 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 Previously Approved Borrowing. The additional borrowing included in the 2011-2015 Financial Plan is identified in **Figure 15**.

Development Cost Charges (DCC) Funded Debt

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 of Community and Rural Development, 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 for which we had anticipated borrowing funds.

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.

Internal vs. External Borrowing

The need for borrowed funds 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 that 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 2011-2015 Financial Plan includes debt payments on the previously approved debt. However, if the Municipality can delay external borrowing the linkage between the borrowing and the work that was approved for borrowing becomes less clear. This will be discussed with the Ministry to ensure that by trying to serve the public by reducing interest costs we are still able to act on the approved borrowing a year or more after the completion of the project.

Previously Approved Borrowing

Projects that the District of Maple Ridge is now authorized to borrow for include: the construction of Fire Hall #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 the 240 Street 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.

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240 Street Bridge over Kanaka Creek

In 2008, borrowing was approved for the bridge over Kanaka Creek on 240 Street. This was constructed in 2010, and will be initially paid for through existing DCC funds with external borrowing only if DCC funds near depletion.

Fire Hall #4 Construction

With the renovation of Fire Hall #1 complete and costs finalized, attention can now be turned to other capital projects. The early stages of design and construction of Fire Hall #4 are projected to begin in 2011. 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 63.

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 2011.

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 61. This work has been awarded and is currently underway.

Animal Shelter

The construction of this building is nearing completion. This is a joint effort with the SPCA and the Municipality. The municipal portion of the costs have been covered with \$300,000 which was committed several years ago, the value of the land and the increase in dog licence fees which will service the long-term (25 year) debt. The SPCA is an equal funding party and is active in its fund raising activity. The approved borrowing of up to \$900,000 will occur, once the project is complete and the costs are finalized.

Borrowing Considerations 2011-2015

The following table summarizes additional debt contemplated in the 2011-2015 Financial Plan.

Figure 15: Capital Projects Proposed for Debt Financing

Project	Year	Borrow	Term	Main Fund	Annual Payments	Issue Costs	Total Interest	Funded by Other Sources	Total Cost
Abernethy Way Phase 3	2012	2,502,375	10	DCC	333,544	18,768	833,064	252,648	3,606,856
Abernethy Way Phase 4	2013	4,776,416	10	DCC	636,653	35,823	1,590,114	8,466,345	14,868,698
Regional Water Supply									
Pump Station	2010 - 2011		*						
West Main	2010 - 2013		*						
		<u>7,278,791</u>			<u>970,197</u>	<u>54,591</u>	<u>2,423,178</u>	<u>8,718,993</u>	<u>18,475,554</u>

* Discussions are in progress 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.

In 2012 and 2013, borrowing is planned for the municipal portion of the cost to extend Abernethy Way from 232 Street to 256 Street. A large portion of this project is anticipated to be funded through grants from other levels of government. The principle payments for this debt are funded through the DCC Reserve over a ten year term. A portion of the interest costs are also funded through the DCC Reserve, which will require approval from the Inspector of Municipalities and amendment to the DCC Bylaw. 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.

Borrowing Capacity

Under Community Charter legislation³, 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 2009 Annual Report the available debt servicing capacity is about \$12.7 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 water capital expenditures planned for 2007-2013 for which the District will be required to contribute \$9 million. Borrowing will likely be required for the DCC funded portion. Projections indicate that we have the capacity to borrow for our own capital works program, as well as our portion of 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^{4,5} 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 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.

5. Further Items

Gaming Revenue

With the opening of the community gaming centre, the municipality will receive additional revenues that are not contemplated in our financial plan. Information from area municipalities that receive such revenues suggests that we could receive about \$100,000 for every 25 machines. In Maple Ridge, 100 machines were activated in October 2010, which means that we could receive around \$400,000 annually.

The legislation around the use of this funding is quite broad. Having said this, there can be significant fluctuations in these revenues for a variety of reasons, including the general health of the economy and legislative changes by senior governments. That is why we should not view these revenues as a long term sustainable funding source.

We suggest that the following items to be funded from Gaming Revenue be included in the 2011-2015 Financial Plan. This allocation will be evaluated as part of our normal business planning cycle:

\$60,000	Minor capital improvements around Memorial Peace Park, including LED Christmas Light Displays, increased landscaping, garbage cans, and covered area for Farmers Market
\$15,000	SEED Community Grants
\$10,000	Family Friendly event series in Memorial Peace Park
\$50,000	Downtown Security Presence
\$40,000	Increased maintenance and upkeep in the Town Centre
\$25,000	Street furniture including garbage cans with ash trays in the Town Centre
\$100,000	Town Centre Capital Improvement Fund

³ B.C. Reg. 254/2004, Municipal Liabilities Regulation, Community Charter.

⁴ Community Charter, Division 3, section 178. Short Term Capital Borrowing.

⁵ B.C. Reg. 368/2003, Municipal Liabilities Regulation, Community Charter.

Funding for Strategic Initiatives that have emerged

The budget guidelines approved by Council currently include the following:

1. A General Purpose Tax Increase of 3% annually
2. A further 1% tax increase to be set aside for Infrastructure
3. The continued implementation of the Fire Department Master Plan.

The annual rate of increase in the Fire Service Improvement levy starts to come down in 2013. While an additional \$700,000 is required in 2012, about \$350,000 is required in 2013 as we approach build out of the master plan.

In 2011 and 2012, the aggregate impact of the above three items on the general purpose tax increase to the average home is 5.6%. In 2013, this drops to 4.8%. If Council wishes, the following can be implemented on a phased basis and still allow Council to maintain tax increases within the parameters that we have been working in over the past few years:

Storm Water Utility Levy: Implementing a \$5 levy beginning in 2013 and increasing it by \$5 annually for a period of five years would equate to an impact on property taxes of about 0.3% each year. This would generate \$170,000 in the first year.

Parks & Leisure Services Levy: Setting aside ½% of property taxes beginning in 2013 for a period of eight years would generate \$280,000 in the first year. Once a funding envelope is established, the requirements of the Parks & Leisure Services Master Plan may have to be reprioritized.

The recommendations surrounding the storm water levy and the parks and leisure service tax can be implemented using the tax room created by the reduction in the Fire Service Improvement Levy.

These levies do not generate funding until 2013, though there may be some items that require earlier attention. Council may wish to provide transition funding for the more urgent priorities.

Transition Funding

As was pointed out in the Financial Update in October, we expect to have a modest surplus at the end of this year. Last year we allocated \$1 million in surplus to our paving program and it was well received by our community. We recommend that in 2011, the paving program be supplemented by \$650,000 so that we can increase the life of our roads.

As well, our drainage rehabilitation/maintenance program is underfunded. The drainage levy, that is expected to begin in 2013, will generate \$170,000 in the first year. We recommend that \$150,000 be set aside in each of 2011 or 2012 to assist in early implementation of the enhanced drainage program.

Similar to the drainage levy, funding for the Parks and Leisure Services Master Plan is not expected to begin until 2013. There are some urgent needs within this area and as such, we recommend that \$90,000 be provided in each of 2011 and 2012 to assist with the implementation on the highest priority items.

Proceeds from Disposition of Assets

In all likelihood, the District will realize unique revenues or proceeds from several areas within the term of this financial plan. This potential revenue is not included in 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 proceeds 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.

Expenditures (not listed in any particular order)

Funding for the following items is not included in this financial plan.

- 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
 - Extending the Fibre Optic Network

6. Impact to the "Average Home"

The assessed value of the "average home" for the 2010 taxation year was approximately \$383,000. 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 based on this "average home" with the following services:

- flat rate water fee, flat rate sewer fee and single-home curb side recycling pickup

The 4% general purpose tax increase is comprised of 3% for general purposes and 1% for infrastructure sustainability. The overall increase for the municipal controlled levies is 5.61%.

Figure 16: "Average Home" Tax Increase

	2010	2011	Increase	%
Municipal Property Taxes				
General Purpose	\$ 1,383.68	\$ 1,439.03	\$ 55.35	4.00%
Fire Service Improvement Levy	114.79	133.92	19.13	16.67%
	\$ 1,498.47	\$ 1,572.95	\$ 74.48	4.97%
Fees				
Recycling	\$ 62.43	\$ 64.30	\$ 1.87	3.00%
Water	379.50	413.66	34.16	9.00%
Sewer	273.00	286.65	13.65	5.00%
Municipal, Recycling, Utilities, Fire	\$ 2,213.40	\$ 2,337.56	\$124.16	5.61%

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 2010 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 2010, Council adopted the Business Planning & Budget Guidelines that were used to develop the 2011-2015 Financial Plan. These guidelines called for a 3% increase for general purposes, a 1% increase for capital and infrastructure, an increase of \$700,000 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 2010, while the tax for municipal portion was \$1,498.47 the total bill including utilities was \$2,628.14. The municipal portion, excluding water, sewer and recycling charges amounted to about 57% of the total bill.

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.

Our 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 reducing the tax bill by 5% in both 2009 and 2010. Improvement has been made as a result of this and while further improvement is required, we suggest that this matter be reviewed in 2012 as our financial capacity in 2011 is tight. Having said this, the Provincial Government may increase the reduction in provincial school taxes for Light Industrial and Major Industrial class properties from 50% to 60% and this will offer some relief.

FINANCIAL PLAN OVERVIEW



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 and the increases experienced by our citizens are amongst the lowest.

Copies of the 2009 Residential Class property tax survey and 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, 2009

Accumulated Surplus		Reserve Accounts	
General Revenue	4,985,070	General Revenue:	
Sewer Revenue	3,059,571	Carryforwards - Capital	4,408,631
Water Revenue	3,383,195	Carryforwards - Operating	2,253,608
Total Accumulated Surplus	11,427,836	Self Insurance	914,702
Reserve Fund Balances		Protective Services	2,618,915
Local Improvement	2,145,754	Core Development	1,116,807
Equipment Replacement	6,937,477	Recycling	1,634,271
Capital Works	8,404,633	Community Development	1,218
Fire Department Capital	1,807,185	Building Inspections	1,761,704
Sanitary Sewer	1,524,971	Gravel Extraction	419,417
Land	1,919,946	Neighbourhood Improvements	60,697
Net Reserve Funds	22,739,966	Snow Removal	700,000
Restricted Revenue Balances		Facilities Maintenance	515,408
Development Cost Charges	31,644,928	Youth Centre	3,708
Parkland (ESA) Acquisition	0	Cemetery Maintenance	151,980
Other Restricted Revenues	4,512,278	Infrastructure Sustainability	1,266,170
Total Restricted Revenues	36,157,206	Critical Building Infrastructure	172,072
		Infrastructure Grant Contribution	1,200,000
		General Revenue Reserve Accounts	19,199,308
		Sewer Reserve Accounts	2,256,365
		Water Reserve Accounts	1,822,164
		Total Reserve Accounts	23,277,837

Total Reserves: Accumulated Surplus, Reserve Funds and Reserve Accounts – \$57 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, 2010

	General	Sewer	Water	Reserve Funds	Total
Operating Surplus	5,156,074	2,515,823	3,638,446		11,310,343
Reserve Accounts	18,827,612	3,211,788	2,284,305		24,323,705
Reserve Funds				21,275,267	21,275,267
Funds Balance	23,983,686	5,727,611	5,922,751	21,275,267	56,909,315
Equity in Capital Assets	547,626,443	108,841,611	93,962,893		750,430,947
Accumulated Surplus	571,610,129	114,569,222	99,885,644		786,064,995

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

Funds committed to previously approved work but not part of the 2011-2015 Financial Plan adopted Dec. 14, 2010

	General	Sewer	Water	Reserve Funds	Total
Adjustment	8,990,952	3,109,415	2,201,777	4,411,022	18,713,166

The above was approved in 2010 but not yet complete and will be included in the next 2011 budget amendment. Developer contributed infrastructure is not included in the financial plan but impacts the balance of capital assets.

Adjusted Funds Balance	General	Sewer	Water	Reserve Funds	Total
Operating Surplus	3,609,839	2,515,823	3,638,446		9,764,108
Reserve Accounts	11,382,895	102,373	82,528		11,567,796
Local Improvements				2,196,846	2,196,846
Equipment Replacement				6,631,257	6,631,257
Capital Works				6,871,155	6,871,155
Fire Dept. Capital Acq.				(367,162)	(367,162)
Sanitary Sewer				1,300,621	1,300,621
Land				231,528	231,528
	14,992,734	2,618,196	3,720,974	16,864,245	38,196,149

Planned Fund Changes	2011	2012	2013	2014	2015
General	(441,435)	2,022,447	2,490,834	3,481,454	4,230,611
Sewer	131,342	363,523	627,394	1,058,330	2,146,714
Water	(1,260,706)	(158,045)	415,275	1,187,304	3,189,188
Local Improvements	0	0	0	0	0
Equipment Replacement	1,146,717	41,021	368,850	1,361,400	1,002,650
Capital Works	(57,550)	(177,852)	65,579	550,215	309,596
Fire Dept. Capital Acq.	1,099,041	527,061	(304,194)	418,980	646,870
Sanitary Sewer	80,000	80,000	80,000	80,000	80,000
Land	20,000	20,000	20,000	20,000	20,000
	717,409	2,718,155	3,763,738	8,157,683	11,625,629

Planned Fund Balances	2011	2012	2013	2014	2015
General	14,551,299	16,573,746	19,064,580	22,546,034	26,776,645
Sewer	2,749,538	3,113,061	3,740,455	4,798,785	6,945,499
Water	2,460,268	2,302,223	2,717,498	3,904,802	7,093,990
Local Improvements	2,196,846	2,196,846	2,196,846	2,196,846	2,196,846
Equipment Replacement	7,777,974	7,818,995	8,187,845	9,549,245	10,551,895
Capital Works	6,813,605	6,635,753	6,701,332	7,251,547	7,561,143
Fire Dept. Capital Acq.	731,879	1,258,940	954,746	1,373,726	2,020,596
Sanitary Sewer	1,380,621	1,460,621	1,540,621	1,620,621	1,700,621
Land	251,528	271,528	291,528	311,528	331,528
	38,913,558	41,631,713	45,395,451	53,553,134	65,178,763

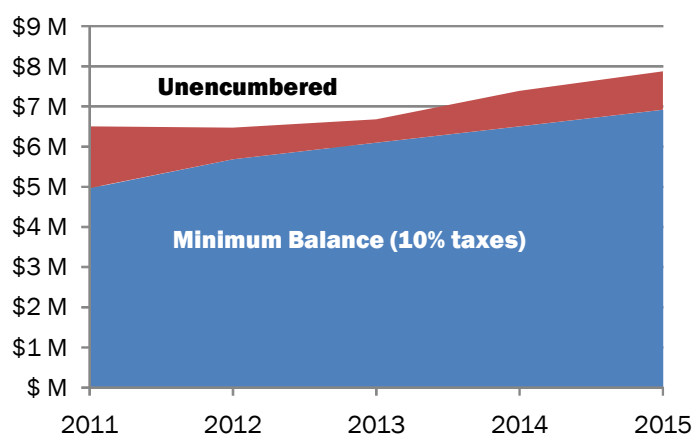
8.1 Capital Works Reserve

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 combines 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 have been in a “drawing down” phase and are planning to have drawn the balance down to the point that financing was needed to pay for the drainage works on River Road. The balance is planned to grow in future years to build some capacity to address future larger capital projects. 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. This reserve is also used to finance the initial outlay for certain projects that produce future savings. The reserve is repaid from future savings. This reserve may also be used to internally finance projects that are approved for external borrowing.

Figure 18: Capital Works Reserve Projection

	2011	2012	2013	2014	2015
Opening Balance	6,433,298	6,505,610	6,472,926	6,682,692	7,396,524
Inflows					
Interest & Capital Gains	192,999	195,168	194,188	200,481	221,896
Garbage Tipping Fees	50,000	50,000	50,000	50,000	50,000
Taxation and General Revenue Transfers	672,615	629,907	754,279	790,867	829,812
Sale of Land	0	0	0	0	0
Communication Tower Rent Revenue	40,000	40,000	40,000	40,000	40,000
Cemetery Debt Repayment	80,000	80,000	80,000	80,000	80,000
Repayment of Energy Retrofit	65,000	65,000	65,000	65,000	65,000
Balance of General Rev. Funding for GCF	(57,538)	(131)	(121,073)	340,113	47,412
Outflows					
Planned Capital Expenditures	(118,137)	(240,000)	0	0	0
Debt - Interest (DCC projects)	(225,000)	(225,000)	(225,000)	(225,000)	(225,000)
Debt (River Road Drainage 2.65M)	(627,627)	(627,628)	(627,628)	(627,628)	(627,628)
Estimated Ending Balance	6,505,610	6,472,926	6,682,692	7,396,524	7,878,016
Minimum Reserve (10% Prior Year Taxes)	(4,965,498)	(5,685,102)	(6,102,279)	(6,506,894)	(6,924,673)
Unencumbered Balance	1,540,112	787,824	580,413	889,631	953,343

Figure 19: Capital Works Reserve Projection Chart



8.2 Infrastructure Sustainability

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, the historic annual amount spent on repaving roads is only a small fraction of what is required to maintain the condition and, as a result, our roads were deteriorating. This deferred maintenance translates into a larger future expenditure to resurface or perhaps even reconstruct roads. As we are several years into this funding model, the amounts dedicated are making an impact, however we are still a very long way away from dedicating the \$40 million needed each year to fund the replacement of our infrastructure.

Figure 20: Infrastructure Sustainability Allocation of Funding

	2011	2012	2013	2014	2015
Inflows:					
1% General Tax Increase	1,838,441	2,371,842	2,939,616	3,543,976	4,187,282
Core Reserve Surplus	450,000	450,000	450,000	450,000	450,000
Gravel Sales	140,000	140,000	140,000	140,000	140,000
Allocation:					
Transportation/Traffic Management	900,000	1,240,000	1,537,000	1,905,000	2,361,000
Town Centre Facilities	450,000	450,000	450,000	450,000	450,000
Facilities & Parks - Major Mtce	608,525	715,000	886,750	960,000	1,020,000
Drainage	180,000	250,000	310,000	450,000	550,000
Fire Department	112,177	123,395	153,000	175,000	200,000
Major Equipment/Systems	37,739	43,447	52,866	53,976	56,282
Dyke Mtnc	10,000	10,000	10,000	10,000	10,000
Overhead Brushing	40,000	40,000	40,000	40,000	40,000
Bio Filtration Pond Mtnc	60,000	60,000	60,000	60,000	60,000
Environmental Support	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. The charts in **Appendix A** Infrastructure Sustainability highlight the impact that the 1% tax increase has on the Infrastructure Deficit.

8.3 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.

Figure 21: Fire Department Capital Acquisition Reserve Projection

\$ rounded to nearest thousand	2011	2012	2013	2014	2015
Opening Balance	668,000	740,000	1,253,000	952,000	1,364,000
Interest Earnings	23,000	16,000	34,000	23,000	38,000
Taxation/General Revenue	1,182,000	1,297,000	1,416,000	1,539,000	1,667,000
Planned Capital Expenditures	-1,020,000	0	-950,000	-350,000	-250,000
Fire Hall #4 Debt Payments	-113,000	-800,000	-800,000	-800,000	-800,000
Unencumbered Balance	740,000	1,253,000	953,000	1,364,000	2,019,000

The planned capital expenditures outlined in **Figure 21** are detailed in the following table.

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

	2011	2012	2013	2014	2015
Fire Hall #4 Engine New			625,000		
Fire Hall #4 Rescue 4			325,000		
Fire Hall #5 Land Acq				350,000	
Fire Hall #5 Construction Phase I					250,000
Fire Hall #3 Expansion *	700,000				
Fire Hall #3 Generator *	50,000				
Fire Hall #4 Equipment *	70,000				
Fire Hall #4 Technical & Furnishings *	200,000				
	1,020,000	0	950,000	350,000	250,000

* These projects were approved but have been delayed due to funding and capacity contrarians.

8.4 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, infrastructure sustainability funds have been allocated to this reserve.

Figure 23: Fire Department Equipment Replacement Reserve Projection

	2011	2012	2013	2014	2015
Opening Balance	890,000	1,143,000	541,000	233,000	777,000
Interest	27,000	34,000	16,000	7,000	23,000
General Revenue	301,000	320,000	341,000	363,000	386,000
Sustainability Funding	112,000	123,000	153,000	175,000	200,000
Less: Capital Planned	187,000	1,080,000	818,000	0	0
Ending Balance	1,143,000	540,000	233,000	778,000	1,386,000

9. Town Centre Commercial Operation

This section isolates the effect the commercial portion of the Town Centre Project has on District finances. The table below isolates the commercial operations. The table shows commercial earnings, so principle payments and the funding received though taxation are not included. The earnings noted below will contribute to principle payments and transfers to the Infrastructure Sustainability Reserve.

Figure 24: Commercial Operation

	2011	2012	2013	2014	2015
Lease Revenues (net of allowances)	1,203,160	1,203,160	1,203,160	1,203,160	1,203,160
Parking Revenues	157,384	157,384	157,384	157,384	157,384
Recoveries and Other Revenue	363,743	363,743	363,743	363,743	363,743
Operating Expenses	-478,074	-478,074	-478,074	-478,074	-478,074
Interest - Commercial Space	-714,989	-689,158	-662,294	-634,356	-605,300
Closing Balance	531,224	557,055	583,919	611,857	640,913

In summary, the Town Centre Project cash flows have been managed within the parameters established by Council. The annual cash flows of the entire core model are positive and a balance exists in the Core Reserve which provides some flexibility to assist with other downtown capital projects.

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.

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

Five-Year Operating Plan Overview

2011 Revenues and Expenditures

Financial Plan Summary – Revenues & Expenditures

Key Account Balances

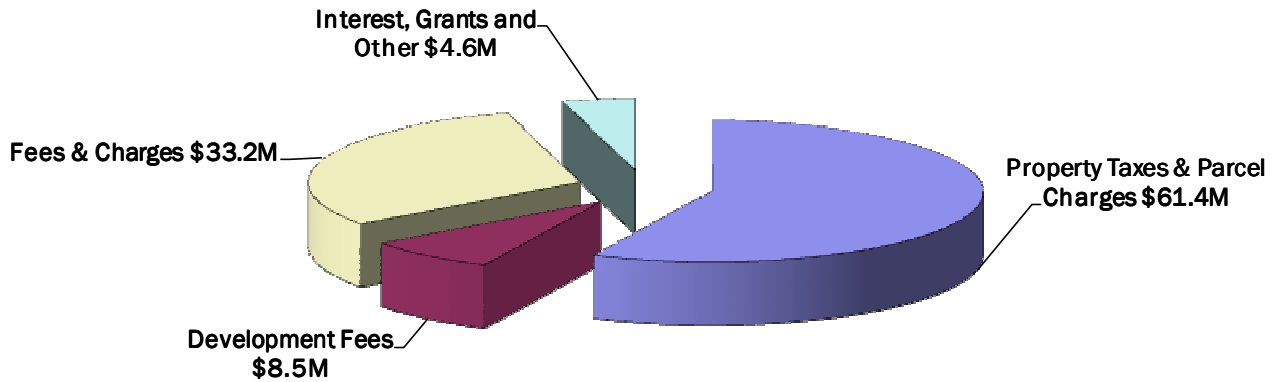
2010 Base Budget Increases

Staffing History and Forecast

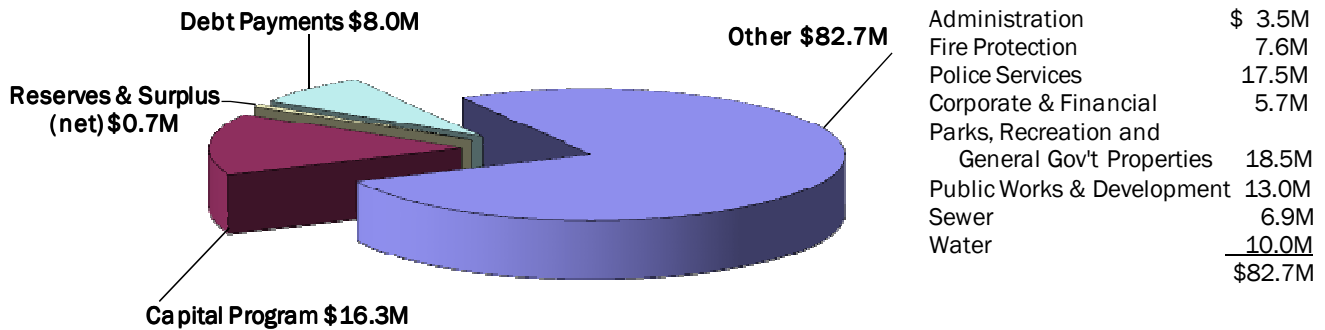
2011 REVENUES AND EXPENDITURES



Projected Revenues \$107.7 Million



Projected Expenditures \$107.7 Million



FINANCIAL PLAN SUMMARY – REVENUES & EXPENDITURES



All Figures Represent \$'000 (thousands)

	Actual 2010	Budget 2010	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Revenues							
Property taxes	57,103	57,028	61,412	65,759	70,423	75,224	80,361
User fees and other revenue	31,648	31,047	33,225	35,037	36,993	39,147	41,459
Senior government transfers	8,689	30,154	2,652	5,104	11,270	3,352	2,890
Development revenue	7,412	26,704	8,454	16,722	15,397	11,662	13,248
Interest income	3,937	1,885	1,960	1,970	1,980	1,980	1,980
Contributed tangible capital assets	17,341	n/a	n/a	n/a	n/a	n/a	n/a
	126,130	146,818	107,703	124,592	136,063	131,365	139,938
Expenses							
Protective services	26,763	27,081	27,747	29,896	31,573	33,306	35,313
Transportation services	15,245	16,006	16,921	17,482	18,398	19,299	20,062
Recreation and culture	19,251	19,130	21,568	22,060	22,837	23,854	24,726
Water Utility	10,603	11,393	11,672	12,715	13,673	14,569	15,246
Sewer Utility	8,349	9,167	8,802	9,056	9,246	9,505	9,759
General government	12,814	14,493	12,334	12,452	12,835	13,415	13,839
Planning, other	3,638	4,003	3,928	3,961	4,077	4,198	4,317
	96,663	101,273	102,972	107,622	112,639	118,146	123,262
Annual Surplus	29,467	45,545	4,731	16,970	23,424	13,219	16,676
Other Items							
Borrowing proceeds	\$0	\$28,851	\$0	\$2,502	\$4,776	\$0	\$0
Amortizations expense funded by capital equity	\$16,751	\$16,485	\$16,980	\$17,489	\$18,014	\$18,555	\$19,110
Capital expenditures, principle payments & other	(\$29,505)	(\$109,558)	(\$20,995)	(\$34,244)	(\$42,451)	(\$23,615)	(\$24,160)
Contributed tangible capital assets	(\$17,341)	n/a	n/a	n/a	n/a	n/a	n/a
Transfers to (from) Reserves and Surplus	(\$628)	(\$18,677)	\$716	\$2,717	\$3,763	\$8,159	\$11,626

KEY ACCOUNT BALANCES



KEY REVENUE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	2006	2007	Actual 2008	2009	2010
Revenue & Taxation					
Taxes - General Revenue (16000-4000)	-38,860	-42,624	-46,171	-49,638	-52,869
Grants in Lieu - Provincial (16000-4060)	-795	-709	-694	-740	-684
Grants in Lieu - Other (16000-4060)	-859	-965	-1,045	-1,102	-1,167
MFA Discharge (12400-4380)	-105	-112	-55	-1	-5
Investment Interest (15000-4295)	-894	-1,532	-2,664	-3,178	-2,706
Gain/Loss - Property For Resale (15000-4298)	-262	-9	-500	-265	-396
Surplus Transferred In (15000-4520)	-2,238	-1,832	-549	-1,091	-169
Prov. Grant (Unconditional) (10000-4253)	-809	-926	-941	-942	-923
Recycling Fees (51000-4220)	-131	-144	-202	-86	-85
Dog Licences (26000-4340)	-122	-185	-268	-282	-303
Property Management					
Commercial Lease Revenue-Tower (multiple)	-	-288	-1,100	-1,153	-1,135
Parking Revenue-Tower Commercial (11800-4310)	-	-45	-150	-150	-156
Common Cost Recovery - Tower (11800-4310)	-	-178	-250	-332	-295
Protective Services					
Towing and contract revenue (21000-4230)	-76	-76	-63	-	-
False Alarm Fines (21000-4240)	-60	-149	-93	-119	-184
PM Cost Share - RCMP Contract (21000-4258)	-674	-738	-847	-890	-937
Sale of Service (21000-4650)	-57	-40	-47	-43	-69
Recreation					
Planet Ice-Ice Rentals (47600-4500)	-146	-148	-165	-165	-156
Leisure Centre Admissions (47500-4110)	-711	-774	-814	-822	-857
Lessons/Prog Fees - Swimming (47500-4320)	-315	-319	-354	-388	-388
Corporate Fitness Revenue (47500-4321)	-141	-137	-110	-91	-90
L.C. - General Program Revenue (47500-4322)	-144	-119	-113	-122	-101
Development Services					
Building Permits (24000-4445)	-1,909	-2,257	-2,401	-1,418	-1,946
Business Licences (53300-4342)	-425	-559	-595	-576	-600
Application Fees - Rezoning (53110-4120)	-144	-93	-80	-91	-128
Application Fees - Subdivision (53110-4122)	-130	-79	-74	-71	-103
Application Fees - Dev Permit (53110-4124)	-116	-131	-122	-119	-107
Subdivision Inspection Fees (32110-4220)	-410	-481	-810	-363	-428
Public Works					
Sales - Gravel (33100-4510)	-12	-	-292	-500	-500
GVTA Grant - Roads (33100-4260, 4261)	-451	-425	-497	-1,171	-262

KEY ACCOUNT BALANCES



	Budget					
	2010	2011	2012	2013	2014	2015
-52,898	-56,851	-61,023	-65,512	-70,164	-75,147	
-668	-1,001	-1,036	-1,072	-1,072	-1,072	
-1,166	-1,157	-1,157	-1,157	-1,157	-1,157	
-	-	-	-	-	-	
-940	-1,015	-1,025	-1,035	-1,035	-1,035	
-	-	-	-	-	-	
-169	-1,369	-265	-25	-	-	
-942	-942	-942	-942	-942	-942	
-100	-100	-100	-100	-100	-100	
-280	-280	-280	-280	-280	-280	
-1,073	-1,072	-1,071	-1,071	-1,071	-1,147	
-142	-157	-157	-157	-157	-157	
-212	-364	-364	-364	-364	-364	
-10	-10	-10	-10	-10	-10	
-48	-48	-48	-48	-48	-48	
-945	-1,009	-1,034	-1,054	-1,075	-1,094	
-	-	-	-	-	-	
-146	-146	-146	-146	-146	-146	
-815	-815	-815	-816	-815	-815	
-350	-350	-350	-350	-350	-350	
-90	-90	-90	-90	-90	-90	
-142	-142	-142	-142	-142	-142	
-1,734	-1,734	-1,734	-1,734	-1,734	-1,734	
-575	-575	-575	-575	-575	-575	
-108	-111	-113	-115	-115	-115	
-108	-111	-113	-115	-116	-116	
-150	-153	-156	-159	-161	-161	
-315	-315	-315	-315	-315	-315	
-500	-500	-500	-500	-500	-500	
-845	-845	-845	-845	-845	-845	

KEY ACCOUNT BALANCES



KEY EXPENDITURE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	Actual				
	2006	2007	2008	2009	2010
Legislative Services					
Grants & Donations (80B) (13000-6180)	54	116	503	66	55
Training - Council (13000-6400)	1	-	1	7	-
Fire Department					
Fire Fighting Salaries (22000-5501)	1,312	1,802	2,414	3,381	3,979
Paid on Call Relief Wages (22000-5505)	134	190	301	451	432
Paid on Call Wages (22000-5600)	642	617	565	689	544
Contract (Emergency 911) (22000-7007)	84	87	80	115	101
Hall #4 - Paid on Call (22041-5600)	-	-	-	-	-
Police Services					
Centralized Dispatch (21140-7051)	921	970	1,009	1,059	917
Regular Members Contract (21200-7007)	8,300	8,777	9,977	10,933	11,679
Corporate Services					
Insurance (12101-6210)	695	676	669	650	695
Recruiting Costs (12102-7065)	78	94	82	27	55
Fiscal Services					
Contribution to Core Reserve (10000-9020)	3,850	5,702	5,793	5,757	5,777
Transfers to Capital Works Res (10000-9400)	852	632	1,084	855	1,171
Transfers to Fire Dept Cap Acq (10000-9400)	722	1,026	833	1,006	1,069
Transfers to General Capital (10000-9400)	16	-347	50	-314	301
Transfers to General Capital (10000-9410)	1,471	10,410	1,086	2,166	2,710
Contribution to Self-Insurance (12400-9021)	745	45	45	45	45
Transfers to Equip Replc-Ops (33100-9400)	665	756	869	920	990
Other					
Fraser Valley Regional Library (47200-7007)	1,969	2,068	2,112	2,197	2,220
Consulting - Engineering (32100-7005)	168	219	157	143	112
Recycling Contract (51000-7007)	824	899	870	936	1,209
GVRD Water Purchases (71000-7380)	3,640	4,183	4,387	5,410	5,564
GVRD Sewer Admin Fees (61000-6005)	2,450	2,630	2,928	2,861	2,950

Please refer to each individual section for details

KEY ACCOUNT BALANCES



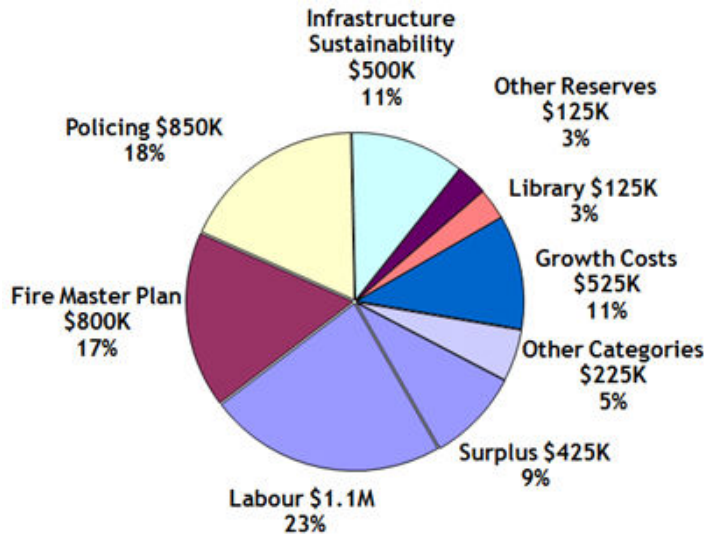
2010	2011	Budget 2012	2013	2014	2015
61	58	62	62	62	62
24	16	16	16	16	16
3,664	4,337	5,158	5,650	6,044	6,464
418	418	418	418	418	418
667	692	714	737	762	784
114	121	123	124	126	129
-	-	-	-	-	-
917	917	917	917	917	917
12,296	13,155	14,083	15,015	16,084	17,424
770	777	785	792	797	802
59	49	49	49	49	49
5,777	6,053	5,953	5,953	5,953	5,953
727	770	785	788	1,286	1,032
1,072	1,069	497	616	739	867
-	-	-	-	-	-
2,582	3,611	2,693	2,823	2,530	3,003
45	45	45	45	45	45
1,036	1,086	1,163	1,204	1,252	1,304
2,220	2,375	2,494	2,619	2,750	2,887
131	83	86	88	90	93
1,212	1,113	1,140	1,167	1,196	1,225
6,171	6,788	7,698	8,521	9,075	9,620
3,009	3,151	3,292	3,434	3,576	3,718

2011 BASE BUDGET INCREASES



The 2011 property tax increase is the result of the following service enhancements and capital projects:

Conceptual Overview of Distribution of New Revenue - \$4.7 million in 2011



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

in \$'000 (thousands)	2011	2012	2013	2014	2015
Transfer to Surplus: Prior to Incremental Adjustments	409	408	423	434	602
Incremental Adjustments					
Planning - Consulting: Albion flats Area Plan	-125				
Town Centre Initiatives - Facade Improvement Program	-25	-25	-25		
Paving Program Funding	-650				
Drainage Improvements Transition Funding	-150	-150			
Parks & Recreation Master Plan Transition Funding	-90	-90			
Draw from Accumulated Surplus	1,040	265	25		
Transfer to Surplus	409	408	423	434	602

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 2011 through 2013. The years 2004-2010 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 2010	Full Staffing (budget)		
	2004	2005	2006	2007	2008	2009	2010		2011	2012	2013
CAO											
CAO Administration	5.0	6.9	7.0	6.4	7.0	6.7	7.6	8.0	7.0	7.0	7.0
Strategic Economic Initiatives	1.0	2.0	2.6	2.7	2.8	3.3	3.9	4.0	4.0	4.0	4.0
Human Resources	5.9	4.0	4.3	5.0	5.0	5.6	5.8	5.7	5.7	5.7	5.7
	<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>17.3</u>	<u>17.7</u>	<u>16.7</u>	<u>16.7</u>	<u>16.7</u>
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES											
CDPR Administration	2.5	2.5	2.2	2.3	3.0	3.2	3.6	3.0	2.0	2.0	2.0
Parks & Facilities	19.0	19.7	20.5	24.5	24.4	27.1	26.4	28.0	43.0	43.0	43.0
Recreation	57.3	57.7	56.7	58.9	61.2	61.2	62.6	61.2	48.3	48.3	48.3
Community Services	7.5	7.9	9.1	9.4	10.8	11.3	12.1	11.5	11.7	11.7	11.7
	<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>104.7</u>	<u>103.7</u>	<u>104.9</u>	<u>104.9</u>	<u>104.9</u>
CORPORATE & FINANCIAL SERVICES											
CFS Administration	1.5	1.5	1.5	1.8	2.0	2.0	2.2	2.0	2.0	2.0	2.0
Clerks	6.2	6.3	6.5	6.6	6.9	7.0	8.0	7.0	9.4	9.4	9.4
Finance	16.9	16.5	16.6	17.7	17.3	16.4	16.6	16.6	17.6	17.6	17.6
Fire Department	8.0	12.0	24.1	29.6	35.4	41.6	49.4	47.1	54.4	58.4	61.1
Information Services	11.9	12.1	12.6	13.2	13.4	14.3	14.2	13.0	15.2	15.2	15.2
Police Services	32.4	33.3	35.6	37.0	38.6	42.4	42.1	44.7	44.0	44.0	44.0
	<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>132.5</u>	<u>130.3</u>	<u>142.6</u>	<u>146.6</u>	<u>149.3</u>
PUBLIC WORKS & DEVELOPMENT SERVICES											
PWDS Administration	2.5	2.5	2.5	2.9	2.4	3.0	3.0	3.0	2.0	2.0	2.0
Engineering	22.6	22.1	24.2	24.8	23.9	24.2	25.4	28.0	28.1	28.1	28.1
Licences, Permits & Bylaws	21.5	22.4	22.9	24.1	26.0	28.7	29.8	28.4	30.4	30.4	30.4
Planning	12.5	13.2	14.7	16.1	16.1	16.6	16.6	17.0	17.0	17.0	17.0
Operations	64.4	69.1	66.7	69.7	69.2	70.6	68.1	73.7	77.6	77.6	77.6
	<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>142.9</u>	<u>150.1</u>	<u>155.1</u>	<u>155.1</u>	<u>155.1</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>397.5</u>	<u>401.9</u>	<u>419.3</u>	<u>423.3</u>	<u>426.0</u>

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

STAFFING HISTORY AND FORECAST



Budgeted FTEs per Department 2009 - 2011

The 2011 estimate of **419** full-time equivalents has **increased** from a budget of **402** in 2010, and **385** in 2009. Throughout 2010 several staffing changes were made:

Division	New Permanent Positions and Position Changes
CHIEF ADMINISTRATIVE OFFICER'S OFFICE	
Sustainability & Corporate Planning	Research Technician position is funded for 2011 only
Human Resources	Human Resources Officer reclassified to a Personnel Officer
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES	
CDPR Administration	Emergency Program Assistant moved to Legislative Services (Clerks)
Community Services	Administrative Assistant is shared with Recreation
Community Services	Youth Program Supervisor reclassified to a Recreation Coordinator
Community Services	Incumbent Program Assistants reclassified to Youth Programmers
Community Services	Program Assistant II's and I's reclassified to Program Assistant
Community Services	New: Recreation Manager Youth & Neighbourhood Services reports to the Director of Community Services
Parks & Facilities	Recreation Facilities Supervisor, Building Services Supervisor, and Building Service Workers moved from Recreation
Parks & Facilities	Booking Clerk moved from Recreation
Parks & Facilities	New: Planning Technician reports to Manager Parks & Open Space
Parks & Facilities	New: Tradesperson II - Gardener and Grounds Keeper - Fields; both report to the Parks Superintendent
Recreation	Administrative Assistant is shared with Community Services.
Recreation	Recreation Facilities Supervisor, Building Services Supervisor, and Building Service Workers moved to Parks & Facilities
Recreation	Booking Clerk moved to Parks & Facilities
Recreation	New: Manager of Business Operations reports to the Director of Recreation
CORPORATE & FINANCIAL SERVICES	
Clerks	Emergency Program Assistant moved from CDPR Administration
Finance	New: Budget Analyst reports to the Manager of Financial Planning
Fire Department	New: 2 Fire Captains, 4.3 Fire Fighters and a Clerk Typist III
Information Services	New: Senior Analyst Programmer and Junior Systems Analyst
Police Services	New: Information Privacy Co-ordinator reports to the Manager Police Services
PUBLIC WORKS & DEVELOPMENT SERVICES	
PWDS Administration	Business Support Analyst moved to Licences, Permits & Bylaws
Licences, Permits & Bylaws	Business Support Analyst moved from PWDS Administration
Licences, Permits & Bylaws	New: Trades Inspector reports to the Manager of Inspection Services
Operations	New: Engineering Technologist reports to the Superintendent of Waterworks
Operations	New: 0.5 Automotive Serviceperson reports to the Superintendent of Roads & Equipment
Operations	New: Buyer reports to the Manager of Procurement
Operations	New: 1.7 FTE Clerk II

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 also 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 2010 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 2011-2015 planning period.

The subsequent pages in the CAO section provide information on the departments reporting to this division, including staffing, 2011 workplan highlights, performance measurements, and budgets. The departments within our section include Administration, Communications, Human Resources, Strategic Economic Initiatives, and Sustainability and Corporate Planning.

Select 2010 Division Accomplishments

- Development and implementation of the Town Centre Investment Incentive Program.
- Completed Phase Two (public input portion) of the Albion Area Concept Planning process.
- Continued to build on the "Top Performing Municipality" initiative with the graduation of 24 students from the Supervisory Skills Program, 26 graduates from the BCIT Associate Certificate in Leadership, and 22 graduates from the VCC Office Administration Certificate.
- Recruited and hired high quality candidates for a number of key management positions.
- Implemented a number of programs in the Strategic Economic Initiatives to enhance our profile with key business development stakeholders.
- Enhanced the District's emergency planning response and recovery capability with the successful transition of the Emergency Program to the Manager of Legislative Services.
- Implemented careers.mapleridge.ca (Applicant Tracking System).
- Aggressively pursued grant funding opportunities from private and public sector organizations.

Efficiency/Effectiveness Initiatives

- Ensured all departments are in alignment with the Vision and that rigour of process is followed.
- One of the numerous energy-saving initiatives in 2010 included energy awareness sessions delivered to over 250 employees. Energy use in municipal hall has been reduced by 15%, with kudos to employee action and energy-efficient computer replacements.
- Grant funding was obtained to perform electricity studies on street lighting and several pump stations, resulting in efficiency advice and establishing eligibility for future grant funding.

- Valuable research was accomplished through the use of a university intern student at lower cost.
- Implemented careers.mapleridge.ca (Applicant Tracking System) and on-line employee services

Business Context

- Continue to provide excellence in service delivery, with a focus on streamlining processes and costs, while balancing the demands of a growing community.
- To build on the momentum of Town Centre successes to accelerate investment and increase density (residential, retail, office and institutional).
- Need to place a high priority on continuance of emergency planning, both corporately (critical resourcing strategy) and community-wide.
- Strengthen the effectiveness of District communications through an integrated approach that uses our internet infrastructure, print media presence, and incorporates emerging social media channels.
- A number of key Human Resources issues including an aging workforce including succession planning and mentoring to retain knowledge of key staff.
- Recognition of the need to support departments (through training, internal consulting and other means) as they focus on enhancing their service to their clients.
- Employees are interested in providing feedback to their managers to improve the systems and processes that we use to deliver services and programs.
- First full year of Golden Ears and Pitt River bridges operation easing access to Maple Ridge.
- Global economic situation and uncertainly regarding HST impacts.
- Maple Ridge continues to be a favoured location for the film and television industry.
- Growing interest in Maple Ridge as a/the place for outdoor recreation, festivals, and investment.
- Balancing the broad scope of sustainability with staff resources is challenging.
- The existing legislative framework, authority and funding does not allow municipalities to fully achieve aspirational goals around sustainability and deal with the implications of climate change.
- The capital 'wish-list' exceeds available funding. We must continue to aggressively pursue grant opportunities, have our match funding in place, and make our projects shelf-ready.
- Opportunities to step in and fill the gaps left by senior government cuts must be approached with caution and always with consideration given to the long-term implications to our taxpayers.
- Online, 24/7 access to information is increasingly becoming the expectation of many of our citizens. Supporting this delivery mechanism for performance reporting enhances the District's accountability with our stakeholders.



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 communications, ensuring the dissemination of information and that there are 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 towards 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.

2011 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.

The Manager Corporate Communications in conjunction with the Clerk's Department will develop and implement the *Get Out the Vote* campaign to educate voters and encourage voter participation on election day.

We will continue to explore and implement programs and ideas of a capital and operating nature that save time and money in the delivery of District services.

We will work with the Manager Strategic Economic Initiatives to ensure there is a continuation and expansion of our emphasis of the creation of high value local jobs in Maple Ridge.

The Manager Corporate Communications will develop and implement a robust Communications Strategy and a Plan that includes:

- A more informative and appealing approach towards the provision of information to our citizens; and
- More emphasis on and expansion of our use of the Web and social media to communicate with our citizens and customers.

We will work with the Manager of Sustainability and Corporate Planning to ensure there is an expanded emphasis on realizing our sustainability principles and goals. Opportunities for obtaining grant funding for District infrastructure and initiatives will be fully utilized.

Throughout the organization there will be a renewed emphasis on our emergency planning preparedness.

Performance Measurement

High-Level Community Goals (Appendix C)

- Reduction of energy consumption and the corresponding greenhouse gases through maintenance, procedural, mechanical and behavioural changes.

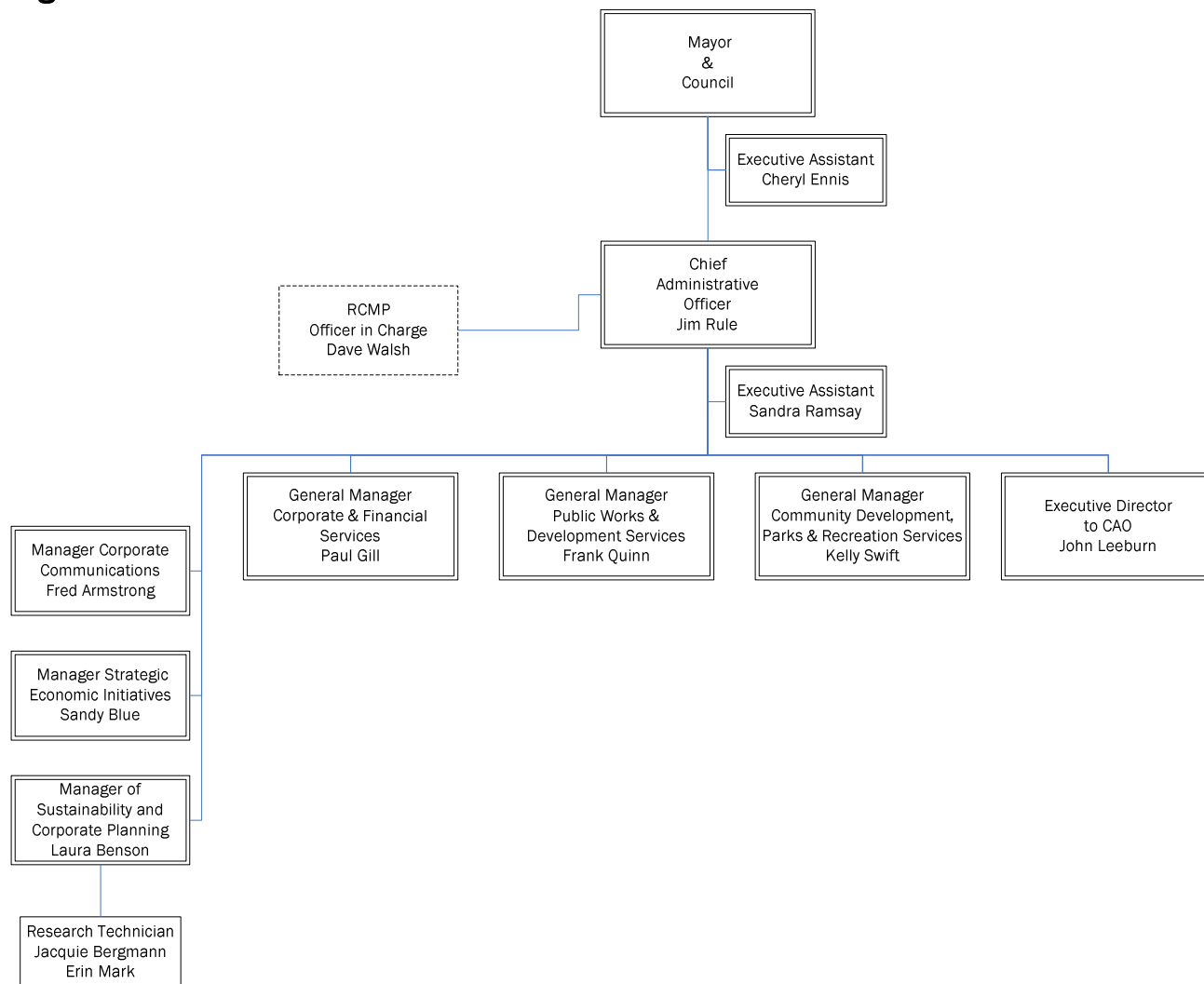
Key Performance Measures (mapleridge.visiblestrategies.com)

- Increase the level of satisfaction residents express with the amount of information they receive from the District.
- Our target for 2011 is to reduce electricity consumption in the Municipal Hall by 4% from 2010 levels and the Office Tower by 3% from 2010 levels.

OFFICE OF THE CAO – ADMINISTRATION including COMMUNICATIONS and SUSTAINABILITY



Organization Chart



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

Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
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	1.0
Manager Corporate Communications	1.0	1.0	1.0	1.0	1.0	0.7	0.5	1.0	1.0	1.0
Manager of Sustainability and Corporate Planning	-	-	-	-	0.9	1.0	1.0	1.0	1.0	1.0
Policy Analyst	-	0.9	1.0	1.0	0.1	-	-	-	-	-
Executive Assistant	3.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Research Technician	-	-	-	0.4	1.0	1.0	1.9	2.0	1.0	1.0
Full-Time Equivalent	5.0	6.9	7.0	6.4	7.0	6.7	7.4	8.0	7.0	7.0

OFFICE OF THE CAO – ADMINISTRATION including COMMUNICATIONS and SUSTAINABILITY



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Conventions & Conferences (12100-6051)	8	15	19	19	-	0%	19	19	19	19
Lease Expense (11000-6230)	102	107	122	122	-	0%	122	122	122	122
Legal (12101-7030)	6	24	-	-	-	-	-	-	-	-
Lieu Time Payouts (12000-5700)	-	-	83	187	104	56%	193	199	205	212
Memberships (12100-6270)	27	28	29	29	-	0%	29	29	29	29
Miscellaneous (12101-6275)	6	5	10	10	-	0%	10	10	10	10
Prov. Grant (Conditional) (12101-102-4252)	-	-54	-50	-50	-	0%	-	-	-	-
Publications (12101-6335)	-	-	1	1	-	0%	1	1	1	1
Salaries (12101-5500)	510	572	607	612	5	1%	560	581	602	622
Seminars/Prof Meetings/Train'g (12100-6050)	-	1	4	4	-	0%	4	4	4	4
Studies & Projects (10000-6380)	34	22	107	66	-41	-62%	66	66	66	66
TOTAL ADMINISTRATION	693	720	932	1,000	68	7%	1,004	1,031	1,058	1,085

* Includes Administration as well as Sustainability and Corporate Planning functions

Comments:

- Lieu Time Payouts – The 2010 budget was distributed to departments that had lieu time payout before the 2010 budget was adopted in May. The 2011 budget does not show this as distributed because it was adopted in December 2010.
- Studies & Projects – The 2010 budget includes a onetime funding for Energy and Emissions Plan & Performance Reporting.

Financial Plan – Legislative Services

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Committee Costs (13000-6045)	-	-	4	4	-	0%	4	4	4	4
Conventions & Conferences (13000-6051)	20	18	21	21	-	0%	21	21	21	21
Grants & Donations (13000-6180)	66	55	61	58	-3	-5%	62	62	62	62
Miscellaneous (13000-6275)	15	7	8	8	-	0%	8	8	8	8
Public Relations (13000-7060)	8	6	11	11	-	0%	11	11	11	11
Salaries (13000-5500)	442	448	467	480	13	3%	504	520	534	550
Training (13000-6400)	7	-	24	16	-8	-50%	16	16	16	16
Utilities - Telephone (13000-6520)	4	3	7	7	-	0%	7	7	7	7
TOTAL LEGISLATIVE	562	537	603	605	2	0%	633	649	663	679

Comments:

- Grants & Donations – Community grant budget is used to offset lost rental revenues from Salvation Army shelter for a set period of time.
- Training – The 2010 budget includes funding previously committed to training for Council.

Financial Plan – Communications

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Advertising (12105-6010)	21	14	30	30	-	0%	30	30	30	30
Consulting (12105-7005)	20	9	79	35	-44	-126%	35	35	35	35
Miscellaneous (12105-6275/6280)	6	5	8	8	-	0%	8	8	8	8
Publicity & Promotions (12105-6330)	10	7	20	20	-	0%	20	20	20	20
Salaries (12105-5500)	90	64	120	124	4	3%	129	134	139	143
TOTAL COMMUNICATIONS	147	99	257	217	-40	-18%	222	227	232	236

Comments:

- Consulting – Funding for onetime costs was included in the 2010 budget.
- Salaries – 2010 actual costs are lower due to a vacancy.



Services Provided

The Human Resources Department (HR) is a team of seven employees dedicated to providing the 600 plus full and part-time staff members of the District of Maple Ridge with a comprehensive series of services to help them be engaged in their work and maximize their individual contribution to the District's goals and projects.

Excellence in human resources starts by recruiting and promoting the best people into the wide array of jobs in the District. After we recruit, screen, and hire the right people, HR helps make sure the organization focuses on the overall vision and goals of the organization by ensuring each employee has an individual performance plan that defines and describes the employee's role in achieving their department's work plan. In addition, the HR team facilitates many focus groups that allow staff members the opportunity to provide input to strategic planning and bring forward operational improvements that they see as they perform their duties and interact with colleagues and the public.

The individual performance plans also provide an opportunity for the employee and their supervisor to identify growth and development needs and opportunities. Staff 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 an important ongoing service of the team.

In order to promote efficiency, accountability, productivity and the well being of our staff, the HR team administers the Attendance Support program, Employee Assistance programs, Occupational Health and Safety programs, Employee Recognition programs and employee welfare benefits administration. This group is also responsible for the administration of the payroll system (including the tracking of attendance and vacations).

2011 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 explore with the Corporate Management Team (CMT) and directors how HR can support departmental efforts to improve the Department's service to its clients and implement, as appropriate, any programs and activities arising from the exploration.

Following the graduation of approximately seventy-five BCIT and VCC students who are also employees, we will be engaging staff throughout the organization to help determine the next focus areas for our cohort training model.

We will listen to middle managers to understand the challenges they face in balancing operational and leadership expectations.

We will continue to ensure that the District is "The Place to Work" by developing and implementing "respectful workplace guidelines" that include expectations around references to the employer on social media sites and we will re-launch the Telework policy and program in conjunction with the technology changes that will more easily enable working from home.

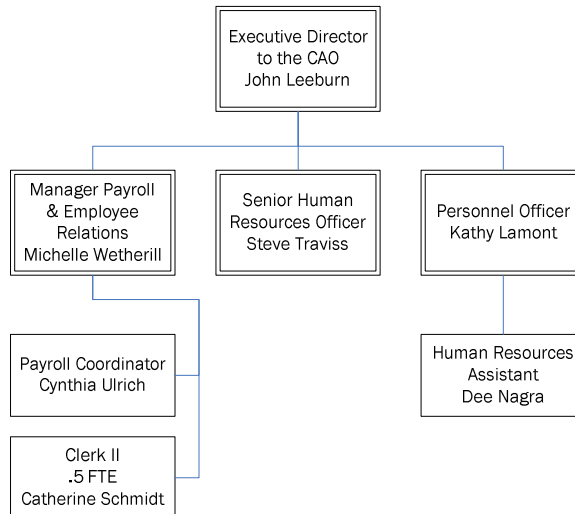
We will continue to address issues identified in the 2009 Occupational Health and Safety (OH&S) Audit conducted in the fall of 2009 and then re-audit the OH&S program subsequent to addressing 2009 issues.

Performance Measurement

Key Performance Measures (mapleridge.visiblestrategies.com)

- 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 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Director of Communications & HR	1.0	-	-	-	-	-	-	-	-	-
Mgr Payroll & Employee Relations	-	-	-	0.4	0.4	1.0	1.0	1.0	1.0	1.0
Senior Human Resources Officer	1.0	0.8	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0
Personnel Officer	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Human Resources Officer	1.0	1.0	1.0	1.1	1.0	1.0	-	-	-	-
Payroll Coordinator	-	-	-	-	-	0.3	1.0	1.0	1.0	1.0
Human Resources Assistant	-	-	-	-	0.5	1.0	1.0	1.0	1.0	1.0
Payroll Clerk	0.8	1.0	1.0	0.9	0.5	0.1	-	-	-	-
Human Resources Clerk	1.0	1.0	1.0	1.0	1.0	0.7	-	-	-	-
Clerk II	0.3	0.2	0.1	0.3	0.6	0.6	0.7	0.5	0.5	0.5
Other	0.8	-	0.2	0.3	-	-	-	0.2	0.2	0.2
Full-Time Equivalent	5.9	4.0	4.3	5.0	5.0	5.6	5.7	5.7	5.7	5.7

The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Consulting (12102-7005)	19	18	19	19	-	0%	19	19	19	19
Program Costs (multiple)	172	180	178	196	18	9%	197	199	203	187
Miscellaneous (12102-6275)	12	9	13	13	-	0%	13	13	13	13
Recruiting Costs (12102-7065)	27	55	59	49	-10	-20%	49	49	49	49
Salaries (12102-5500)	651	861	669	703	34	5%	731	758	785	811
Studies & Projects (12102-6380)	1	1	548	-	-548		-	-	-	-
Training (multiple)	218	230	229	214	-15	-7%	223	230	239	247
TOTAL HUMAN RESOURCES	1,099	1,354	1,715	1,194	-521	-44%	1,232	1,268	1,308	1,326

Comments:

- **Recruiting Costs** – Funding for onetime costs was included in the 2010 budget (Recruiting costs - 3 year Sonic Recruit Applicant Mgt. Service).
- **Studies & Projects** – This 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** – Funding for onetime costs were included in the 2010 budget (Vista & Office 2007).



Services Provided

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

2011 Workplan Emphasis

We will be marketing the Town Centre Investment Incentives Program which offers significant incentives, both at the beginning of projects and downstream tax incentives, to develop a wide array of project types in the Town Centre. Our marketing will capture our community’s existing property owners and the development community in the region.

To ensure a vibrant and sustainable downtown we will work closely with the Downtown Maple Ridge Business Improvement Association ensuring their plans and projects align with those of the District.

Through “Invest North Fraser” – an economic initiative of Maple Ridge, Mission, and Pitt Meadows, we will follow-up on the success of Invest North Fraser’s - Education Forum held in October 2010; a discussion on the pursuit of/desire for enhanced/expanded post secondary education in the region.

We will build awareness of Maple Ridge investment opportunities by enhancing our online presence and marketing tools including our website, social media, and e-newsletters. To increase efficiency we will work with the Information Services Department to repatriate the investmapleridge.ca website to the District website, and investigate the possibility of including available real estate on the website.

The Film Industry is big business in BC, and Maple Ridge has become a favourite destination for television and film producers. Our office will continue to work closely with the BC Film Commission and the local film and television production industry to ensure that Maple Ridge continues to attract productions.

Performance Measurement

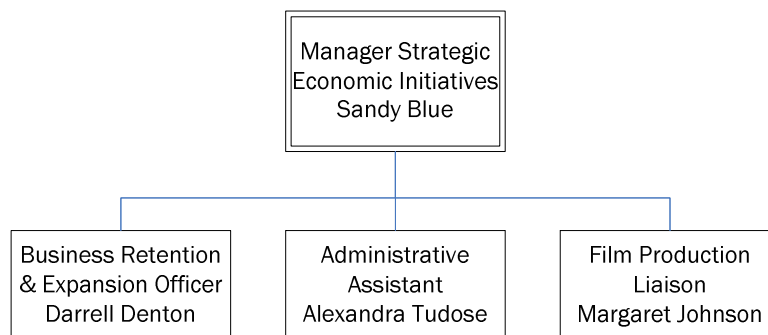
High-Level Community Goals (Appendix C)

- Build a sustainable community that includes a balance of land use types.
- Retain the existing number of licensed businesses and attract/generate incremental licensed businesses to the District.

Key Performance Measures (mapleridge.visiblestrategies.com)

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

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Director Economic Development	0.7	-	-	-	-	-	-	-	-	-
Manager Strategic Economic Initiatives	-	-	-	-	0.8	1.0	1.0	1.0	1.0	1.0
Business Retention & Expansion Officer	0.2	1.0	1.0	0.7	-	0.6	1.0	1.0	1.0	1.0
Administrative Assistant	0.2	1.0	0.8	1.0	1.0	0.7	0.9	1.0	1.0	1.0
Film Production Liaison	-	-	0.7	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-Time Equivalent	1.0	2.0	2.6	2.7	2.8	3.3	3.9	4.0	4.0	4.0

The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Contributions from Others (multiple)	- 165	- 164	- 160	- 164	- 4	2%	-	-	-	-
Federal Grant (Conditional) (12106-4250)	- 69	- 39	-	-	-	-	-	-	-	-
Miscellaneous Income (12106-4390)	- 1	- 7	-	-	-	-	-	-	-	-
Permits (12106-4445)	- 4	- 7	- 5	- 5	-	0%	- 5	- 5	- 5	- 5
Prov. Grant (Unconditional) (12106-4253)	- 40	-	-	-	-	-	-	-	-	-
Sale of Service (12106-4600)	- 5	- 8	- 10	- 10	-	0%	- 10	- 10	- 10	- 10
Total Revenue	- 284	- 225	- 175	- 179	- 4	2%	- 15	- 15	- 15	- 15
Expense										
Advertising (multiple)	232	115	47	47	-	0%	47	47	47	47
Other Expenses	23	23	7	9	2	22%	9	9	9	9
Contract (12106-7007)	49	37	35	35	-	0%	35	35	35	35
Conventions & Conferences (12106-6051)	7	22	21	21	-	0%	21	21	21	21
Grants & Donations (12106-6180)	161	164	180	189	9	5%	25	25	-	-
Studies & Projects (12106-6380)	11	15	15	15	-	0%	15	15	15	15
Salaries (12106-5500)	264	319	300	321	21	7%	334	346	359	371
Total Expense	748	695	605	637	32	5%	486	498	486	498
STRATEGIC ECONOMIC INITIATIVES	464	470	430	458	28	6%	518	530	518	483

Comments:

- Grants & Donations – Remittances and collection of the levy for the Business Improvement Area is currently scheduled to end in 2011. Business facade improvement program ends in 2013
- Salaries – In the last two years this area has seen part-time positions increased to full-time positions.

The Community Development, Parks & Recreation Services Division (CDPR) has responsibility for parks, recreation, cultural activities, programs, facilities, liaison with community groups, community development work, and accessibility issues.

A brief summary of some 2010 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 2011-2015 period.

Subsequent pages in the CDPR section provide information on the departments reporting to this division, including staffing, 2011 workplan highlights, performance measurements, and budgets. The departments within this section are Administration, Parks & Facilities, Recreation, and Community Services (including Social Planning).

Select 2010 Division Accomplishments

- Master Plan for Parks Recreations and Culture adopted, School District No. 42 Plan updated and Harris Road Park Plan developed.
- Public Art installations.
- Completed Maple Ridge and Pitt Meadows Joint Agreement Review.
- Construction of South Bonson Community Centre underway.
- Five Dog Off Leash parks developed.
- Red Alder Park, Pitt Meadows Synthetic Field, RCMP holding Cell, Pitt Meadows Sport Court, and Cliff Field renovations all completed.
- Five neighbourhood school gardens installed; Pitt Meadows Community Garden expanded.
- Hosted Olympic and Paralympic Torch Relay Events.
- Initiated Port Haney Neighbourhood Change Process.
- Festival Support Policy updated.
- Hosted community workshops for volunteers and boards.
- Improvements to annual Volunteer Appreciation Events.
- Children and Youth Services active component integrated into all programming.
- Pitt Meadows Family Recreation Centre emergency generator installation.
- Installation of Direct Digital Control system for temperature and ventilation of facility.
- North Alouette River Greenway and Vernon Bridge (at 136 Avenue) construction underway.
- Two electronic sign boards installed.
- Conducted exit surveys at all major recreation facilities.
- Youth Leadership instructor and hosting accommodation centres training programs.
- Supported implementation of Haney Farmers Market sustainability plan.
- Osprey Village Farmers Market pilot project.

Efficiency/Effectiveness Initiatives

- Reviews of Aquatics and Civic Space.
- Request for Proposal and contract for public skate and lessons and Pitt Meadows Arena Operating Agreement.
- Fitness contract cost-benefit analysis.
- Upgrade Computerize Leisure Activity Software System (CLASS) program registration software for payment security compliance and tax changes.
- Increased recreation subsidy funding through partnerships.
- Renegotiated fee for service agreements with partners.
- Leisure Centre change room improvements, boxing studio retrofit, and installation of water conservation devices.
- Operating agreement with Golden Ears Winter Club for curling off-season.

Business Context

- Federal and Provincial government agencies are retreating funding and delivery of some social service and community volunteer programs straining resources at the Municipal level.
- Staff resources at all levels are stretched (2010 Parks, Recreation, and Culture Master Plan).
- Festival and program growth has created competition for park and facility space.
- Rising cost of event insurance poses a challenge for event organizers.
- Growing evidence of the number of children/youth and families living in poverty.
- Subsidy programs to encourage participation by citizens with financial challenges is underfunded, while at the same time other agencies are increasing demands on this program.
- Transportation to centralized recreation services challenging for families without a vehicle.
- Growing seniors' population, creating greater demand for a diverse range of services.
- Museums in Maple Ridge and Pitt Meadows face space challenges for both storage of valuable historical documents and artifacts and display space.
- Citizens increasingly want services located within their own neighbourhoods.
- The additional new synthetic sport field meets previously unmet demand. There is a significant expectation for access to the synthetic fields from other users such as school based teams, smaller sports organizations and emerging sports groups.
- Increases in infrastructure budgets are having a positive effect, reducing the long list of lifecycle replacement projects that need to be addressed each year.
- Some Parks capital projects are more complex and the process becomes lengthier when approvals are required from multiple agencies.



Services Provided

The Community Development, Parks & Recreation Services (CDPR) Administration section's role is to ensure coordination of resources in the management and development of parks, delivery of recreation and leisure services, and act as a networking agent, information broker, and community resource for citizens.

Identified community needs are addressed by a variety of approaches from the direct provision of services to establishing partnerships which leverage expertise and funding from other sources. 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.

2011 Workplan Emphasis

We will prepare an implementation plan for the Parks, Recreation, and Cultural Master Plan to ensure appropriate services are available for present and future customers and citizens to live healthy lifestyles.

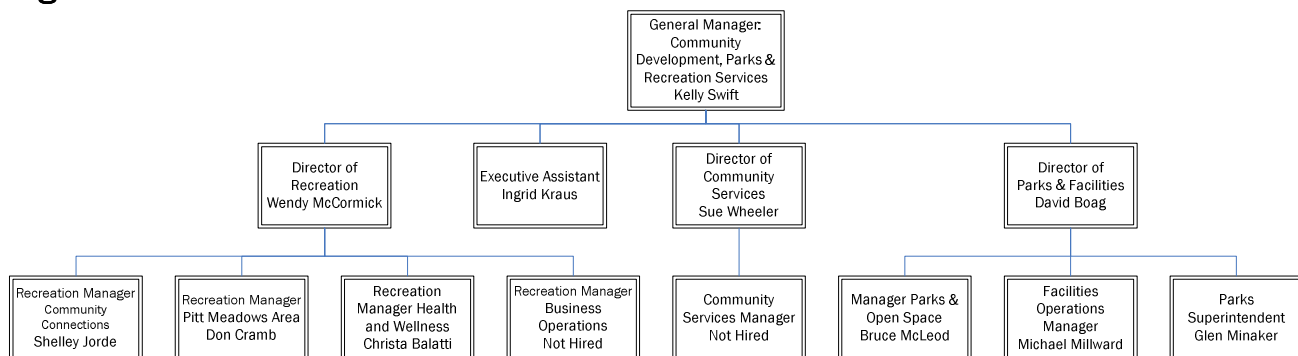
We will continue to support Corporate Emergency Services planning and training initiatives, participate on the School District No. 42 Municipal Master Agreement Steering Committee, and report on the scope and benefits of School District No. 42 Municipal partnerships.

Performance Measurement

High-Level Community Goals (Appendix C)

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

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 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
GM Community Dev, Parks & Rec.	1.0	1.0	1.0	1.0	1.0	1.1	1.6	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	0.2	0.3	1.0	1.0	1.1	1.0	-	-	-
Full-Time Equivalent	2.5	2.2	2.3	3.0	3.0	3.2	3.6	2.0	2.0	2.0

CDPR – ADMINISTRATION



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Conventions & Conferences (41200-6051)	9	10	12	12	-	0%	12	12	12	12
Other Outside Services (41000/41200-7051)	5	5	5	20	15	75%	5	5	20	5
PM - Cost Recovery (41200-4236)	-73	-66	-65	-70	-5	7%	-69	-71	-76	-77
Recovery - Other (40000-4372)	-20	-	-	-	-	-	-	-	-	-
Salaries (41200-5500)	280	270	285	408	123	30%	490	723	1,104	1,497
Special Projects (40000-6385)	81	85	123	97	-26	-27%	70	70	70	70
Supplies (41200-6300)	2	1	3	3	-	0%	3	3	3	3
TOTAL CDPR-ADMIN	284	305	363	470	107	23%	511	742	1,133	1,510

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 – 2010 budget contained funding for the Fraser Riverfront Master Plan. 2011 includes work on the Leisure center plus ongoing funding for Public Art Program.
- PM - Cost Recovery (multiple) – The change is largely due to the increasing proportion of the population in Pitt Meadows relative to Maple Ridge (19.27% in 2011, 18.62% in 2010).

Financial Plan – CDPR Support

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Bank Charges (47500-6030)	33	33	32	32	-	0%	32	32	32	32
Insurance (41210-6210)	63	88	103	103	-	0%	103	104	104	104
Miscellaneous (multiple)	25	22	19	26	7	27%	26	26	26	26
Salaries (multiple)	1,876	1,892	2,028	2,111	83	4%	2,193	2,270	2,352	2,426
Service Severance Costs (41400/42000-5150)	27	41	40	42	2	5%	43	45	48	48
SS Allocation (41000-5425)	-2,286	-2,389	-2,191	-2,272	-81	4%	-2,349	-2,423	-2,502	-2,572
Supplies (multiple)	36	37	54	50	-4	-8%	50	50	50	50
Supplies - Software (41100-6280)	73	79	92	89	-3	-3%	89	89	89	89
Vehicle Costs (41100/41400-6430)	52	55	34	35	1	3%	36	37	38	38
Wages (41210-5600)	104	131	128	139	11	8%	144	149	154	159
TOTAL CDPR-SUPPORT	3	-11	339	355	16	5%	367	379	391	400

Comments:

- Miscellaneous (multiple) – Increased supplies budget to reflect actual costs.
- Wages – A part-time Booking Clerk has been moved here by reallocating wage budgets from other areas.
- SS Allocation (multiple) – The Support Services area is allocated out to all other areas in this division. The increase is reflective of the general organization-wide increase in salaries and other expenses.



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 and Community Building initiatives, and by encouraging Socially Sustainable practices for current and future citizens.

Youth Services oversees the Greg Moore and Pitt Meadows Youth Centres and provides recreational program services for preschool children (0 - 5 years), school age 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.

Community Services recognizes the important 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.

2011 Workplan Emphasis

Social Planning along with the Planning Department will begin the process to develop an Affordable Housing Strategy and continue their work with the Port Haney Neighbourhood Change Initiative to identify priorities and implement an action plan.

Children's Services will strengthen their partnership with School District No. 42 through the introduction of

noon-hour and after school recreation programming. The popular Youth Leadership Instructor Training program will be expanded supporting the development of youth mentors, volunteers, and leaders.

Youth Services will focus on the creation of several new active opportunities. There will be increased programming in Pitt Meadows at the new outdoor sport court and at the South Bonson Community Centre. Youth Services will explore a partnership with Katzie First Nation to deliver programming at the South Bonson site. Youth will be engaged in the planning and development of the Pitt Meadows Youth Action Park that will be located at Harris Road Park. The Youth Mentorship program will be expanded at the School Yard Action Park at Thomas Haney Secondary School and implemented at the outdoor sport court in Pitt Meadows then moved to the new action park upon its completion.

Neighbourhood Development will continue to look for opportunities to encourage the development of informal neighbourhood associations. Neighbourhood champions will be invited to get together to share ideas and to provide direction for program development. There will be maintained support for the expansion of School Neighbourhood Gardens.

Performance Measurement

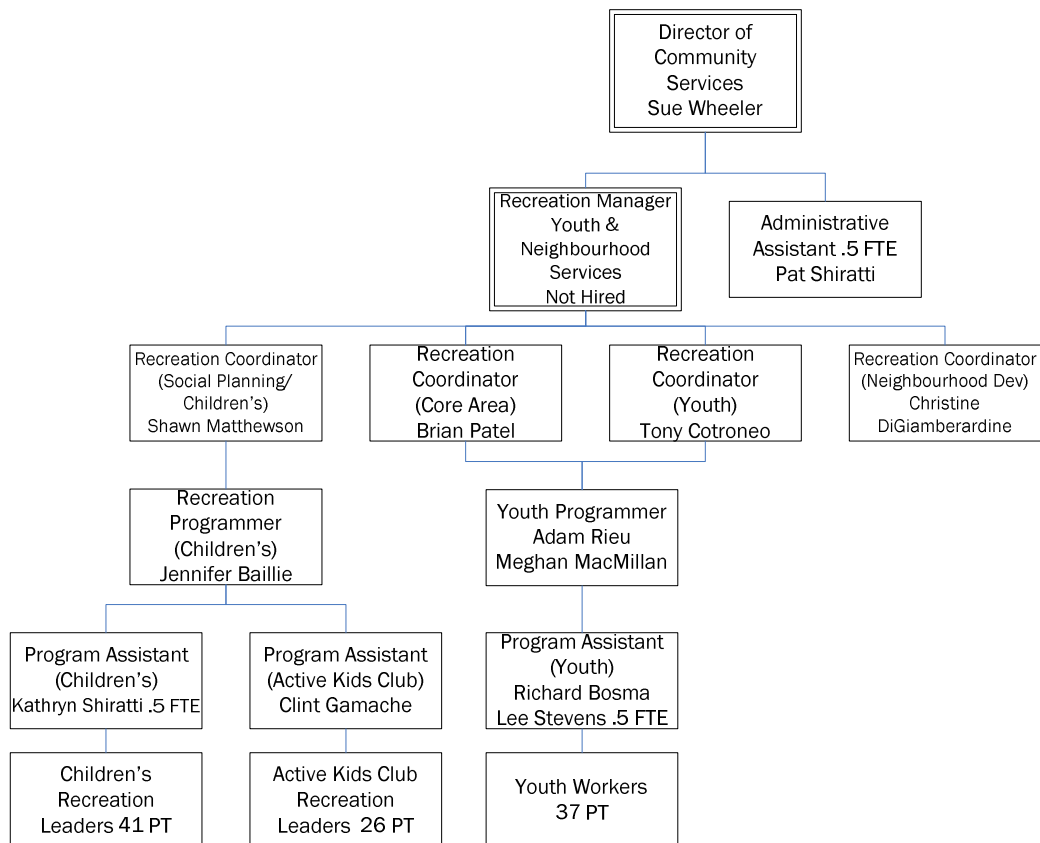
High-Level Community Goals (Appendix C)

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

Key Performance Measures (mapleridge.visiblestrategies.com)

- 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."

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)								Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	
Director of Community Services	-	-	0.1	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Recreation Manager Youth & Neighbourhood Services	-	-	-	-	-	-	-	1.0	1.0	1.0	
Recreation Manager - Central	1.0	1.0	0.9	-	-	-	-	-	-	-	
Recreation Coordinator	1.2	1.4	2.0	2.2	3.0	3.2	3.2	3.0	3.0	3.0	
Youth Program Supervisor	-	-	-	-	-	0.6	1.0	-	-	-	
Recreation Programmer	1.0	2.0	2.1	1.9	1.8	1.4	1.1	1.0	1.0	1.0	
Youth Programmer	-	-	-	-	-	-	-	2.0	2.0	2.0	
Administrative Assistant	-	-	-	-	-	0.5	0.5	0.5	0.5	0.5	
Program Assistant	-	-	-	-	-	-	5.3	3.2	3.2	3.2	
Program Assistant II	0.3	0.6	0.7	-	0.7	2.0	-	-	-	-	
Program Assistant I	4.1	2.9	3.4	4.3	4.3	2.6	-	-	-	-	
Full-Time Equivalent	7.5	7.9	9.1	9.4	10.8	11.3	12.1	11.7	11.7	11.7	

CDPR – COMMUNITY SERVICES



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Salaries (52500-5500)	77	80	81	85	4	5%	88	91	94	97
Special Promotional Projects (52500-6331)	13	-	-	-	-	-	-	-	-	-
SS Allocation (52500-5425)	46	48	44	45	1	2%	47	48	50	51
Studies & Projects (multiple)	18	15	95	10	-85	-850%	10	10	10	10
TOTAL SOCIAL PLANNING	154	143	220	140	-80	-57%	145	149	154	158

Comments:

- Studies & Projects – Funding for onetime costs was included in the 2010 budget for a variety of Social Planning Action Committee and neighbourhood building initiatives that were not completed in 2009, and were carried forward.

Financial Plan – Youth

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Lease Revenue (45022-4310)	- 10	- 8	- 8	- 8	-	0%	- 8	- 8	- 8	- 8
Other Grant (Conditional) (45025-4258)	- 74	- 83	- 31	- 31	-	0%	- 31	- 31	- 31	- 31
PM - Cost Recovery (45020/52400-4236)	- 199	- 183	- 188	- 201	- 13	6%	- 211	- 219	- 229	- 239
Programs (multiple)	- 456	- 425	- 395	- 348	47	-14%	- 348	- 348	- 347	- 346
Prov. Grant (Conditional) (45020/45025-4252)	- 59	- 65	-	-	-	-	-	-	-	-
Prov. Grant (Unconditional) (45021-4253)	- 19	- 21	- 13	- 13	-	0%	- 13	- 13	- 13	- 13
Total Revenue	- 817	- 785	- 635	- 601	34	-5%	- 611	- 619	- 628	- 637
Expense										
Grants & Donations (52400-6180)	-	-	-	15	15	100%	-	-	-	-
Maintenance - General (multiple)	17	21	25	25	-	0%	25	25	25	25
Program Costs (multiple)	564	464	356	328	- 28	-9%	337	345	354	363
Salaries (multiple)	965	977	883	891	8	1%	921	953	987	1,019
SS Allocation (45020-5425)	137	143	131	136	5	4%	141	145	150	154
Supplies (45022-6300)	3	2	4	4	-	0%	4	4	4	4
Travel (45026-6410)	15	12	13	14	1	7%	14	15	15	15
Total Expense	1,701	1,619	1,412	1,413	1	0%	1,442	1,487	1,535	1,580
TOTAL YOUTH	884	834	777	812	35	4%	831	868	907	943

Comments:

- Programs/Program Costs – Additional programs increased Program Revenue and Program Costs.
- Grants & Donations – SEED Community Grants.



Services Provided

The Parks & Facilities Department, in cooperation with the Recreation Department, provides operational services to 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, the Arts Centre & Theatre, two museums, two arenas, a golf course, and numerous historic sites are operated in partnerships with other organizations. 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 throughout the community.

The Department is also responsible for operating the Municipal parks system, which includes actively used parkland, sport fields, and a substantial number of green-belt areas. The Department operates and maintains the grounds at two Municipal cemeteries, and provides interment services, associated recordkeeping, and public assistance.

2011 Workplan Emphasis

The Parks Department will be developing several new park sites in 2011, including Webster's Corner Park, Firefighters Park (in the Albion area), and a park located in Silver Valley in Maple Ridge. We will also develop McMynn Park in Pitt Meadows and a new Youth Action Park (skateboard facility) which is proposed to be located in Harris Park in Pitt Meadows.

The sport field at Albion Park will be completely renovated in 2011 in conjunction with the development of a water play park at the same location. Staff are investigating a plan to re-use the spray park water used during the day to irrigate the sports field at night in order to reduce the park's overall water consumption. A new computerized irrigation control system will also be introduced to reduce water consumption on other community sports fields which will reduce the associated manpower costs previously incurred for travel time to manually turn the irrigation systems off

during periods of wet weather. The Facilities section is acting as construction liaison for the Pitt Meadows Arena renovation project. This includes the installation of micro piles to strengthen the foundation of the building, interior remodelling, roof replacement, elevator installation as well as mechanical, structural, and electrical upgrades throughout the building. The project is scheduled to be completed in the spring of 2011.

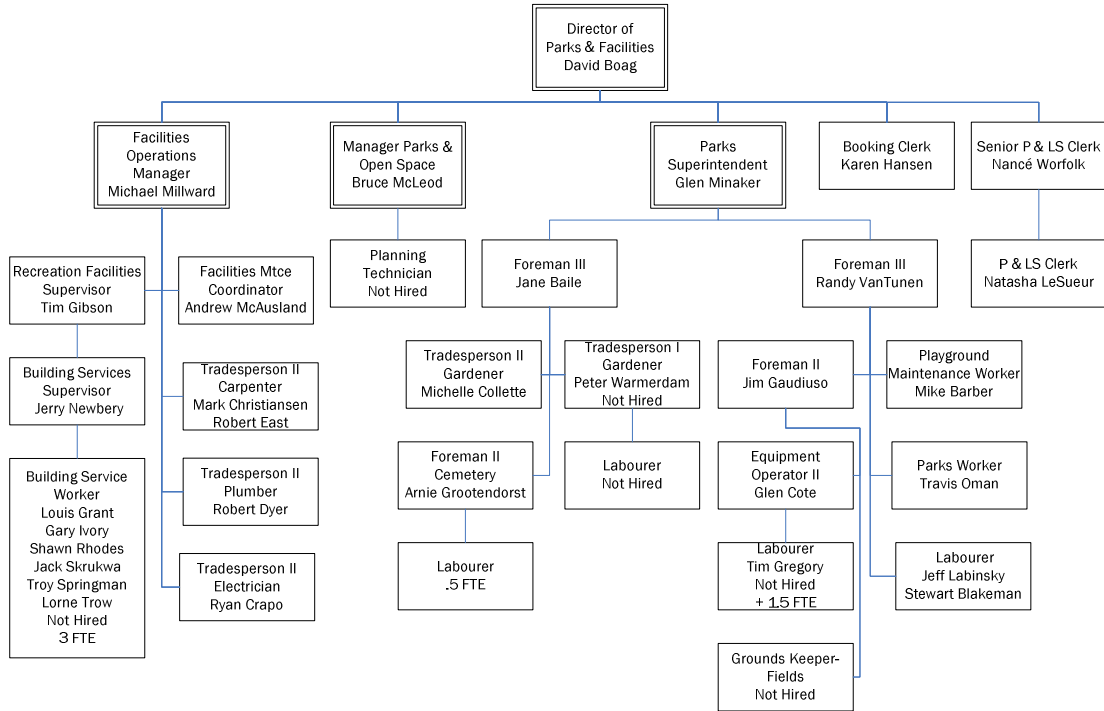
Parks staff will meet with both local funeral providers to discuss efficiencies in the collection of required information and collection of fees for interments and other services at the two municipal cemeteries.

Performance Measurement

Key Performance Measures (mapleridge.visiblestrategies.com)

- Support and promote citizen volunteer participation as a valuable leisure and recreation activity.
- Provide new park areas in consultation with residents to determine needs and ensure maximum use of the facilities.
- Promote individual and community responsibility for the stewardship of natural resources.
- Extend the useful life of facilities by managing preventative maintenance and repair/replace lifecycle programs.
- Reduce greenhouse gas emissions by 54% in 2011 from the 2008 baseline. 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.
- Our target for 2011 is to reduce electricity consumption in the Randy Herman Building by 3% from 2010 values.
- Our target for 2011 is to reduce electricity consumption in the Leisure Centre by 5% from 2010 values.
- Natural gas consumption at the Leisure Centre is anticipated to decrease a further 8.5% in 2011 from 2010 levels. The decrease in natural gas consumption is due to extensive mechanical upgrades completed in 2009/2010, which include the use of dehumidification systems that heat pool water that was previously heated by a boiler.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Director Parks & Facilities	1.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Facilities Operations Manager	1.0	1.0	0.3	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager Parks & Open Space	0.5	1.0	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	1.0
Planning Technician	-	-	-	-	-	-	-	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
Recreation Facilities Supervisor	-	-	-	-	-	-	-	1.0	1.0	1.0
Building Services Supervisor	-	-	-	-	-	-	-	1.0	1.0	1.0
Secretary	0.5	-	-	-	-	-	-	-	-	-
Sr. Parks & Leisure Services Clerk	-	-	-	-	-	0.2	1.0	1.0	1.0	1.0
Booking Clerk	-	-	-	-	-	-	-	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	1.0
Foreman III	1.7	2.0	2.0	2.0	2.0	1.9	1.9	2.0	2.0	2.0
Tradesperson II - Plumber	-	-	-	0.5	1.0	1.0	1.0	1.0	1.0	1.0
Tradesperson II - Electrician	0.2	-	-	-	-	0.8	1.0	1.0	1.0	1.0
Tradesperson II - Carpenter	0.4	1.0	1.0	1.7	1.8	1.9	1.9	2.0	2.0	2.0
Foreman II	1.0	1.0	1.0	1.7	1.2	0.9	1.0	1.0	1.0	1.0
Tradesperson II - Gardener	1.0	0.8	1.0	0.3	-	-	0.2	1.0	1.0	1.0
Foreman II - Cemetery	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0	1.0
Tradesperson I - Carpenter	-	-	0.5	0.1	-	-	-	-	-	-
Tradesperson I - Gardener	1.0	1.0	1.8	1.7	1.7	1.9	1.7	2.0	2.0	2.0
Equipment Operator II	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0
Truck Driver II	1.0	1.0	1.0	1.0	0.1	-	-	-	-	-
Labourer	5.2	4.8	4.3	7.8	7.6	7.5	6.8	7.0	7.0	7.0
Parks Worker	-	-	-	-	0.7	1.0	1.0	1.0	1.0	1.0
Playground Maintenance Worker	1.0	1.0	1.0	-	0.7	1.0	1.0	1.0	1.0	1.0
Grounds Keeper - Fields	-	-	-	-	-	-	-	1.0	1.0	1.0
Building Service Workers	-	-	-	-	-	-	-	10.0	10.0	10.0
Full-Time Equivalent	19.0	19.7	20.5	24.5	24.4	27.1	26.4	43.0	43.0	43.0

CDPR – PARKS & FACILITIES



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Lease Revenue (43500-4310)	- 194	- 172	- 175	- 175	-	0%	- 175	- 175	- 175	- 175
SS Allocation (43500-5425)	23	24	22	23	1	4%	23	24	25	26
User Fees (multiple)	- 86	- 78	- 61	- 61	-	0%	- 61	- 61	- 61	- 61
Total Revenue	-257	-226	-214	-213	1	0%	-213	-212	-211	-210
Expense										
Contract (43200-7007)	-	3	8	8	-	0%	8	8	8	8
Maintenance - General (multiple)	2,233	2,253	2,184	2,398	214	9%	2,469	2,584	2,706	2,819
Other Outside Services (10000-7051)	84	83	146	176	30	17%	126	126	126	126
PM - Cost Recovery (multiple)	- 493	- 508	- 527	- 583	- 56	10%	- 609	- 636	- 664	- 690
SS Allocation (multiple)	458	478	438	454	16	4%	468	485	500	514
Total Expense	2,282	2,309	2,249	2,453	204	8%	2,462	2,567	2,676	2,777
TOTAL PARKS	2,025	2,083	2,035	2,240	205	9%	2,249	2,355	2,465	2,567

Comments:

- Maintenance - General – Reflective of general organization-wide increase in the salary component of this account and the cost of maintaining additional parks assets.
- Other Outside Services – Increase in the security costs for the downtown during special events.

Financial Plan – Facilities

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Insurance (11000-6210)	45	20	23	23	-	0%	23	23	23	23
Maintenance (multiple)	263	298	276	335	59	18%	335	336	336	337
Salaries (11000-5500)	60	60	60	62	2	3%	65	67	70	72
SS Allocation (11500-5425)	251	263	241	250	9	4%	258	266	275	283
Taxes - Rental Properties (10000/11500-4530)	17	21	60	62	2	3%	65	67	69	71
TOTAL FACILITIES	636	662	660	732	72	10%	746	759	773	786

Comments:

- Maintenance (multiple) – The majority of the increase is due to janitorial and power costs at the expanded Fire Hall 1 and Fire Hall 3 now that it is staffed 24 hours a day. The balance of the increase is regular wage increases.

Financial Plan – Library

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Contract (47200-7007)	2,197	2,220	2,220	2,375	155	7%	2,494	2,619	2,750	2,887
Lease Expense (47200-6230)	14	14	14	14	-	0%	14	14	14	14
Lease Revenue (47200-4310)	- 5	- 5	-	-	-	-	-	-	-	-
Maintenance - Buildings (47200-8060)	168	183	169	170	1	1%	170	170	170	170
Operating Capital (47200-9050)	7	5	6	6	-	0%	6	6	6	6
Rentals (47200-4500)	- 2	- 1	- 2	- 2	-	0%	- 2	- 2	- 2	- 2
SS Allocation (47200-5425)	46	48	44	45	1	2%	47	48	50	51
TOTAL LIBRARY	2,425	2,464	2,451	2,608	157	6%	2,729	2,855	2,988	3,126

Comments:

- Contract – Library services are delivered through the Fraser Valley Regional Library; increases each year are based on a cost share allocation model.

Financial Plan – Infrastructure

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Infrastructure (multiple)	1,099	1,262	640	666	26	4%	667	669	669	669
TOTAL INFRASTRUCTURE	1,099	1,262	640	666	26	4%	667	669	669	669

Comments:

- The funding for this area has been increase significantly in 2011 with funding being provided through a levy to fund the maintenance of our assets. The planned expenditures for the next five years have not been updated to reflect this additional funding.

Financial Plan – Cemetery

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Fees (52100-4220)	- 163	- 156	- 192	- 192	-	0%	- 192	- 192	- 192	- 192
Plots (52100-4450)	- 157	- 216	- 279	- 279	-	0%	- 279	- 279	- 279	- 279
Recovery - Other (52100-4372)	- 19	- 9	- 9	- 9	-	0%	- 9	- 9	- 9	- 9
Total Revenue	-339	-381	-480	-480	0	0%	-480	-480	-480	-480
Expense										
Maintenance - General (52100-8056)	192	180	186	193	7	4%	199	205	211	217
Purchases (52100-7380)	4	9	10	10	-	0%	10	10	10	10
SS Allocation (52100-5425)	57	60	55	57	2	4%	59	61	63	64
Total Expense	253	249	251	260	9	3%	268	276	284	291
TOTAL CEMETERY	- 86	- 132	- 229	- 220	9	-4%	- 212	- 204	- 196	- 189

Comments:

- Maintenance - General – The increase is reflective of general organization-wide increase in salaries.



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/Pitt Meadows Arts Council 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, the Arts Centre and Theatre, community halls and the 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 healthy community initiatives, as well as administrative duties such as facility rentals and 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.

2011 Workplan Emphasis

- Implementation of the Recreation Service Marketing Plan.
- Maple Ridge and Pitt Meadows Cultural Mapping Project.
- Collaborate with stakeholders to develop a Green Events Workshop.
- Collaborate with community volunteer agencies to host volunteer appreciation events in Maple Ridge and Pitt Meadows.
- Complete construction of South Bonson Community Centre in Pitt Meadows.
- Host opening and celebration events in the community.
- Transition Pitt Meadows Arena to new operating arrangement.
- Implement actions from Civic Centre space review.
- In the area of sustainability, we will conduct cost-benefit analysis for contracts and leases.

Performance Measurement

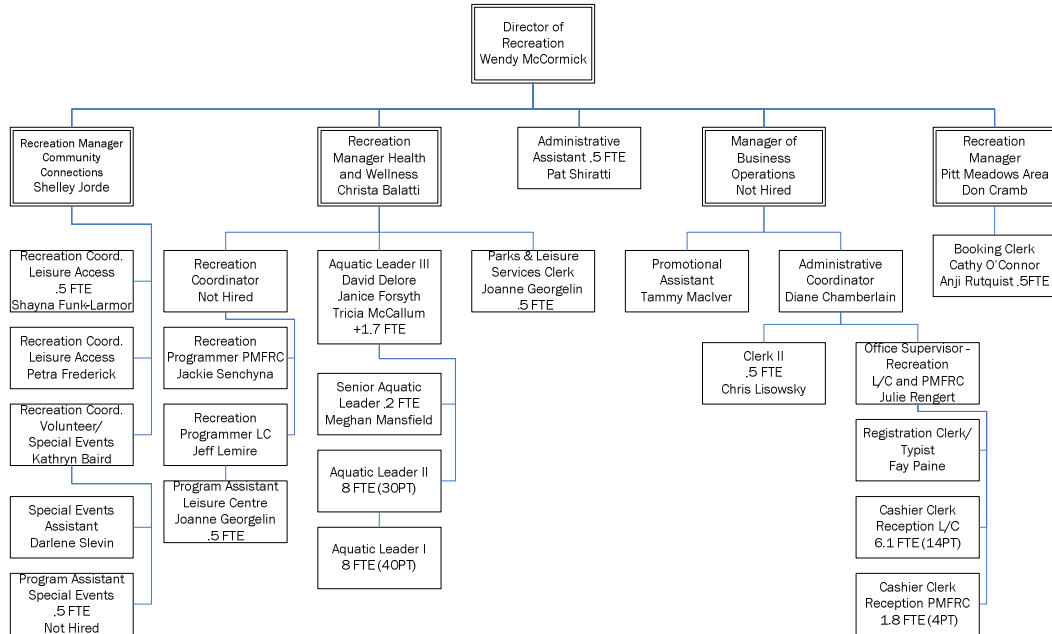
High-Level Community Goals (Appendix C)

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

Key Performance Measures (mapleridge.visiblestrategies.com)

- Support and promote citizen volunteer participation as a valuable leisure and recreation activity.
- Promote independence and a sense of responsibility for the delivery of leisure services by community groups.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Director of Recreation	-	-	0.1	1.0	1.0	1.0	0.5	1.0	1.0	1.0
Manager Marketing & Customer Serv.	1.0	1.0	0.9	-	-	-	-	-	-	-
Manager of Business Operations	-	-	-	-	-	-	-	1.0	1.0	1.0
Recreation Mgr Health & Wellness	1.0	1.0	1.0	1.0	1.0	1.0	0.7	1.0	1.0	1.0
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 Pitt Meadows Area	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	1.0
Recreation Coordinator	3.5	3.6	4.0	4.2	3.3	3.8	3.6	3.4	3.4	3.4
Recreation Facility Supervisor	-	-	-	-	0.6	1.0	1.0	-	-	-
Technical Support Supervisor	0.9	1.0	0.5	1.0	-	-	-	-	-	-
Office Supervisor	0.5	-	-	-	-	0.6	1.0	1.0	1.0	1.0
Senior Aquatic Leader	-	-	-	-	-	-	-	0.2	0.2	0.2
Aquatic Leader III	5.1	4.9	4.9	4.2	3.4	3.3	4.1	4.7	4.7	4.7
Recreation Programmer	1.0	1.4	1.0	1.9	2.0	2.1	2.3	2.0	2.0	2.0
Administrative Assistant	-	1.0	1.0	0.8	1.5	0.5	0.5	0.5	0.5	0.5
Building Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.1	-	-	-
Special Events Assistant	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Promotional Assistant	0.8	3.0	2.5	3.0	3.0	2.3	1.0	1.0	1.0	1.0
Working Supervisor Building Services	1.0	1.0	-	-	-	-	-	-	-	-
Booking Clerk	1.8	1.7	1.4	1.8	2.0	2.0	2.8	1.5	1.5	1.5
Parks & Leisure Services Clerk	-	-	-	-	-	0.7	0.6	0.5	0.5	0.5
Program Assistant	0.6	-	-	0.1	0.6	0.3	0.9	1.0	1.0	1.0
Clerk II	1.6	0.3	-	0.7	0.7	0.7	0.7	0.6	0.6	0.6
Cashier Clerk Receptionist	8.6	8.1	8.1	8.6	8.3	8.1	7.6	7.9	7.9	7.9
Registration Clerk Typist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Building Service Worker	10.4	10.4	11.3	10.9	11.6	12.3	13.3	-	-	-
Aquatic Leader II	9.5	8.8	7.1	9.1	9.2	8.6	8.7	8.0	8.0	8.0
Aquatic Leader I	6.0	6.7	8.6	6.8	8.0	7.8	7.2	8.0	8.0	8.0
Other	-	-	0.3	-	-	0.1	-	-	-	-
Full-Time Equivalent	57.3	57.7	56.7	58.9	61.2	61.2	62.6	48.3	48.3	48.3

Contract staff are not represented.

CDPR – RECREATION



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Admin Fee (47500-4100)	- 11	- 11	- 9	- 9	-	0%	- 9	- 9	- 9	- 9
Admissions (47500-4110/4111)	- 844	- 875	- 841	- 841	-	0%	- 841	- 842	- 841	- 841
Lease Revenue (47500-4310)	- 55	- 54	- 67	- 57	10	-18%	- 57	- 57	- 57	- 57
Lessons / Program Fees (47500-4320)	- 388	- 388	- 350	- 350	-	0%	- 350	- 350	- 350	- 350
Programs (multiple)	- 252	- 234	- 271	- 271	-	0%	- 271	- 271	- 271	- 271
Rentals (multiple)	- 100	- 109	- 84	- 84	-	0%	- 84	- 84	- 84	- 84
Total Revenue	- 1,650	- 1,671	- 1,622	- 1,612	10	-1%	- 1,612	- 1,613	- 1,612	- 1,612
Expense										
Cost of Goods Sold (47500-7300)	8	6	9	9	-	0%	9	9	9	9
Equipment (47500-7340)	17	11	15	15	-	0%	15	15	15	15
Maintenance (47500-8057/8056)	485	419	384	384	-	0%	383	383	383	383
PM - Cost Recovery (47500-4236)	- 349	- 360	- 375	- 413	- 38	9%	- 431	- 451	- 471	- 489
Program Costs (multiple)	491	491	498	505	7	1%	514	522	528	528
Publicity & Promotions (47500-6330)	72	83	73	73	-	0%	73	73	73	73
SS Allocation (47500-5425)	417	436	400	415	15	4%	429	442	457	469
Supplies (multiple)	78	64	82	78	- 4	-5%	78	78	78	78
Wages (multiple)	1,755	1,878	1,854	1,939	85	4%	2,004	2,071	2,146	2,210
Total Expense	2,974	3,028	2,940	3,005	65	2%	3,074	3,142	3,218	3,276
TOTAL LEISURE CENTRE	1,324	1,357	1,318	1,393	75	5%	1,462	1,529	1,606	1,664

Comments:

- Lease Revenue – Revenue from vending machines were reduced due to the promotion of healthy choices.
- Program Costs (multiple) – Growth related increases in several fitness programs offered to the public

Financial Plan – Outdoor Pools

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Admissions (47400/47410-4110)	- 25	- 17	- 33	- 33	-	0%	- 33	- 33	- 33	- 33
Lessons / Program Fees (47400-4320)	- 8	- 12	-	-	-	-	-	-	-	-
PM - Cost Recovery (47410-4236)	- 24	- 21	- 21	- 21	-	0%	- 22	- 23	- 23	- 24
Total Revenue	- 58	- 50	- 54	- 54	-	0%	- 55	- 56	- 56	- 57
Expense										
Maintenance - General (47400/47410-8056)	51	44	39	39	-	0%	39	40	41	41
Program Costs (47410-6325/6500)	30	23	27	25	- 2	-8%	26	27	28	29
SS Allocation (47400-5425)	46	48	44	45	1	2%	47	48	50	51
Salaries (47410-5500/5600)	28	25	29	27	- 2	-7%	28	29	30	31
Total Expense	155	140	139	136	- 3	-2%	140	144	149	152
TOTAL OUTDOOR POOLS	97	90	85	82	- 3	-4%	85	88	93	95

Financial Plan – Seniors

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Contract (45010/47300-7007)	171	208	207	212	5	2%	218	224	230	236
Lease Revenue (47300-4310)	- 20	- 20	- 20	- 20	-	0%	- 20	- 20	- 20	- 20
Maintenance - General (47300-8056)	-	10	14	15	1	7%	15	16	16	17
PM - Cost Recovery (47300-4236)	- 40	- 50	- 50	- 53	- 3	6%	- 55	- 56	- 58	- 60
Program Costs (47300-6325)	2	1	-	-	-	-	-	-	-	-
Prov. Grant (Conditional) (47300-4252)	- 3	-	-	-	-	-	-	-	-	-
SS Allocation (47300-5425)	57	60	55	57	2	4%	59	61	63	64
TOTAL SENIORS	167	209	206	211	5	2%	217	225	231	237

Comments:

- Contract – The budget includes a 3% annual increase in the RMSS fee for service.

Financial Plan – Heritage

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Admissions (48000-4110)	-	-	-2	-2	-	0%	-2	-2	-2	-2
Contract (48000-7007)	179	198	198	204	6	3%	208	212	216	220
Maintenance - General (48000-8056)	11	11	9	9	-	0%	9	9	9	9
Maintenance - Grounds (48000/48010-8065)	35	22	25	25	-	0%	25	25	25	25
PM - Cost Recovery (48000-4236)	-48	-51	-50	-53	-3	6%	-54	-55	-56	-57
SS Allocation (48000-5425)	29	30	27	28	1	4%	29	30	31	32
TOTAL HERITAGE	206	210	207	211	4	2%	215	219	223	227

Comments:

- Contract – The increase is due to a museum storage fee and general increases in service fees.

Financial Plan – Special Services

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Lessons / Program Fees (45010/45015-4320)	-52	-44	-40	-40	-	0%	-40	-40	-40	-40
Other Grant (Conditional) (45015-4258)	-2	-1	-	-	-	-	-	-	-	-
PM - Cost Recovery (45010-4236)	-58	-38	-40	-41	-1	2%	-42	-43	-44	-45
Program Costs (45015-6325/6326)	60	49	49	42	-7	-17%	42	42	42	42
Programs - Subsidized Admiss. (45015-6329)	1	1	13	13	-	0%	13	13	13	13
Prov. Grant (Conditional) (45010-4252)	-35	-38	-34	-34	-	0%	-34	-34	-34	-34
Salaries (multiple)	200	92	89	93	4	4%	96	99	102	105
SS Allocation (45010-5425)	80	84	77	80	3	4%	82	85	88	90
Supplies (multiple)	11	13	18	15	-3	-20%	15	15	15	15
Wages (45010/45015-5600)	34	38	34	34	-	0%	34	34	34	34
TOTAL SPECIAL SERVICES	239	156	166	162	-4	-2%	166	171	176	180

Comments:

- Program Costs – Grant related costs of \$7,000 in 2010.
- Supplies – Furniture and window blinds purchases in 2010.

Financial Plan – Arts

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Contract (multiple)	610	621	621	646	25	4%	666	682	694	707
Lease Revenue (47700-4310)	-80	-80	-80	-80	-	0%	-80	-80	-80	-80
Maintenance - General (47700-8056)	11	12	7	7	-	0%	7	7	7	7
PM - Cost Recovery (47700-4236)	-121	-126	-114	-122	-8	7%	-126	-130	-133	-136
SS Allocation (47700-5425)	80	84	77	80	3	4%	82	85	88	90
TOTAL ARTS	500	511	511	531	20	4%	549	564	576	588

Comments:

- Contract (multiple) – Ongoing incremental increases in the Arts Centre contract.

Financial Plan – Pitt Meadows Heritage Hall & South Bonson

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Admissions (47610-4110)	-22	-32	-24	-24	-	0%	-24	-24	-24	-24
PM - Cost Recovery (46550-4236)	-	-	-10	-32	-22	69%	-32	-33	-34	-34
Program Fees (46550-4230)	-	-	-5	-10	-5	50%	-10	-10	-10	-10
Rentals (46550-4500)	-	-	-22	-44	-22	50%	-44	-44	-44	-44
Total Revenue	-22	-32	-61	-110	-49	45%	-110	-111	-112	-112
Expense										
Maintenance - Buildings (46550/47010-8060)	142	133	140	181	41	23%	184	187	190	193
PM - Cost Recovery (41210-4236)	-32	-30	-28	-30	-2	7%	-31	-32	-33	-34
Program Costs (46550-6325)	5	1	26	62	36	58%	62	62	62	62
SS Allocation (47610/46000-5425)	51	54	49	74	25	34%	76	79	81	84
Wages (46550-5600)	4	6	34	70	36	51%	73	75	78	79
Total Expense	170	164	221	357	136	38%	364	371	378	384
TOTAL PM HERITAGE HALL & SOUTH BONSON	148	132	160	247	87	35%	254	260	266	272

Comments:

- New South Bonson facility increased revenues and expenses for a net change of \$87K.

Financial Plan – Arenas

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Admissions (multiple)	-40	-37	-41	-41	-	0%	-41	-41	-41	-41
Lease Revenue (47010/47100-4310)	-	-	-27	-27	-	0%	-27	-27	-27	-27
Lessons / Program Fees (47010/47600-4320)	-67	-85	-58	-58	-	0%	-58	-58	-58	-58
PM - Cost Recovery (47100/47600-4236)	-120	-124	-140	-151	-11	7%	-160	-169	-190	-190
Programs - Special Events (47010-4324/4325)	-1,210	-1,035	-1,000	-1,000	-	0%	-1,000	-1,000	-1,000	-1,000
Rentals (multiple)	-209	-195	-181	-181	-	0%	-181	-181	-181	-181
Total Revenue	-1,646	-1,476	-1,447	-1,458	-11	1%	-1,467	-1,476	-1,497	-1,497
Expense										
Lease Expense (47010-6230)	44	45	68	68	-	0%	68	68	68	68
Maintenance - General (47100/47600-8056)	55	20	20	20	-	0%	20	20	20	20
Program Costs (multiple)	1,987	1,757	1,862	1,891	29	2%	1,932	1,976	2,082	2,075
SS Allocation (47100/47600-5425)	80	84	77	80	3	4%	82	85	88	90
Total Expense	2,166	1,906	2,027	2,059	32	2%	2,102	2,149	2,258	2,253
TOTAL ARENAS	520	430	580	601	21	3%	635	673	761	756

Comments:

- Program Costs (multiple) – The amount of subsidized ice time is being increased by about 10% a year for 2010 through 2014. There is also a fee adjustment every five years, linked to CPI, with the next adjustment in 2014.

Financial Plan – Special Events

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Miscellaneous Income (45030-4390)	-1	-7	-1	-1	-	0%	-1	-1	-1	-1
PM - Cost Recovery (45030-4236)	-34	-48	-46	-49	-3	6%	-51	-52	-54	-55
Programs - Special Events (45030-4325)	-1	-1	-1	-1	-	0%	-1	-1	-1	-1
Prov. Grant (Conditional) (45030-4252)	-2	-45	-2	-2	-	0%	-2	-2	-2	-2
Salaries (45030-5500)	-	120	112	117	5	4%	121	125	130	134
Software Maintenance (41100-7070)	-	1	3	3	-	0%	3	3	3	3
Special Events (45030-6360)	111	96	49	60	11	18%	52	53	54	54
SS Allocation (45030-5425)	80	84	77	80	3	4%	82	85	88	90
TOTAL SPECIAL EVENTS	153	200	191	207	16	8%	203	210	217	222

Comments:

- Special Events/Prov. Grant (Conditional) – 2010 Actual costs and revenues included onetime costs/grants for the Olympic Torch Relay. 2011 Family Friendly events planned for Memorial Peace Park funded by gaming proceeds.

Financial Plan – Pitt Meadows Family Recreation Centre

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Fees (41250-4220)	-1	-1	-2	-1	1	-100%	-1	-1	-1	-1
Lease Revenue (41250-4310)	-26	-27	-18	-18	-	0%	-18	-18	-18	-18
PM - Cost Recovery (41250-4236)	-138	-150	-125	-134	-9	7%	-138	-142	-147	-151
Program Fees (41250-4231)	-40	-27	-50	-50	-	0%	-50	-50	-50	-50
Programs (41250-4322)	-82	-83	-79	-79	-	0%	-79	-79	-79	-79
Rentals (41250-4501/4502)	-28	-25	-27	-27	-	0%	-27	-27	-27	-27
Rentals (46500-4500)	-25	-26	-29	-29	-	0%	-29	-29	-29	-29
Total Revenue	-340	-339	-330	-338	-8	2%	-342	-346	-351	-355
Expense										
Contract (46500-7007)	13	12	15	15	-	0%	15	15	15	15
Maintenance - General (multiple)	185	217	201	206	5	2%	210	215	219	224
Program Costs (multiple)	103	99	111	111	-	0%	111	111	111	111
Salaries (41250-5500/5503)	143	149	154	161	7	4%	166	172	179	185
SS Allocation (41250-5425)	326	340	312	324	12	4%	335	345	357	367
Supplies (multiple)	20	22	24	24	-	0%	24	24	24	24
Wages (41250-5601/5602)	26	32	-	-	-	-	-	-	-	-
Total Expense	816	871	817	841	24	3%	861	882	905	926
TOTAL PMFRC	476	532	487	503	16	3%	519	536	554	571

Comments:

- Maintenance - General – The budget increase is reflective of general organization-wide increase in the salary component of this account.

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 2010 accomplishments are shown below, followed by efficiency and effectiveness initiatives, and the business context relevant to the 2011-2015 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 Administration, Clerk's, Emergency Services, Finance, Information Services, Fire, and Police.

Select 2010 Division Accomplishments

- Developed and implemented financial components of the Town Centre Area Investment Incentives Program.
- Increased the online services delivery for citizens for transaction services and performance information.
- Fire Department initiatives to increase coverage in the community, offer assistance to other communities and community outreach programs
- Policing initiatives to target resources, increase visibility and enforcement and engage the public
- Published and distributed Budget Document, Annual Report, Tax Newsletter, and Online Newsletter.
- Emergency Operations Centre training and exercises completed.
- Management of Maple Ridge Business Centre.

Efficiency/Effectiveness Initiatives

- A new file classification system implemented in 50% of departments.
- Modernized the audio visual equipment in Council Chambers.
- Archiving period of agenda packages on website increased from three months to one year.
- Reviewed payment processing, deposit procedures and documentation.
- Retrofit Fire Hall #1 as a Leadership in Energy and Environmental Design (LEED) Building.
- Computing equipment was modernized leading to a 13% reduction in electricity consumption, and came in well under budget.
- Equipment replacement work for printers and mobile phones resulted in improved service at less cost.
- A vacancy management program.
- Reviewed RCMP dispatch services and converted RCMP position to civilian position for cost savings.
- New radio tower constructed on Thornhill will improve Municipal radio service and pay for itself with secondary revenue of rental of tower space.
- Completed fibre optic network to Fire Hall #1 and Operations Centre to improve communications capability.
- Testing new remote access to computing resources for staff.

Business Context

- Our investment in our people is increasing our effectiveness as an organization.
- Segregated some core District computing equipment to Fire Hall #1 for disaster recovery capability.
- Regular review of our tax policies to ensure we remain competitive and affordable.
- Long term financial planning to manage current needs, future infrastructure needs, and management of reserves to mitigate tax impact on citizens.
- Economic uncertainty demands that we remain conservative in our financial planning.
- Records Centre is nearing capacity and archive facility is aging and nearing capacity at a time when new demands, such as social media and interdepartmental collaboration of data are coming on stream.
- Public Sector Accounting Board (PSAB) changes continue to present unique challenges as new accounting standards must be adopted. Involvement in proposed standards is critical during development phase.
- Contract management should include Finance Department in earliest stages of development.
- Technology infrastructure changes require increasing Finance Department time commitments (Ross upgrade due to Oracle, Crystal upgrades, archiving, security).
- Increased involvement in capital and development related programs (Tangible Capital Assets reporting, long-term capital planning, utility rate reviews) requires expanded knowledge base for Finance staff.
- Increased number of holding properties increases vacant housing management.
- The increased reliance of the District Information services by all departments require 24/7 support
- New services and applications such as Document Management, Infrastructure Management, and Geographic Information Systems.
- RCMP resources are impacted by factors such as increased access to community from new bridges, prolific offenders, and increasing investigative standards.
- RCMP recruitment challenges as levels of officer experience decreases due to retirements.
- Support from Provincial agencies for individuals and families requiring assistance beyond the three days provided by Emergency Social Services (ESS) is lacking.
- Emergency response infrastructure has been increased at Fire Hall #1
- Province continues to struggle with funding to support training for both Emergency Operations Centre and ESS personnel. In addition, there are difficulties retaining volunteers when there are no emergency events.
- 35% reduction of Federal funding for the grant portion of the Joint Emergency Preparedness Program in BC.



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 (CMT), and we attend to enquiries and requests for assistance from staff, Council, and the public.

2011 Workplan Emphasis

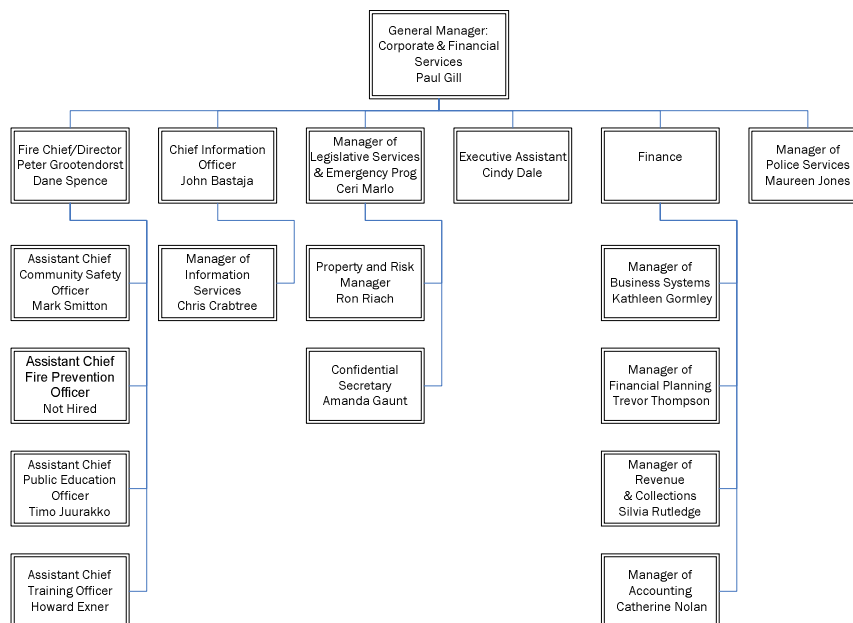
We will continue our successful Business Planning process to make sure it meets our needs including assisting CMT in establishing strategic focus area priorities, reporting on the 2011-2015 Business Planning process results, and producing Business Plan Guidelines for 2012-2016.

We will assist in the implementation of the Downtown Incentive program and support the Emergency Operations Centre preparation plan.

We will assist the Fire Department in the continued roll-out of the Master Plan by working with the Fire Chiefs to develop plans for Fire Hall 4.

We will provide both the RCMP and Police Services with municipal support and assistance on financial matters; and we will update Council on the Provincial/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 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
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	0.5	0.5	0.5	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Full-Time Equivalent	1.5	1.5	1.5	1.8	2.0	2.0	2.0	2.0	2.0	2.0

The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Conventions & Conferences (12000-6051)	13	12	25	25	-	0%	25	25	25	25
Legal (41000-7030)	6	11	-	-	-	-	-	-	-	-
Memberships (12000-6270)	1	-	1	1	-	0%	1	1	1	1
Miscellaneous (12100-6275)	2	3	2	2	-	0%	2	2	2	2
Salaries (12000-5500)	192	200	181	227	46	20%	365	415	485	555
TOTAL CFS ADMIN	214	226	209	255	46	18%	393	443	513	583

Comments:

- Salaries – This account includes funding allocated to this Division to address costs associated with growth.



Services Provided

The Clerk's Department is responsible for supporting legislative matters and decisions of Council. Responsibilities include 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 the Freedom of Information and Protection of Privacy legislation.

The Department conducts the triennial general local and school district elections as well as by-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 District rental properties.

The District's Risk Management program for loss control and insurance is also a function of the Department.

2011 Workplan Emphasis

We will conduct the Local Government Election, and in conjunction with the Communications Department, we will develop and implement a "Get Out the Vote" campaign to educate voters and encourage participation on election day.

We will also develop and conduct a session to familiarize and educate the newly elected Council with their roles and responsibilities as well as District systems and procedures.

We will continue our work on document management with the implementation of an Electronic Document Management System, determine facility requirements for storage of archival paper records for the next 10 years, and identify requirements for storage of archival electronic records in conjunction with the Information Services Department to ensure access remains achievable through technology changes.

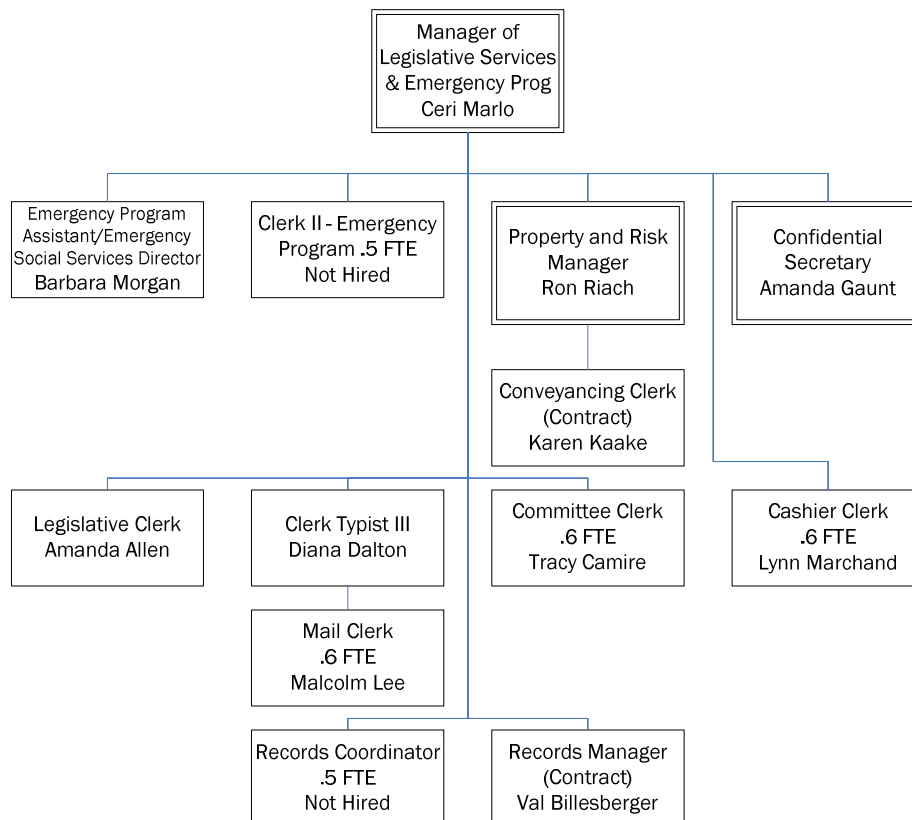
We will begin restoration of archived minutes including rebinding of minute books from late 1800's and early 1900's and provide storage of more recent minutes in archival cases.

Performance Measurement

Key Performance Measures (mapleridge.visiblestrategies.com)

- 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 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Manager of Legislative Services	-	-	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Municipal Clerk	1.0	1.0	1.0	-	-	-	-	-	-	-
Property and Risk Manager	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0	1.0	1.0
Confidential Secretary	1.0	1.0	1.0	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Records Coordinator	-	-	-	-	-	-	-	0.5	0.5	0.5
Emergency Program Assistant/ Emergency SS Director	-	-	-	-	-	-	-	1.0	1.0	1.0
Committee Clerk	0.4	0.5	0.6	0.5	0.7	0.7	0.7	0.7	0.7	0.7
Legislative Clerk	1.0	1.1	1.4	1.2	1.4	1.2	1.0	1.0	1.0	1.0
Clerk II – Emergency Program	-	-	-	-	-	-	-	0.5	0.5	0.5
Clerk Typist III	1.3	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Mail Clerk	0.5	0.6	0.6	0.7	0.8	0.8	0.6	0.6	0.6	0.6
Other	-	-	-	0.2	-	0.3	0.7	1.1	1.1	1.1
Full-Time Equivalent	6.2	6.3	6.5	6.6	6.9	7.0	7.0	9.4	9.4	9.4

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

The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Fees (11800/35000-4220)	- 150	- 156	- 142	- 157	- 15	10%	- 157	- 157	- 157	- 157
Lease Revenue (multiple)	- 1,574	- 1,520	- 1,376	- 1,606	- 230	14%	- 1,610	- 1,614	- 1,614	- 1,614
Rentals (multiple)	- 150	- 126	- 148	- 145	3	-2%	- 148	- 136	- 136	- 136
Salaries Recovery (14000-5400)	-	-	- 25	- 25	-	0%	- 25	- 25	- 25	- 25
Total Revenue	- 1,874	- 1,802	- 1,691	- 1,933	- 242	13%	- 1,940	- 1,932	- 1,932	- 1,932
Expense										
Advertising (12103/13500-6010)	2	-	2	77	75	97%	2	2	77	2
Other Exp (multiple)	94	38	32	22	- 10	111%	22	22	22	22
Coffee / Etc. (12101-6040)	32	32	27	27	-	0%	27	27	27	27
Insurance (multiple)	675	722	796	805	9	1%	813	820	825	830
Insurance Recovery (12101-6209)	- 303	- 359	- 426	- 433	- 7	2%	- 440	- 447	- 448	- 448
Insurance-Adj Fee / Deductible (14000-6211)	267	5	25	25	-	0%	25	25	25	25
Legal (12000/12103-7030)	86	80	226	176	- 50	-28%	176	176	176	176
Maintenance - Buildings (11800-8060)	481	448	373	445	72	16%	445	445	445	445
Maintenance - General (14000-8056)	39	22	42	42	-	0%	42	42	42	42
Postage & Courier (12101-6305)	36	44	41	42	1	2%	43	45	45	45
Salaries (multiple)	511	554	619	659	40	6%	683	705	729	750
Stationery (12000-6370)	20	18	27	27	-	0%	27	27	27	27
Studies & Projects (12103/14000-6380)	20	21	59	23	- 36	-157%	23	23	23	23
Taxes - Rental Properties (multiple)	49	44	58	63	5	8%	55	55	55	55
Total Expense	2,011	1,669	1,901	2,000	99	5%	1,943	1,967	2,070	2,021
TOTAL CLERKS	137	- 133	210	67	- 143	-213%	3	35	138	89

Comments:

- Advertising – Funding for elections is included every 3 years.
- Lease Revenue – Budget for leases and recovery of common area cost have been updated.
- Legal – Funding for onetime costs was included in the 2010 budget (Legal Costs - Zoning Bylaw).
- Studies & Projects – Funding for onetime costs was included in the 2010 budget (Silver Valley Land Sale - Strategy Development).
- Maintenance - Buildings – Budget updated to reflect actual building maintenance costs.



Services Provided

The Municipal Joint 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 managing and administering local response to major emergencies and disasters.

The Emergency Management Committee (EMC) is chaired by two Emergency Program Coordinators and is comprised of the following representatives from the two partner communities; two Chief Administrative Officers, two Fire Chiefs, the General Manager: Public Works & Development Services, General Manager: Community Development, Parks & Recreation Services, the Director of Operations and Development Services, and the Emergency Program Assistant.

Emergency Program Coordinators are responsible for planning and developing the Emergency Management Committee's (EMC) response program within the guidelines of the British Columbia Emergency Response Management System (BCERMS). They also provide input into the coordination of 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 (EOC) staff, and the Emergency Social Services (ESS) 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 Municipalities.

2011 Workplan Emphasis

The Municipal Joint Emergency Program will establish a committee to design, conduct, and evaluate a functional EOC exercise jointly with the City of Pitt Meadows supported by sectional training on important aspects of the exercise, including forms and evacuation planning.

We will provide orientation sessions and tabletop exercises around procedures and practices established in the new Evacuation Manual. In cooperation with Human Resources, we will determine the needs, focus, and next steps for business continuity within Maple Ridge in the event of a disaster.

We will establish a committee, in conjunction with the City of Pitt Meadows, to identify gaps or questions arising from the Hazards, Risk, and Vulnerability Analysis (HRVA) Executive Summary.

The Municipal Joint Emergency Program will continue the public education program to ensure residents are prepared to cope with an emergency event. This will include a campaign to have employee and community participation in the province-wide Shakeout BC Earthquake Drill.

In conjunction with ESS Volunteers we will analyze and review the program to identify weaknesses to be addressed by tabletop exercises in preparation for a larger scale functional exercise. We will also develop and present an Exercise Design Workshop at the Emergency Preparedness Conference, develop tabletop exercises to address the different functions of Group Lodging activation for the Leisure Centre Staff, and develop new management procedures for branches of ESS Volunteer Management, Meet & Greet, and Registration & Referrals.

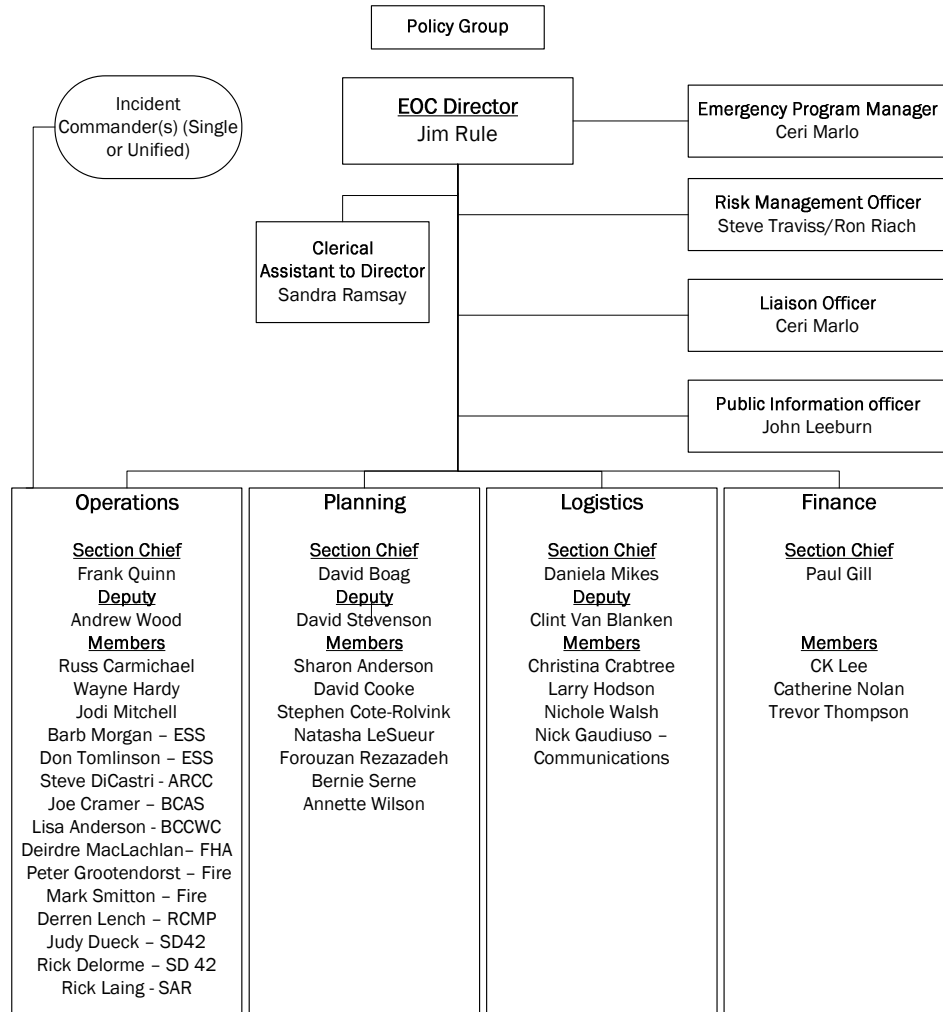
Performance Measurement

Key Performance Measures (mapleridge.visiblestrategies.com)

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

Organization Chart

Municipal Emergency Program – Maple Ridge – Fully Activated EOC



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Contract (23000-7007)	41	19	34	35	1	3%	36	37	37	37
Conventions & Conferences (23000-6051)	2	2	3	3	-	0%	3	3	3	3
PM - Cost Recovery (23000-4236)	- 11	- 12	- 13	- 14	- 1	7%	- 14	- 15	- 15	- 16
Program Costs (23000-6325/6326)	28	18	27	15	- 12	-80%	15	15	15	15
Prov. Grant (Conditional) (multiple)	- 11	- 4	- 11	- 5	6	-120%	- 5	- 5	- 5	- 5
Salaries (23000-5500)	65	68	65	68	3	4%	70	73	76	78
SS Allocation (23000-5425)	23	24	22	-	- 22	-100%	-	-	-	-
TOTAL EMERGENCY	137	115	127	102	- 25	-25%	105	108	111	112

Comments:

- Program Costs – The budget increase in 2010 was due to onetime grant funding from JEPP.
- Prov. Grant (Conditional) (multiple) – The budget increase in 2010 is onetime funding from JEPP.
- SS Allocation – As it has been transferred from CDPR to CFS, there is no longer any SS Allocation.



Services Provided

The Finance Department provides services through cooperative interaction with customers and 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 Consolidated Financial Statements; preparing and interpreting interim financial statements; levying and collecting municipal taxes and utility fees; processing accounts payable and receivable; development and maintenance of financial systems; investing and safeguarding of the District's financial assets; the provision of internal audit functions; and general cashiering services.

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

2011 Workplan Emphasis

We will be conducting ongoing reviews of internal controls as part of the Department's regular work program, targeting Purchasing Card and Security Deposit processes this year.

We will work with the Information Technology Steering Committee to develop a corporate asset management strategy. We will update and improve the financial model addressing infrastructure sustainability and report to the Corporate Management Team. We will conduct a review of the District's current banking services.

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, maintain an inventory of municipal assets consistent with industry standards, and review and revise corporate financial policies as necessary.

We will host workshops for Council and staff, providing information intended to 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

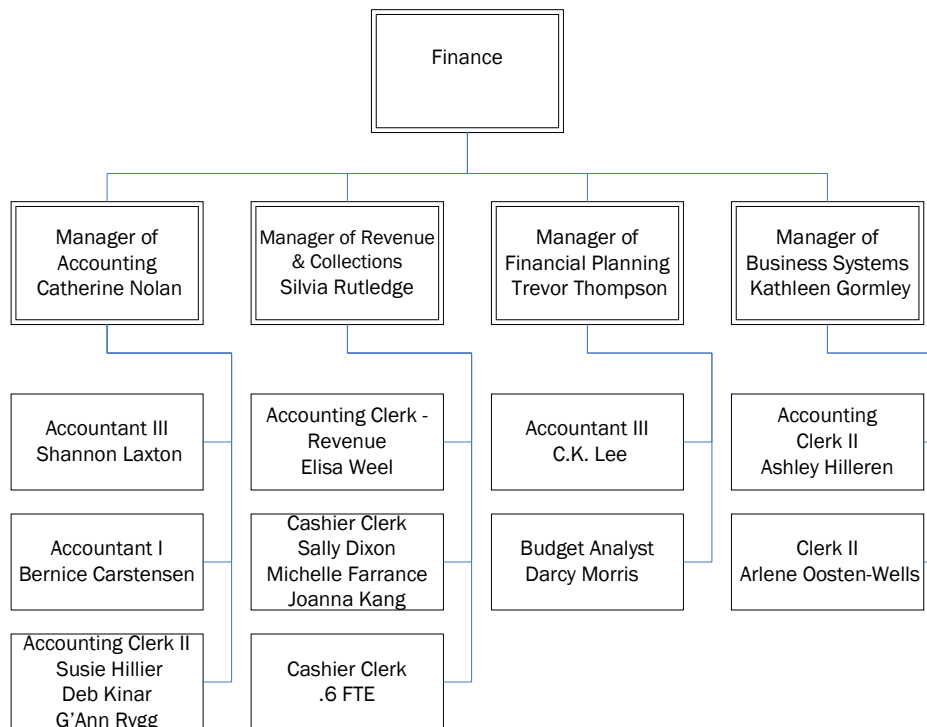
High-Level Community Goals (Appendix C)

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

Key Performance Measures (mapleridge.visiblestrategies.com)

- 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.
- Use debt where appropriate to provide major community infrastructure, while ensuring the level of debt servicing remains manageable in the near and long term. A declining trend over time is a useful indicator of increased financial flexibility. An upward trend indicates the further use of debt, which can be used to distribute the cost of significant projects to present and future citizens.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Director of Finance	1.0	1.0	1.0	0.6	-	-	-	-	-	-
Municipal Accountant	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	1.0
Manager of Financial Planning	-	-	0.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Business Systems	-	-	0.2	1.0	1.0	1.0	1.0	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	1.0	2.7	2.4	-	-	-	-	-	-	-
Budget Officer	1.0	0.2	-	-	-	-	-	-	-	-
Accountant III	1.6	0.8	0.9	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Accountant II	0.7	-	-	-	-	-	-	-	-	-
Budget Analyst	-	-	-	-	-	-	-	1.0	1.0	1.0
Accountant I	-	-	-	0.3	1.0	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	1.0
Accounting Clerk II	4.0	3.9	4.7	4.2	3.6	3.6	4.0	4.0	4.0	4.0
Cashier Clerk Finance	3.0	3.0	2.9	3.2	3.3	3.4	3.0	3.0	3.0	3.0
Clerk II	2.0	2.3	1.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Cashier Clerk (Students)	0.7	0.7	0.7	0.9	1.1	0.5	0.4	0.6	0.6	0.6
Full-Time Equivalent	16.9	16.5	16.6	17.7	17.3	16.4	16.4	17.6	17.6	17.6

CFS - FINANCE



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Other Exp (multiple)	36	26	44	51	7	14%	51	51	51	51
Audit Fees (12200/12210-7000)	59	79	75	50	-25	-50%	50	50	50	50
Salaries (multiple)	1,133	1,220	1,447	1,366	-81	-6%	1,429	1,477	1,527	1,576
Salaries Recovery (12200/12210-5400)	-225	-232	-232	-239	-7	3%	-246	-253	-261	-269
TOTAL FINANCE	1,003	1,093	1,334	1,228	-106	-9%	1,284	1,325	1,367	1,408

Comments:

- **Audit Fees** – First time reporting of Tangible Capital Assets in 2010 contributed to higher audit fees
- **Salaries** – Funding for onetime costs was included in the 2010 budget (Install capital reporting system; fixed assets - software implementation).

Financial Plan – Financial Services - Tax Revenue

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Grants in Lieu (multiple)	-1,842	-1,851	-1,834	-2,158	-324	15%	-2,193	-2,229	-2,229	-2,229
Interest Paid on Tax Prepaymnt (16000-4001)	31	18	100	100	-	0%	100	100	100	100
Local Improvement Program (multiple)	-57	-65	-19	-19	-	0%	-19	-19	-19	-19
Parcel Charges - Blue Box (16000-4011)	-758	-819	-840	-884	-44	5%	-928	-975	-1,024	-1,076
Parcel Charges - Recycling (16000-4010)	-691	-726	-739	-759	-20	3%	-797	-838	-880	-924
Taxes - General (16000-4000)	-49,638	-52,869	-52,898	-56,851	-3,953	7%	-61,023	-65,512	-70,164	-75,147
TOTAL FIN SERVICES-TAX REVENUE	-52,955	-56,312	-56,230	-60,571	-4,341	7%	-64,860	-69,473	-74,216	-79,295

Comments:

- **Taxes – General** – This increase includes new revenue due to new construction of 2.35%, a general increase 3%, an increase of 1% to fund the replacement of existing infrastructure and about 1% to fund the Fire Department Master Plan.
- **Grants in Lieu** – Grants in lieu of property taxes has increased due to the expansion of the Corrections Facilities.

Financial Plan – Fiscal Services - Transfers

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Appropriation of Surplus (10000-9010)	13	11	11	409	398	97%	408	432	434	602
Other	192	254	318	240	-78	-33%	333	524	723	919
Contribution from own Reserves (multiple)	-7,449	-7,046	-6,959	-7,360	-401	5%	-7,343	-7,388	-7,444	-7,490
Contribution to Gaming Reserve (12400-9022)	-	126	-	400	400	100%	400	400	400	400
Contribution to own Reserves (multiple)	9,580	8,538	8,570	9,765	1,195	12%	10,300	11,075	11,793	12,541
Interest Transfers (multiple)	308	263	440	440	-	0%	440	440	440	440
Investment Earnings - Res Acct (multiple)	-308	-263	-570	-570	-	0%	-570	-570	-570	-570
Transfer in from Gaming Reserves (12400-4845)	-	-	-	-300	-300	100%	-	-	-	-
Transfer in from RCP (12400-4841)	-2,939	-2,367	-2,505	-195	2,310	-1185%	-87	-	-75	-
Transfer to Capital Funds (multiple)	2,166	2,129	2,582	3,611	1,029	28%	2,693	2,823	2,530	3,003
Transfers In (multiple)	-405	-215	-150	-917	-767	84%	-1,979	-2,641	-3,244	-3,246
Transfers Out (multiple)	7,070	5,707	1,799	1,839	40	2%	1,282	1,404	2,025	1,899
TOTAL FISCAL SERVICES - TRANSFERS	8,228	7,137	3,536	7,362	3,826	1	5,877	6,499	7,012	8,498

Comments:

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

Financial Plan – Fiscal Services - Debt

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Debt - Interest (multiple)	2,337	2,244	2,789	3,069	280	9%	3,033	3,110	3,125	3,017
Debt - Principal (multiple)	1,788	1,846	4,060	4,740	680	14%	6,488	7,033	7,580	7,649
Interest (12400-9060)	211	225	169	175	6	3%	182	189	203	203
TOTAL FISCAL SERVICES - DEBT	4,336	4,315	7,018	7,984	966	12%	9,703	10,332	10,908	10,869

Comments:

- Debt – Interest & Principle – The budget is reflective of additional capital projects funded by debt approved in the last few years. 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 – Financial Services - Grants

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Prov. Grant (Conditional) (10000/12400-102-4252)	- 21	- 153	- 11	- 411	- 400	97%	- 411	- 411	- 411	- 411
Prov. Grant (Unconditional) (10000-102-4253)	- 942	- 923	- 942	- 942	-	0%	- 942	- 942	- 942	- 942
TOTAL FIN SERVICES-GRANTS	- 963	- 1,076	- 953	- 1,353	- 400	30%	- 1,353	- 1,353	- 1,353	- 1,353

Comments:

- Transfers to and from reserves are mostly used to fund the capital program.
- Prov. Grant (Conditional) – Anticipated additional gaming funds of \$400k annually are expected from the community gaming centre.

Financial Plan – Financial Services - Other Revenue

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Admin Fee (15000/30000-4100)	- 58	- 85	- 35	- 35	-	0%	- 35	- 35	- 35	- 35
Auction Proceeds (15000-4410)	- 7	- 3	- 20	- 20	-	0%	- 20	- 20	- 20	- 20
Contributions from Others (10000-4820)	-	-	- 2,504	- 2,504	-	0%	- 2,504	- 2,504	- 2,504	- 2,504
Fees (multiple)	- 13	- 14	- 9	- 9	-	0%	- 9	- 9	- 9	- 9
Gain/Loss - Property 4 Resale (15000-4298)	- 265	- 396	-	-	-	-	-	-	-	-
Information Fees (15000-4280)	- 135	- 132	- 120	- 120	-	0%	- 120	- 120	- 120	- 120
Interest (10000/15000-4290)	- 141	- 172	- 170	- 170	-	0%	- 170	- 170	- 170	- 170
Investment Interest (10000/15000-4295)	- 3,178	- 2,706	- 940	- 1,015	- 75	7%	- 1,025	- 1,035	- 1,035	- 1,035
Lease Revenue (10000-4310)	-	-	- 56	- 56	-	0%	- 56	- 56	- 56	- 56
Miscellaneous Income (15000-4390)	- 92	- 62	- 36	- 36	-	0%	- 36	- 36	- 36	- 36
Municipal Plate Fees (15000-4221)	- 22	- 25	- 22	- 22	-	0%	- 22	- 22	- 22	- 22
Surplus (15000-4520)	- 1,091	- 169	- 169	- 1,369	- 1,200	88%	- 265	- 25	-	-
Tax Penalties (15000-4440)	- 579	- 640	- 520	- 555	- 35	6%	- 590	- 625	- 660	- 695
TOTAL FIN SERVICES-OTHER REVENUE	- 5,580	- 4,404	- 4,601	- 5,911	- 1,310	22%	- 4,852	- 4,657	- 4,667	- 4,702

Comments:

- Contribution from Others – This is the contribution that is associated with costs of borrowing that the School District would be responsible for if an agreement can be reached to have the Municipality secure land that future schools may be built on. The intent is to efficiently plan parks adjacent to future school sites. No agreement has been made with the School District as of the end of 2010.
- Surplus – The items that are being funded through accumulated surplus for 2011 and 2012 include:
 - \$90,000 in each of 2010 and 2011 for CDPR Master Plan transition funding
 - \$150,000 in each of 2010 and 2011 for Drainage improvement transition funding
 - \$360,000 Drainage Capital Expenses
 - \$25,000 a year for three years for a facade improvement program in the downtown
 - \$650,000 for Road Resurfacing
 - \$125,000 for Planning Consulting for the Albion Flats Area Plan



Services Provided

The Information Services Department is responsible for managing corporate computer systems, data resources, and supporting technology infrastructure. The IS team supports the operation of 350 computers, 36 servers and all the associated software and databases over eight locations within the community.

More than 20 different enterprise-wide business systems run on the computer network including a financial system, property and taxation system, payroll system, materials management, budget system, recreation system, facility bookings, business licences, and the Geographic Information System.

The department coordinates strategic technology direction and investments, develops common standards and architectures, and provides business solutions to help frontline departments deliver public services efficiently.

The department also maintains the corporate communications assets which includes telephone, radio, email, networks, and servers.

A major service area for the department is in providing technical advice, data management and reporting, and project management assistance to maximize the use of all technology infrastructures and add value to the organization through operational and energy use efficiencies.

2011 Workplan Emphasis

There are four areas of priority the Department will be focusing on in the five year business planning cycle:

1. Infrastructure. Reliable and updated hardware and software systems are the new reality of keeping dependable and manageable systems available for the District.
2. Website and remote access to applications and data resources.
3. New services and applications such as Document Management, Infrastructure Management, and in the area of Geographic Information Systems.
4. Review Departmental staffing to ensure that there's a strong succession plan for key staff to ensure that project priorities and deadlines are maintained.

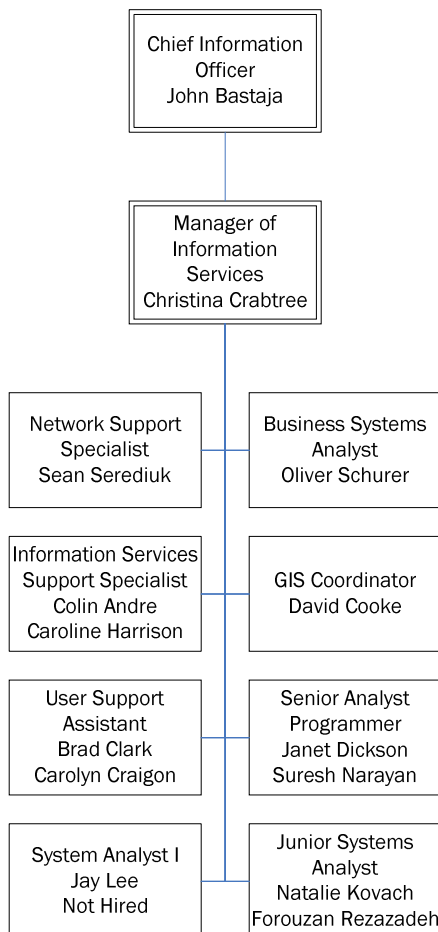
The Information Services team for the District of Maple Ridge will actively monitor trends in the delivery of services in both the private and public sector in order to provide the Corporate Management Team with strategies to better engage citizens, provide access to information, provide citizens with opportunities to conduct routine business electronically and provide District staff with the tools and information that they need so that our resources, services and data are being used to the greatest public benefit.

Performance Measurement

Key Performance Measures (mapleridge.visiblestrategies.com)

- 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 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
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	0.6	0.7	1.0	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	1.0
Network Support Specialist	1.0	1.0	1.5	1.7	1.0	1.0	1.0	1.0	1.0	1.0
Senior Analyst Programmer	2.0	2.0	2.3	3.0	3.0	3.0	2.7	2.0	2.0	2.0
Systems Analyst	2.0	1.3	0.7	-	-	-	-	-	-	-
Info Services Support Specialist	-	-	-	-	0.9	2.0	2.0	2.0	2.0	2.0
GIS Technician	0.2	0.5	0.6	0.5	-	-	-	-	-	-
Amanda Project	0.2	-	-	-	-	-	-	-	-	-
Computer Support Specialist	2.0	2.4	2.0	1.5	1.0	-	-	-	-	-
Junior Systems Analyst	-	-	-	-	1.5	2.0	2.0	2.0	2.0	2.0
System Analyst I	-	-	-	-	-	-	-	2.0	2.0	2.0
User Support Assistant	0.4	0.9	1.1	2.0	1.5	1.6	2.0	2.0	2.0	2.0
Other	-	-	-	-	-	-	-	0.2	0.2	0.2
Full-Time Equivalents	11.9	12.1	12.6	13.2	13.4	14.3	13.7	15.2	15.2	15.2

The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Consulting (12310-7005)	63	91	82	32	-50	-156%	32	32	32	32
Equipment Maintenance (12310-8030)	19	22	71	71	-	0%	71	71	71	71
Other Exp (multiple)	15	14	17	18	1	6%	18	18	18	18
Lease Revenue (12000-100-4310)	-	-	-	-45	-45	100%	-45	-45	-45	-45
Professional Fees - Other (12000-7050)	-	-	-	5	5	100%	5	5	5	5
Salaries (12310-5500)	1,241	1,250	1,376	1,378	2	0%	1,431	1,394	1,436	1,478
Salaries Recovery (12310-5400)	-200	-200	-250	-254	-4	2%	-248	-270	-270	-270
Software Maintenance (12310-7070)	502	585	524	516	-8	-2%	536	556	576	596
Supplies (12310-6300)	15	18	15	15	-	0%	15	15	15	15
Transfers Out (12300-ERR-9400)	307	307	307	307	-	0%	307	307	307	307
Utilities (12310-6500)	15	9	17	9	-8	-89%	9	9	9	9
Utilities - Telephone (12000/12310-6520)	39	72	71	71	-	0%	71	71	71	71
TOTAL INFORMATION SERVICES	2,016	2,169	2,230	2,123	-107	-5%	2,202	2,163	2,225	2,287

Comments:

- Consulting – Funding for onetime costs was included in the 2010 budget (Consulting: Project assistance).
- Lease Revenue – Budget increased to reflect revenue from leasing a communications tower.
- Professional Fees – Municipal tower management contract is new for 2011.
- Salaries – Did not increase as much as anticipated
- Software Maintenance – Onetime funding for was included in the 2010 budget (GIS Enterprise Agreement for 2010, See-It Performance management software for 2010)

Capital Works Program – Information Services

Section > Description	2011	2012	2013	2014	2015
Technology	647,200	1,179,780	563,003	782,889	1,301,494
Aerial Photography	10,000	-	-	-	-
Aerial Photography (Engineering)	10,000	-	-	-	-
Amanda Licensing	-	25,000	-	-	-
Amanda Mobile	-	75,000	-	-	-
Amanda Web Phase 2	25,000	-	-	-	-
Attendance Management Program	-	-	90,000	-	-
Blaney Room Av Upgrade	56,200	-	-	-	-
Blaney Room Improvements	30,000	-	-	-	-
Capital Reporting Module (Hyperion)	40,000	-	-	-	-
City Green Software	5,000	-	-	-	-
Document Management - 2011 Module	50,000	-	-	-	-
Document Processing System - Phase 2	100,000	-	-	-	-
Equip Purch - Wireless Data System	-	-	-	22,100	-
Equip Repl - Info Serv	55,000	838,780	283,003	200,789	659,494
Exchange Upgrade & Outlook Archiving	23,500	-	-	-	-
Fibre Optic Network - Firehall #4 Ph 4	-	-	100,000	-	-
Fibre Optic Network - Transit Exchange	-	71,000	-	-	-
Financials New Version - Phase 1	-	-	-	500,000	-
Financials New Version - Phase 2	-	-	-	-	500,000
Fire Training On Line Learning	-	-	-	-	42,000
GIS - Mobile	25,000	-	-	-	-
Infrastructure Growth	-	50,000	50,000	50,000	50,000
Integrated Cash System	-	-	-	-	50,000
IT Fibre Gvrd Wm Reclam Study	30,000	40,000	-	-	-
IT Fibre Optic 132 (232 - Fern)	75,000	-	-	-	-
Management Reporting Software Phase 2	-	-	40,000	-	-
Monitoring And Capacity Planning	34,500	-	-	-	-
Oracle Upgrade	-	35,000	-	-	-
Production Legacy Replacements	-	25,000	-	-	-
SQL Upgrade	27,000	-	-	-	-
Systems Management Server Phase 2	-	-	-	10,000	-
Website Improvements	20,000	20,000	-	-	-
Wireless Access In Meeting Rooms	11,000	-	-	-	-
Wireless Management Software	20,000	-	-	-	-
Refurbish Abandoned Watermain [Fibre]	-	-	-	-	-



Services Provided

The primary mission of the Department is the protection and preservation of life, property and the environment in the District. This service is provided by a group of 100 dedicated paid-on-call firefighters, 42 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 functions 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-a-day, on a rotational basis.

The Fire Department provides a proactive approach to fire services through the development of multi-year business plans, which include detailed multi-year financial plans.

2011 Workplan Emphasis

We will reduce the severity of fires and emergencies through rapid response times and manpower.

We will reduce the number and seriousness of emergency incidents through an aggressive program of proactive inspections and public education including sessions to all grade three and four students in the District.

We will commence renovations to Fire Hall 3 in order to accommodate full time response in the Albion area.

We will develop an implementation plan for the Community Wildfire Protection Plan, focusing on public education.

We will develop specifications and plans for a Fire Department training facility and create an interim plan to provide training facilities for on-duty career staff with the identified response parameters as per the Fire Department Master Plan.

Performance Measurement

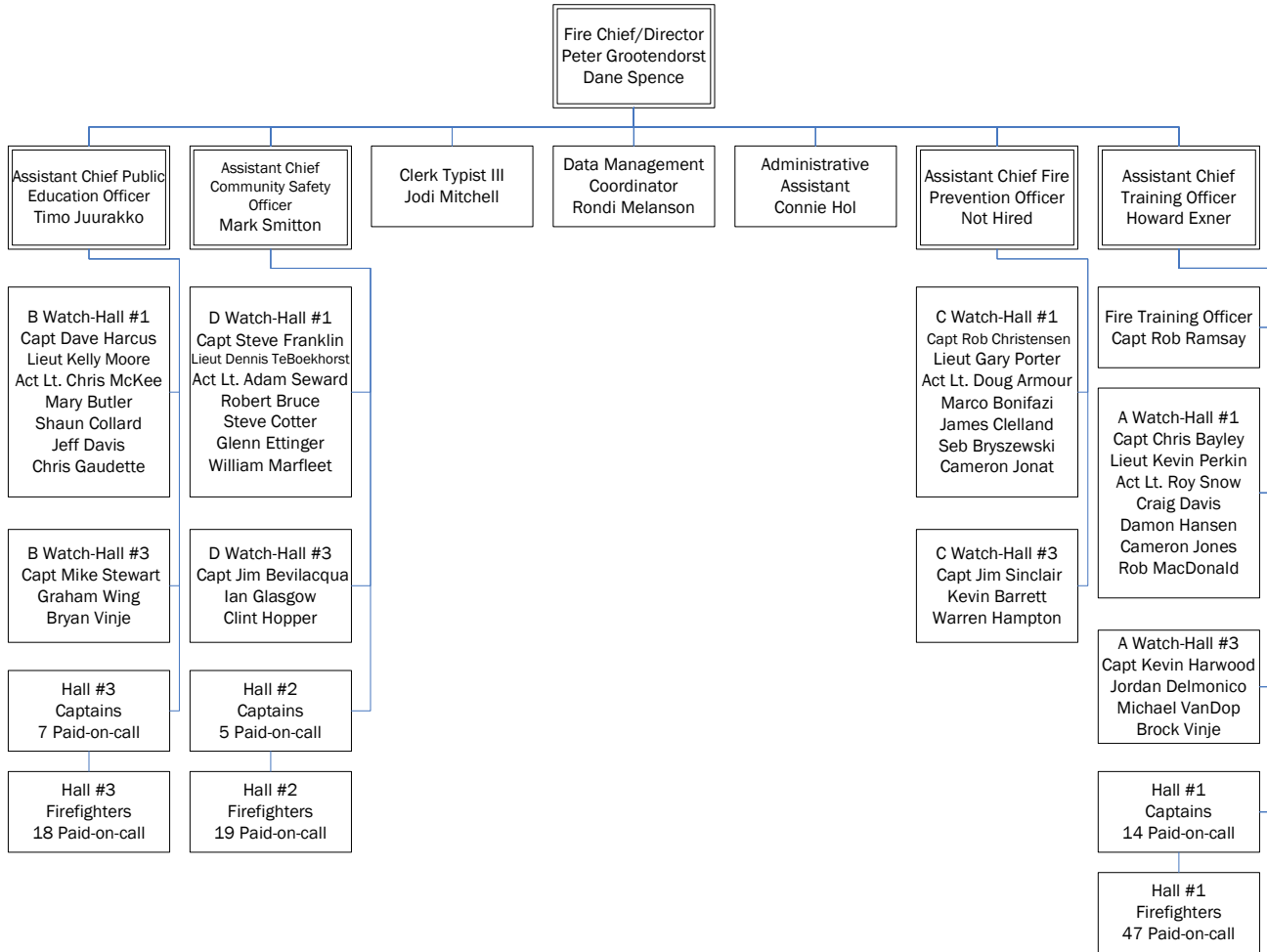
High-Level Community Goals (Appendix C)

- Respond to calls within the Fire Hall 1 response area within 7 minutes, 90% of the time.

Key Performance Measures (mapleridge.visiblestrategies.com)

- 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 we will be using less energy and saving money.
- Electricity consumption at Fire Hall 1 is anticipated to increase 104% in 2011 from 2007 pre-construction values due to the expansion and mechanical renovations of the building.
- Natural gas consumption at Fire Hall 1 is anticipated to decrease 25% in 2011 from 2007 pre-construction values due to mechanical renovations including the installation of a geo-exchange heating and cooling system.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Fire Chief	2.0	2.0	2.0	2.0	2.0	2.0	2.2	2.0	2.0	2.0
Assistant Chief	4.0	4.0	4.0	4.0	4.0	4.0	4.6	4.0	4.0	4.0
Fire Training Officer	-	-	-	-	-	-	0.9	1.0	1.0	1.0
Fire Captain	-	1.0	4.0	4.0	4.0	5.8	7.1	8.0	8.0	8.0
Fire Lieutenant	-	-	-	4.0	3.8	4.0	4.1	4.0	4.0	4.0
Firefighter	-	3.0	12.0	13.5	19.5	23.2	27.6	32.3	36.3	39.0
Administrative Assistant	1.0	1.0	1.1	1.1	1.1	1.6	1.9	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
Clerk Typist III	-	-	-	-	-	-	-	1.0	1.0	1.0
Full-Time Equivalent	8.0	12.0	24.1	29.6	35.4	41.6	49.4	54.4	58.4	61.1

- 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 contract negotiations and composition of departmental staff.

CFS – FIRE DEPARTMENT



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	09 vs 08	09 vs 08	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Fees (22000-4220)	- 130	- 162	- 50	- 50	-	0%	- 50	- 50	- 50	- 50
Sale of Service (22000-4600/4650)	- 25	- 22	-	-	-	-	-	-	-	-
Total Revenue	- 156	- 184	- 50	- 50	-	0%	- 50	- 50	- 50	- 50
Expense										
Contract (22000-7007)	115	101	114	121	7	6%	123	124	126	129
Equipment (22000/22075-7340)	180	137	171	171	-	0%	171	171	171	171
Equipment Maintenance (22000-8030)	51	32	59	64	5	8%	64	64	64	64
Wages - Backfill (22000-5505)	451	432	418	418	-	0%	418	418	418	418
Insurance (22000-6210)	27	35	21	21	-	0%	21	21	21	21
Other Exp (multiple)	69	82	115	115	-	0%	115	115	115	115
Operating Repairs (22000-8080)	161	161	135	135	-	0%	135	135	135	135
Professional Fees - Other (22000-7050)	29	20	23	23	-	0%	23	23	23	23
Program Costs (multiple)	75	103	75	75	-	0%	75	75	75	75
Salaries (multiple)	4,396	5,018	4,627	5,408	781	14%	6,272	6,805	7,241	7,700
Seminars/Prof Meetings/Train'g (22000-6050)	14	9	23	23	-	0%	23	23	23	23
Service Severance Costs (22000-5150)	42	60	59	61	2	3%	64	66	71	71
Special Projects (22000-6385)	-	22	38	-	- 38	-	-	-	-	-
Supplies (multiple)	194	138	195	195	-	0%	195	195	195	195
Transfers Out (22000-ERR-9400)	338	494	359	413	54	13%	443	494	538	586
Vehicle Costs (22000-6430)	145	158	149	160	11	7%	164	169	174	179
Wages (22000/22041-5600)	689	544	667	692	25	4%	714	737	762	784
Total Expense	6,976	7,546	7,248	8,095	847	10%	9,020	9,635	10,152	10,689
TOTAL FIRE PROTECTION	6,820	7,362	7,198	8,045	847	11%	8,970	9,585	10,102	10,639

Comments:

- Salaries (multiple) – Increased staff including firefighters, fire captains, and one administrative position.
- Special Projects – One-time project to restore a 1946 fire truck.
- Transfers Out – Funding to capital reserves increases each year.



Services Provided

The Ridge Meadows RCMP Detachment is responsible for policing in Maple Ridge and Pitt Meadows. The current Ridge Meadows RCMP Master Plan identifies community priorities in the areas of crime reduction, a focus on the reduction in property crime, delivering policing services with a sensitivity to social issues, engagement and interaction with youth, and enforcement and community education around road and traffic safety.

The Detachment currently has 109 members, with 84 assigned to Maple Ridge, 22 assigned to Pitt Meadows, and three supplied by the Provincial government. In addition, there are three civilian 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 to the Detachment for exhibits, guarding, customer services, records management, Canadian Police Information Centre support, crime analysis, court liaison, training and staff development, and volunteer coordination. Our detachment 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.

2011 Workplan Emphasis

We will continue our work with youth in the community by providing education via the Drug Abuse Resistance Education (DARE) program in elementary and secondary school settings and the development and implementation of a graffiti awareness presentation aimed at educators and implement an enforcement response to include accountability options for offenders.

We will participate in Provincial Vision 2020 program initiatives to reduce serious injury traffic accidents by targeting high risk locations, running specific monthly projects focussing on impaired driving, seatbelt compliance and aggressive driving. As part of this program we are investigating program partnerships with the Insurance Corporation of BC (ICBC).

The Marihuana Enforcement Team will continue work on the enforcement of laws against marijuana cultivation, a direct link to organized crime, by undertaking in-house training on grow-operation and general drug investigations, and asset restraint/forfeiture and civil forfeiture.

We will continue to develop and implement integrated community enforcement strategies by analyzing crime types, trends, and “hot spots” with a view to identifying and updating the list of priority prolific offenders. We will continue monitoring these prolific offenders and share information internally and to other Lower Mainland Detachments. We will be targeting “hot spots” using Auxiliary Constables, Speed Watch, and Community Safety Officers. We continue working closely with our Youth, Crisis Intervention, and Community Response Teams.

In the Administrative area, we will undertake Detachment priority and strategic planning including mayors from both cities, Maple Ridge and Pitt Meadows, along with other external partners and stakeholders, review and update the RCMP Strategic Master Plan, and begin development of a social media website.

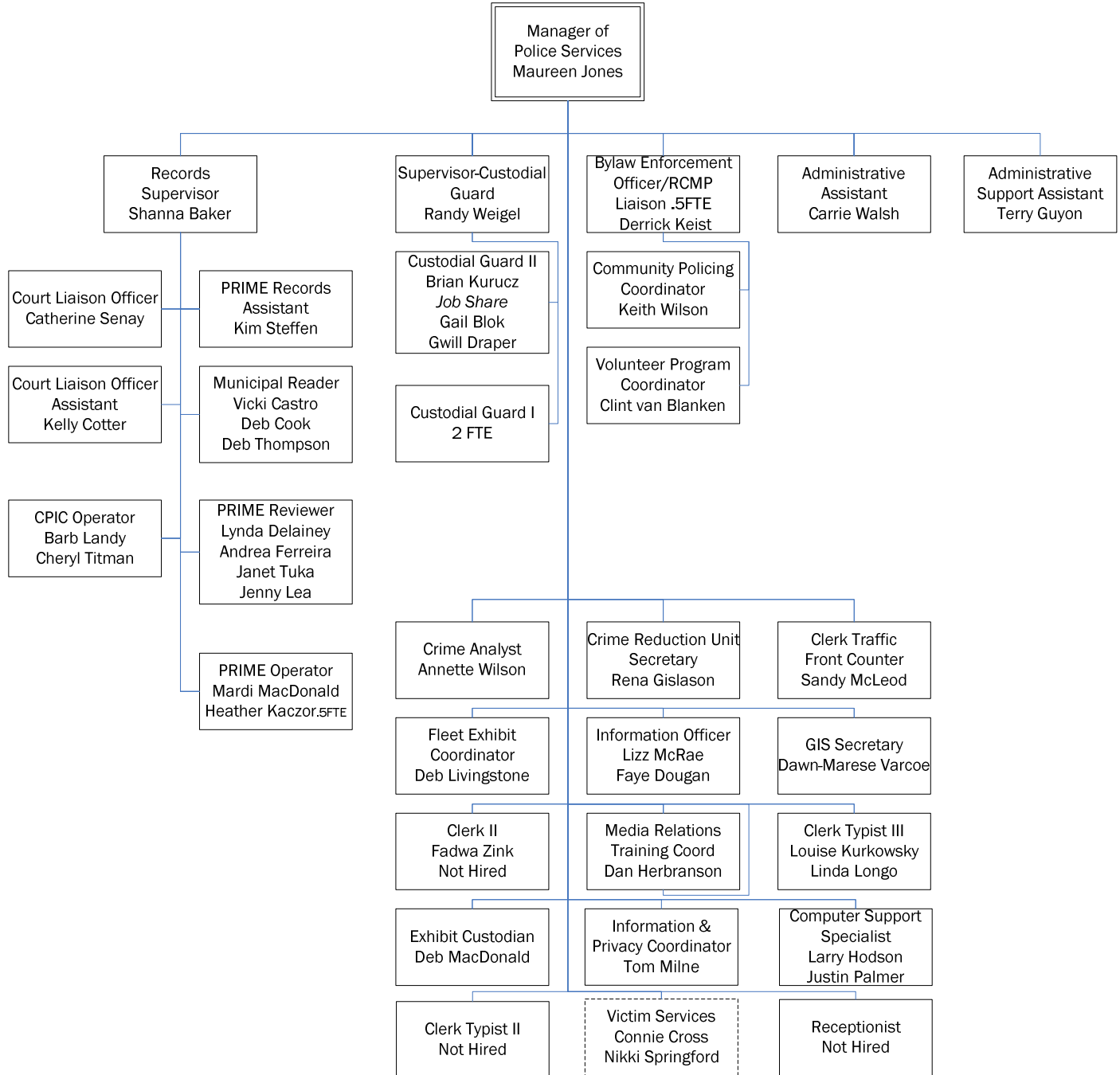
We will involve Police Services staff in Municipal training and communication programs, the Department Ambassador program, provide ‘conduct in the workplace’ training sessions for Municipal employees (working with Human Resources), and provide guards with a training session on procedures, policies, and liabilities.

Performance Measurement

Key Performance Measures (mapleridge.visiblestrategies.com)

- Divert first time youth offenders through the youth diversion program.
- Achieve a 75% success rate for youths diverted who do not reoffend.
- Reduce the number of property crime offences by 2% in each of 2011 and 2012 from the prior year number of property crime offences.
- Our target for 2011 is to reduce electricity consumption at the RCMP Building by 2% from 2010 levels.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position - Municipal Staff	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Manager of 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	1.0
Bylaw Enforce Officer RCMP Liaison	-	-	-	-	-	0.6	0.5	0.5	0.5	0.5
Computer Support Specialist	2.0	1.4	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Crime Prevention Program Coord.	-	-	0.4	0.9	0.9	-	-	-	-	-
Records Supervisor	-	-	0.4	0.9	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Communications Operator	0.8	0.1	-	-	-	-	-	-	-	-
Court Liaison Officer	1.0	1.0	1.3	1.3	1.3	1.1	1.1	1.0	1.0	1.0
Information & Privacy Coordinator	-	-	-	-	-	-	0.3	1.0	1.0	1.0
Media Relations Training Coordinator	-	-	0.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Municipal Reader	1.0	2.0	2.0	1.9	2.1	3.0	3.0	3.0	3.0	3.0
Community Policing Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Volunteer Program Coordinator	1.0	1.0	0.5	-	-	0.7	1.0	1.0	1.0	1.0
Administrative Support Assistant	-	-	-	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Court Liaison Officer Assistant	-	-	-	-	0.1	1.0	1.0	1.0	1.0	1.0
Exhibit 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	1.0
PRIME Records Assistant	-	-	-	-	0.1	1.0	1.0	1.0	1.0	1.0
Clerk Traffic Front Counter	1.3	1.4	1.8	1.4	1.3	1.1	1.0	1.0	1.0	1.0
Fleet Mtce. Coord Clerk Typist III	1.0	1.0	1.0	0.2	-	-	-	-	-	-
Clerk Typist III	1.0	1.0	1.0	1.8	2.0	2.0	2.1	2.0	2.0	2.0
CPIC Operator	1.9	2.0	1.7	2.0	2.5	2.2	2.3	2.0	2.0	2.0
Crime Reduction Unit Secretary	-	-	-	-	-	0.9	1.0	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	2.3	2.3	2.2	2.1	2.6	3.0	2.0	2.0	2.0
PRIME Operator	1.4	1.2	1.3	1.5	1.7	2.1	4.0	1.5	1.5	1.5
PRIME Reviewer	3.6	4.1	5.0	4.3	4.3	3.6	2.4	4.0	4.0	4.0
Clerk II	-	-	-	1.0	1.6	1.7	1.0	2.0	2.0	2.0
Clerk Typist II	0.9	1.3	1.3	0.5	-	0.5	1.2	1.0	1.0	1.0
Receptionist	3.5	2.9	2.0	1.3	1.0	0.9	0.8	1.0	1.0	1.0
Supervisor-Custodial Guard	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	1.5	2.0	1.6	3.9	1.2	2.0	2.0	2.0
Custodial Guard I	2.0	2.6	2.8	1.9	2.5	0.5	1.4	2.0	2.0	2.0
Other	-	-	-	-	0.5	-	-	1.0	1.0	1.0
Full-Time Equivalent	32.4	33.3	35.6	37.0	38.6	42.4	42.1	44.0	44.0	44.0

RCMP Approved Positions	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13
Maple Ridge - Regular Contract	76.3	79.3	81.3	86.3	82.3	82.3	84.3	84.3	87.3
Maple Ridge - Community Safety Officers	-	-	-	-	3.0	3.0	3.0	3.0	3.0
Maple Ridge - Integrated Teams									
Dogs, Forensic ID, Traffic Reconstruction**	-	-	-	-	5.0	5.0	5.0	5.8	5.8
Emergency Response Team*	-	-	2.3	2.3	2.3	2.3	2.3	3.2	3.2
Integrated Homicide Investigation Team*	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.9	3.9
Total Maple Ridge	79.4	82.4	86.7	91.7	95.7	95.7	97.7	100.2	103.2
Pitt Meadows - Regular Contract	17.4	18.4	19.4	19.4	20.4	20.4	21.4	21.4	21.4
Pitt Meadows - Integrated Teams*,**	0.5	0.5	0.9	0.9	2.0	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	0.0	0.0	0.0
Provincial	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Full-Time Equivalent	100.6	104.6	110.3	115.3	121.4	121.4	124.3	126.6	129.6

* 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 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Fines (21000-4240)	- 119	- 184	- 48	- 48	-	0%	- 48	- 48	- 48	- 48
Lease Revenue (21000-4310)	- 173	106	- 27	- 27	-	0%	- 27	- 27	- 27	- 27
Other Grant (Conditional) (21000-4258)	- 890	- 937	- 945	- 1,009	- 64	6%	- 1,034	- 1,054	- 1,075	- 1,094
Program Fees (21000-4230)	-	-	- 10	- 10	-	0%	- 10	- 10	- 10	- 10
Prov. Grant (Conditional) (21150-102-4252)	- 50	- 71	- 53	- 53	-	0%	- 53	- 53	- 53	- 53
Recovery (21130-5300)	- 24	- 42	- 32	- 32	-	0%	- 32	- 32	- 32	- 32
Sale of Service (21000-4600/4650)	- 231	- 295	- 146	- 146	-	0%	- 146	- 146	- 146	- 146
Total Revenue	- 1,487	- 1,423	- 1,261	- 1,325	- 64	5%	- 1,350	- 1,370	- 1,391	- 1,410
Expense										
Contract (21000/21100-7007)	10,983	11,730	12,352	13,213	861	7%	14,141	15,074	16,143	17,483
Auxillary (21120-7015)	-	3	25	25	-	0%	25	25	25	25
Other Exp (multiple)	98	88	111	112	1	1%	113	113	114	115
Insurance (21000-6210)	19	20	21	21	-	0%	22	22	22	22
Maintenance - Buildings (21100-8060)	149	139	164	164	-	0%	164	165	165	165
Maintenance - General (21100-8056)	134	123	155	155	-	0%	155	155	155	155
Other Outside Services (21140/21150-7051)	1,060	918	917	917	-	0%	917	917	917	917
Salaries (multiple)	206	191	240	318	78	25%	330	342	355	366
Service Severance Costs (21000/21100-5150)	-	22	22	22	-	0%	23	24	26	26
Supplies (21000/21100-6300)	54	51	30	30	-	0%	30	30	30	30
Utilities - Telephone (21100-6520)	42	49	45	45	-	0%	45	45	45	45
Wages (multiple)	2,404	2,500	2,526	2,622	96	4%	2,735	2,816	2,902	2,983
Total Expense	15,149	15,834	16,608	17,644	1,036	6%	18,700	19,728	20,899	22,332
TOTAL POLICE SERVICES	13,662	14,411	15,347	16,319	972	6%	17,350	18,358	19,508	20,922

Comments:

- **Lease Revenue** – The 2010 and 2009 reported revenues fluctuated due to anticipated additional lease revenue due to the housing of RCMP members that were on regional integrated teams which did not materialize.
- **Contract** – The cost of the RCMP Contract has increased significantly due to additional costs for integrated teams as well as an increase in pension costs. Additional RCMP members will be added as can be afforded within a defined funding envelope. The contract with ECOMM for dispatch services has been renegotiated and it does not have an increase for the next five years.
- **Salaries (multiple)** – The increased cost is due to converting a position, Information & Privacy Coordinator, from a RCMP position to a municipal one which was funded by reducing the RCMP Contract. The staffing count for Custodial Guards was low in 2010 as the cells were being renovated and custodial services were contracted to a neighbouring community.

The Public Works & Development Services Division (PWDS) is responsible for land use and zoning issues, long-range planning, growth management, bylaw enforcement, business licensing, engineering services, the provision and maintenance of transportation, water distribution, sewage disposal, and storm water management infrastructure and services and associated functions. A brief summary of some of the 2010 accomplishments in our division are shown below, followed by efficiency and effectiveness initiatives which were undertaken by all areas, and the business context relevant to the 2011-2015 planning period.

The subsequent pages in the PWDS section will provide information on the departments reporting to this division, including staffing, 2011 workplan highlights, performance measurements, and budgets. The departments within this section are Administration, Engineering, Licences, Permits and Bylaws, Planning, Operations, and our partnership with Ridge Meadows Recycling Society.

Select 2010 Division Accomplishments

- Completed the second stage, phase one, of the Downtown Enhancement Project, including 224 Street and Lougheed Highway streetscape enhancements, upgraded servicing to accommodate growth and a pedestrian friendly walking environment, bicycle racks, increased the number of trees and landscaping, street light enhancement, and improved traffic movements.
- Earned a Platinum MarCom award for the Downtown Enhancement Project Communication Plan and Program and public engagement program.
- Construction of 240 Street Bridge at Kanaka Creek.
- Completed major road construction projects, including the street intersection realignment of Abernethy Way at 224 Street and the installation of a traffic signal on Abernethy Way and 216 Street.
- Completed major storm/sanitary sewer projects including: Academy Park sanitary sewer, Storm Water Levy report, River Road storm sewer, and sewer extension to the Fraser Regional Correctional Centre and Alouette Correctional Centre for Women in east Maple Ridge.
- In keeping with our mandate to provide a consistent and secure source of potable water, several initiatives were completed, including the preparation and submission of the Water System Report to Fraser Health, and the installation of a bulk water kiosk in east Maple Ridge.
- Dealt with severe snowstorms and a large effort in snow removal.
- Adopted an Area Plan Process Policy, commenced a review of the Zoning Bylaw, OCP Sustainability targets, commenced work on the Albion Concept Plan, and continued work on the Regional Growth Strategy review.

- Advertised, solicited, and encouraged public communication on strategic initiatives and major projects.
- Implemented award-winning Smart Growth on the Ground Plan for the Town Centre.
- Pavement Rehabilitation program saw multiple roads receive new pavement.

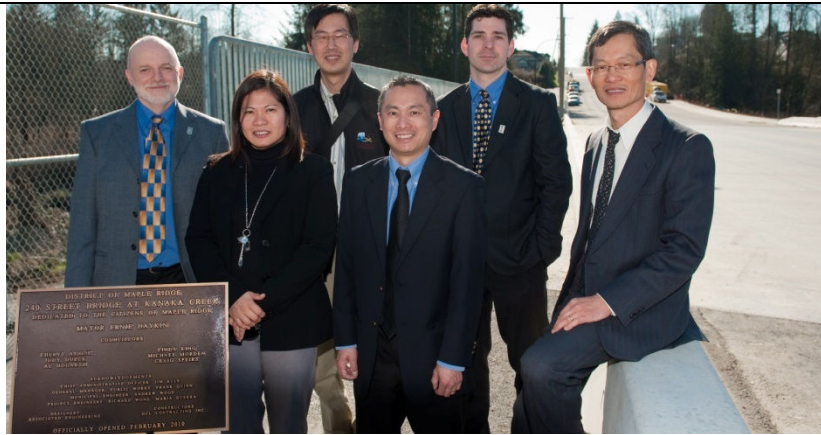
Efficiency/Effectiveness Initiatives

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

- Alternative funding services and savings were achieved through gravel revenues, a local asphalt plant, and use of technology.
- Collaborated with other organizations such as Community Outreach on homelessness and the Business Improvement Association on security.
- Implemented several equipment and technological changes including: uninterrupted power supply to five more traffic signals and more fuel savings with the addition of five hybrid vehicles into the fleet (27 hybrids now in fleet).
- Significant infrastructure grants and TransLink funding were obtained to offset municipal costs on major projects.

Business Context

- Implemented a revised Development Process to assist applicants in upfront land use decisions.
- New development incentives in the Town Centre.
- Notable increase in construction prices as a result of Federal Infrastructure Program requirement for works to be completed by March 2011.
- Harmonized Sales Tax (HST) has impacted costs.
- Efficiencies and effectiveness are paramount to addressing cost containment.
- Multiple staff retirements impacting the corporate knowledge base. As new staff “get up to speed,” they will play a significant role and contribute to the success of the organization.
- Continue to explore new technologies and expand the use of existing platforms to improve customer service levels and meet the needs of the organization.
- Asset Management utilizing accounting principles of the Public Sector Accounting Board (PSAB) and maintenance/replacement initiatives will direct utility and fixed asset programs of the future.
- Dedicated asset management of our drainage facilities for dykes, drainage districts, depreciating and failing storm mains (PSAB) and maintenance funding for local areas (Silver Valley) all point to the long term requirement of a drainage utility.



Services Provided

The Public Works and Development Services (PWDS) Administration section is responsible for carrying out corporate initiatives as directed by Council. The Division manages the District's activities with respect to the administration and implementation of municipal policies, bylaws, and services.

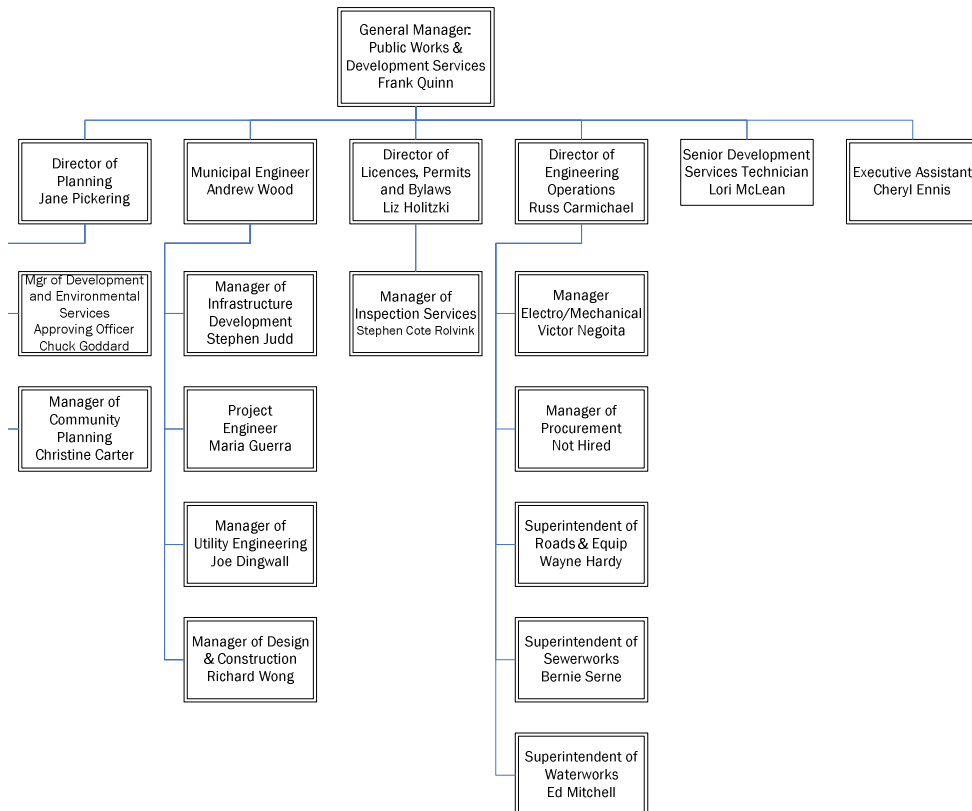
These services include development processing, the issuance of building permits and business licences, and the construction, operation and maintenance of municipal infrastructure. In addition, the Division attends to enquiries and requests for assistance from the general public. The Ridge Meadows Recycling Society liaises with Council through the Division.

2011 Workplan Emphasis

2011 will see the Division complete a robust capital program including; the completion of the downtown street enhancements on 224 Street, a major sewer line to the Industrial Lands on 256 Street, improvements to drainage and pedestrian facilities on 124 Avenue (Shady Lane), Silver Valley road pedestrian improvements, and improvements to the seniors' area on 224 Street.

The completion of the Albion Concept Plan process and the Zoning Bylaw review are also planned. The Division will also work with the emergency response team to continue emergency response planning.

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 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
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
Business Support Analyst	-	-	-	0.9	1.0	1.0	1.0	-	-	-
Executive Assistant	0.5	0.5	0.5	0.2	-	-	-	-	-	-
Working Supervisor CSC	1.0	1.0	1.0	0.8	-	-	-	-	-	-
Senior Development Service Tech	-	-	-	-	0.4	1.0	1.0	1.0	1.0	1.0
Full-Time Equivalent	2.5	2.5	2.5	2.9	2.4	3.0	3.0	2.0	2.0	2.0

The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Conventions & Conferences (31010-6051)	20	15	29	29	-	0%	29	29	29	29
Legal (31010-7030)	26	38	-	-	-	-	-	-	-	-
Memberships (multiple)	12	15	18	18	-	0%	18	18	18	18
Salaries (31010-5500)	335	343	358	388	30	8%	440	491	563	635
Supplies (31010/32000-6300)	5	2	4	4	-	0%	4	4	4	4
TOTAL PWDS-ADMIN	398	413	409	439	30	7%	491	542	614	686

Comments:

- Salaries – For the years 2011 through 2014 there is funding to address costs associated with growth for this division. Costs for the Business Support Analyst have been transferred to Licences, Permits, and Bylaws.



Services Provided

The Engineering Department oversees the planning and design and construction of road, sewer, water, and storm water systems in Maple Ridge.

Applying the latest and most relevant science, standards and best practices in the field of engineering, the Department provides analysis and planning for future infrastructure needs, recommendations for maintenance and upgrade of existing infrastructure, monitors construction of all public infrastructure projects and maintains an integrated database and records of the District's infrastructure assets.

2011 Workplan Emphasis

We will be completing significant capital projects including:

- Phase Two of the Downtown Enhancement Project (224 Street north of Spirit Square).
- A sewer extension to Fraser Regional Correctional Centre in East Maple Ridge.
- Completion of the River Road storm sewer.
- Implementation of the illuminated street name sign project throughout the District.
- Replacement of damaged survey monuments throughout the District.
- Co-manage the sidewalk letdown program improving accessibility for pedestrians by matching the level of the sidewalk and the roadway at priority intersections.

We will undertake and provide engineering input, as required, in a variety of reviews and studies that are part of the District's overall 2011 Workplan including:

- Master Transportation Plan.
- Development Services Quality Enhancement Initiative.
- Subdivision and Servicing bylaw review.
- Development Cost Charges bylaw review.
- Review water metering practices.
- Provide technical detail to assist with the development of the Albion Concept Plan.

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 the Operations Centre on the sewer system Inflow and Infiltration program, video conversion, setting up of a rating system for sewer conditions, and perform designs for culverts at locations to be determined by Operations.

Performance Measurement

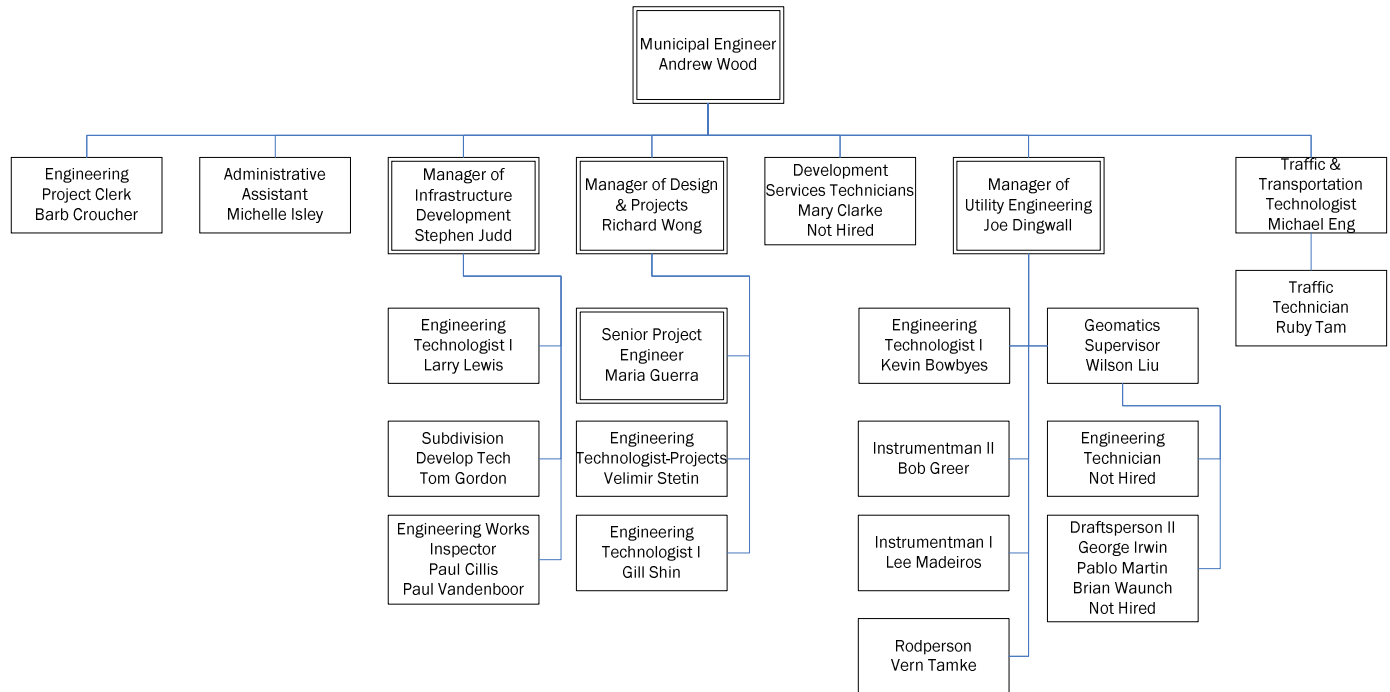
High-Level Community Goals (Appendix C)

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

Key Performance Measures (mapleridge.visiblestrategies.com)

- To minimize the number of automobile crashes by improving traffic safety on our road network for all users, including pedestrians and cyclists.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Staff Summary Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
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	0.3	-	-	-	-	-
Director of Engineering Projects	0.3	-	-	-	-	-	-	-	-	-
Manager of Corp & Dev Engineering	-	-	0.0	1.0	1.0	1.0	0.2	-	-	-
Manager of Design and Projects	-	-	0.8	-	-	0.7	1.0	1.0	1.0	1.0
Manager of Infrastructure Develop't	-	-	-	-	-	-	0.9	1.0	1.0	1.0
Manager of Utility Engineering	0.7	-	-	-	-	-	1.0	1.0	1.0	1.0
Senior Project Engineer	-	-	-	0.5	1.0	1.0	1.0	1.0	1.0	1.0
Geomatics Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	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	1.0
Engineering Technologist – Projects	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Engineering Technologist I	4.5	4.2	4.0	3.1	2.0	2.5	2.1	3.0	3.0	3.0
Engineering Works Inspector	1.0	1.0	1.0	2.0	1.8	1.8	2.0	2.0	2.0	2.0
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	-	-	0.8	1.0	1.0	0.3	-	1.0	1.0	1.0
Traffic Technician	0.9	1.0	1.0	1.0	0.8	1.0	1.0	1.0	1.0	1.0
Draftsperson II	3.5	3.9	4.0	4.1	4.0	3.8	3.3	4.0	4.0	4.0
Instrumentman II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.1	1.0	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	0.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dev Services Technician	2.0	2.3	2.2	2.1	1.7	2.1	1.9	2.0	2.0	2.0
Engineering Project Clerk	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Clerk II	0.5	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	-	-	-	-	-	-	0.1	0.1	0.1
Full-Time Equivalent	22.6	22.1	24.2	24.8	23.9	24.2	25.4	28.1	28.1	28.1

The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Collections (32100-4130/4131)	- 23	- 30	-	-	-	-	-	-	-	-
Fees (multiple)	- 363	- 428	- 335	- 335	-	0%	- 335	- 335	- 335	- 335
Permits (32100/33100-4445)	- 133	- 205	- 132	- 132	-	0%	- 132	- 132	- 132	- 132
Prov. Grant (Unconditional) (32000-4253)	- 2	-	-	-	-	-	-	-	-	-
Sales (multiple)	- 539	- 518	- 525	- 525	-	0%	- 525	- 525	- 525	- 525
Soil Deposit Fees (32100-4219)	- 84	- 63	-	-	-	-	-	-	-	-
Total Revenue	- 1,144	- 1,244	- 992	- 992	-	0%	- 992	- 992	- 992	- 992
Expense										
Consulting (32100-7005)	143	112	131	83	- 48	-58%	86	88	90	93
Other Outside Services (32100-7051)	9	9	10	10	-	0%	10	10	10	10
Salaries (multiple)	1,943	2,162	2,151	2,232	81	4%	2,319	2,404	2,492	2,574
Salaries Recovery (32100-5400)	- 919	- 956	- 953	- 992	- 39	4%	- 1,030	- 1,067	- 1,106	- 1,141
Service Severance Costs (32100-5150)	36	57	57	59	2	3%	61	63	68	68
Supplies (multiple)	50	45	47	47	-	0%	47	47	47	47
Vehicle Charges (32100-7400)	57	64	60	63	3	5%	65	67	69	71
Total Expense	1,319	1,493	1,503	1,502	- 1	0%	1,558	1,612	1,670	1,722
TOTAL ENGINEERING	175	249	511	510	- 1	0%	566	620	678	730

Comments:

- Consulting – Previous budgets and actuals included a specific onetime cost due to having staff vacancies.



Services Provided

The Licences, Permits and Bylaws Department captures a wide range of services for citizens, including:

- Business licence applications and renewals, as well as record management of businesses in the District of Maple Ridge.
- Permits and Inspections. Citizens are required to obtain permits for building, plumbing, electrical and gas construction and renovations. Our staff issues these permits and arranges for inspections and certification that all work complies with the appropriate legislation
- Bylaw Enforcement staff ensure compliance with regulations enacted by Council ranging from parking to issues of land and property use.
- Animal Control and Licensing. Our team administers the Dog Licence program and works with the local BC SPCA to ensure compliance with Animal Welfare Legislation.

2011 Workplan Emphasis

We will introduce a rebate program for installation of low water use toilets.

We will undertake a Service Quality Enhancement initiative which will include online tracking for permit and licence applications and focused customer feedback.

We will review and update numerous bylaws, including:

- Grow Operation, Health, Nuisance, and Safety bylaw
- Commercial water Cross Connection Control program
- Building bylaw amendments to incorporate Solar Hot Water Ready initiatives
- New Sign bylaw
- New Scrap Metal Dealer bylaw
- Business Licence bylaw
- Dog Control bylaw
- Untidy and Unsightly Premises bylaw
- New Recycling bylaw
- Municipal Ticket Information (MTI) bylaw to include escalating fines for repeat offenders.

We will also establish a process to review all existing regulatory bylaws to ensure compliance with current statutes, relevant case law, and review relevancy with current municipal policy and requirements.

We will develop a Bylaw Adjudication Program with the intent of partnering with the District of Mission, in accordance with the Local Government Bylaw Notice Enforcement Act for the enforcement of all regulatory bylaws.

We will assist Information Services with the implementation of online applications and payment of selected licences, permits, and tickets, and pilot the use of laptop computers for Bylaw Enforcement vehicles.

We will establish process for Remedial Action Orders to ensure demolition of hazardous or nuisance structures.

We will explore options for automated ticket and inspection report issuance.

We will review the logistics and implications around the principle of a 'single business licence', which includes seeking input from other Metro Vancouver municipalities' and their responses to the initiative.

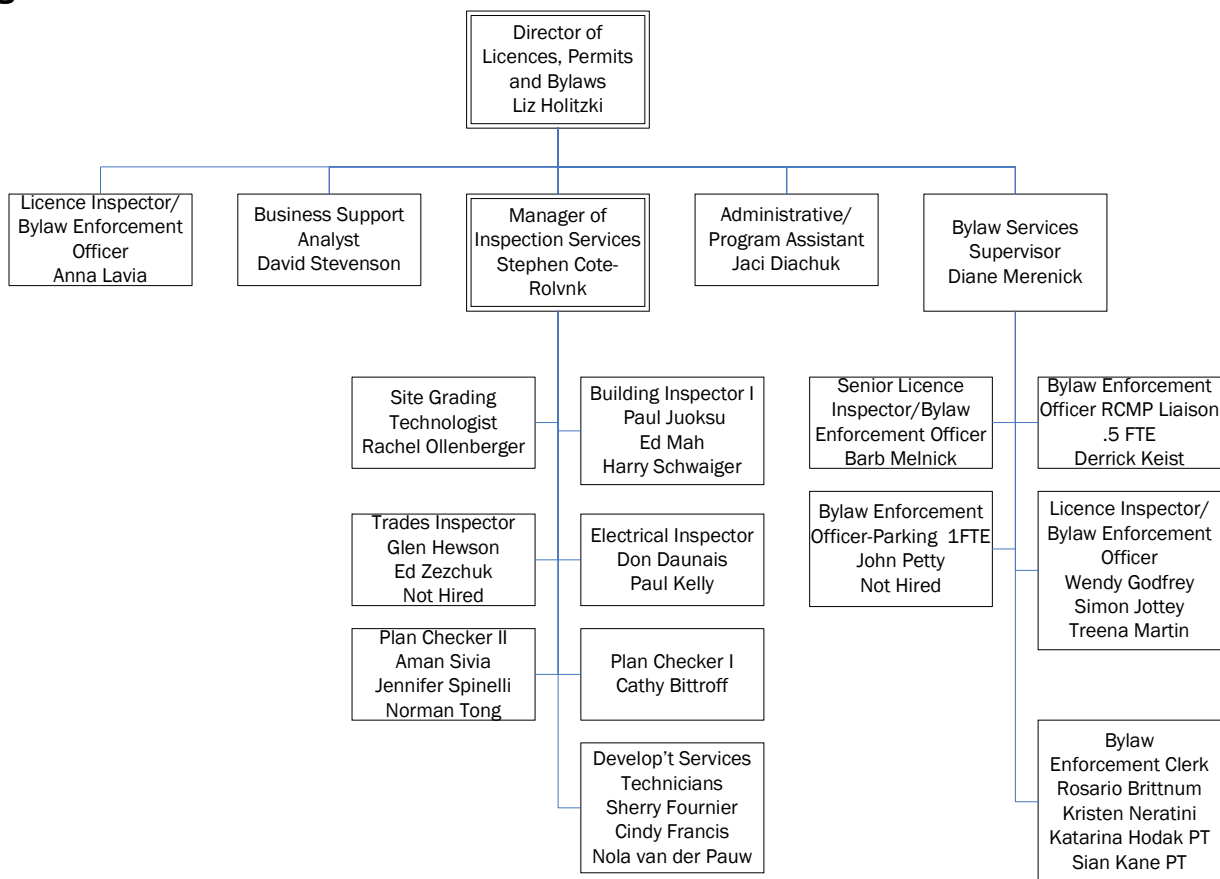
We will establish a process for Section 57 Notices on outstanding building permits. A Section 57 notice is placed on properties where a serious bylaw infraction has occurred (for example a grow op) or permits that were required for certain types of construction or renovations have not been obtained. The notice provides a potential owner with a warning that there are outstanding health or safety issues with a property.

Performance Measurement

Key Performance Measures (mapleridge.visiblestrategies.com)

- 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 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Staff Summary Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Director Licences, Permits and Bylaws	1.0	1.0	1.0	1.0	1.0	1.0	0.9	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	0.9	-	-	-	-	-	-
Bylaw Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.2	1.0	1.0	1.0	1.0
Building Inspector I	2.0	2.0	2.0	2.0	2.7	3.1	3.5	3.0	3.0	3.0
Building/Electrical Inspector I	1.0	0.2	-	-	-	-	-	-	-	-
Electrical Inspector	-	0.8	2.0	2.2	2.1	2.0	2.4	2.0	2.0	2.0
Plumbing/Gas Inspector I	1.1	1.0	1.1	1.3	1.3	0.2	0.3	-	-	-
Trades Inspector	2.0	2.0	1.0	1.0	1.0	2.1	2.1	3.0	3.0	3.0
Site Grading Technologist	-	-	-	-	0.1	1.0	1.0	1.0	1.0	1.0
Business Support Analyst	-	-	-	-	-	-	-	1.0	1.0	1.0
Plan Checker II	2.0	2.0	2.1	2.8	2.6	3.0	3.0	3.0	3.0	3.0
Senior Licence Inspector/Bylaw Officer	-	-	-	-	0.3	1.0	1.0	1.0	1.0	1.0
Bylaw Enforcement RCMP Liaison	-	-	-	-	0.2	0.6	0.5	0.5	0.5	0.5
Licence Inspector/Bylaw Officer	2.4	3.7	4.2	4.2	4.5	4.0	4.0	4.0	4.0	4.0
Plan Checker I	-	-	-	0.4	1.0	1.0	1.0	1.0	1.0	1.0
Bylaw Enforcement Officer	-	-	-	-	0.1	0.5	0.6	0.7	0.7	0.7
Administrative/Program Assistant	1.0	0.8	1.0	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Dev Services Technician	2.8	2.9	2.9	2.8	3.0	3.0	3.0	3.0	3.0	3.0
Bylaw Enforcement Clerk	3.0	2.9	2.6	2.7	3.1	3.0	3.5	3.0	3.0	3.0
Clerk II	0.3	-	-	-	-	-	-	-	-	-
Other	-	0.2	-	-	-	-	-	0.2	0.2	0.2
Full-Time Equivalent	21.5	22.4	22.9	24.1	26.0	28.7	29.8	30.4	30.4	30.4

PWDS – LICENCES, PERMITS AND BYLAWS



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Other Rev (multiple)	- 24	- 15	- 15	- 15	-	0%	- 15	- 15	- 15	- 15
Permits (24000-4445)	- 1,418	- 1,946	- 1,734	- 1,734	-	0%	- 1,734	- 1,734	- 1,734	- 1,734
Total Revenue	- 1,442	- 1,961	- 1,749	- 1,749	-	0%	- 1,749	- 1,749	- 1,749	- 1,749
Expense										
Advertising (24000-6010)	1	-	2	2	-	0%	2	2	2	2
Memberships (24000-6270)	2	2	2	2	-	0%	2	2	2	2
Salaries (24000/24010-5500)	1,170	1,266	1,256	1,310	54	4%	1,361	1,409	1,459	1,508
Supplies (24000-6300)	41	49	47	47	-	0%	47	47	47	47
Vehicle Charges (24000-7400)	49	47	47	49	2	4%	50	52	53	55
Wages (24010-5600)	15	49	18	18	-	0%	19	20	20	21
Total Expense	1,278	1,413	1,372	1,428	56	4%	1,481	1,532	1,583	1,635
TOTAL INSPECTIONS	- 164	- 548	- 377	- 321	56	-17%	- 268	- 217	- 166	- 114

Comments:

- Permits – Building activity slowed down in 2009 with some recovery in 2010. 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Administration Fee (25000-4651)	- 11	- 12	- 5	- 5	-	0%	- 5	- 5	- 5	- 5
Business Licences (53300-4342)	- 576	- 600	- 575	- 575	-	0%	- 575	- 575	- 575	- 575
Fees (27000-4220)	- 58	- 55	- 55	- 55	-	0%	- 55	- 55	- 55	- 55
Fines (multiple)	- 53	- 54	- 64	- 64	-	0%	- 64	- 64	- 64	- 64
Licences (26000-4340)	- 282	- 303	- 280	- 280	-	0%	- 280	- 280	- 280	- 280
Recovery - Other (25000-4372)	- 22	- 16	- 10	- 10	-	0%	- 10	- 10	- 10	- 10
Total Revenue	- 1,002	- 1,040	- 989	- 989	-	0%	- 989	- 989	- 989	- 989
Expense										
Contract (multiple)	286	303	318	342	24	7%	351	361	371	381
Legal (53300-7030)	21	36	-	-	-	-	-	-	-	-
Miscellaneous (26000-6275)	2	4	11	11	-	0%	11	11	11	11
Program Costs (53300-6325)	3	1	-	-	-	-	-	-	-	-
Publicity & Promotions (53300-6330)	2	5	4	4	-	0%	4	4	4	4
Salaries (multiple)	830	919	928	960	32	3%	996	1,031	1,067	1,102
Studies & Projects (25000/53300-6380)	-	-	5	-	- 5	-	-	-	-	-
Supplies (multiple)	107	100	53	53	-	0%	53	53	53	53
Vehicle Charges (25000-7400)	18	22	20	21	1	5%	21	22	23	23
Total Expense	1,270	1,390	1,339	1,391	52	4%	1,436	1,482	1,529	1,574
TOTAL LICENCES AND BYLAWS	268	350	350	402	52	13%	447	493	540	585

Comments:

- Salaries – The budget increase is due to the Business Support Analyst being moved from PWDS-ADMIN.
- Studies & Projects – Funding for onetime costs was included in the 2010 budget (Sign Bylaw: Advertising for public consultation, consulting and legal).



Services Provided

The Planning Department is responsible for providing input to Council in their deliberations around specific and broad land use policy and planning for the District of Maple Ridge.

After Council has set policy guidelines for an area, the Planning Department works with citizens and the development community to ensure that all development complies with zoning specifications, environmental legislation, health regulations and any form and character specifications for a development area. In order to carry out this work, the Planning Department coordinates the flow of information with a number of internal departments and stakeholder groups and agencies involved in a project application.

The Planning Department provides information, recommendations and technical expertise in the development of policy as well as providing assistance to committees of Council including the Heritage Advisory Commission, Agricultural Advisory Committee, and the Advisory Design Panel. We also supply information to, and work closely with, relevant external agencies (Agricultural Land Commission, Metro Vancouver) and very specific statutory work for every property development that comes before Council.

The Planning Department has a team of Environmental specialists who work closely with District planners and engineers to ensure that Maple Ridge achieves the highest standards of environmental stewardship and sustainability. This team works in the field to assess the impact of specific project applications and develop recommendations around environmental stewardship that become part of the District's comprehensive policy development around planning and land use.

2011 Workplan Emphasis

We will be working on several strategies and plans including:

- Preparation of an application to the Agricultural Land Commission (ALC) on the Albion Flats followed by preparation of an Area plan if approval is received from the ALC.
- Provide assistance to the Social Planning Committee on preparation of a Housing Action Plan.
- Complete the Environment Strategic Management plan.
- Provide support for the Heritage Commission Strategic plan.
- Complete the Zoning Bylaw review.
- Complete and implement the Wildfire Interface Management plan.
- Initiate the revised Regional Context Statement as required if the Metro Vancouver Regional Growth Strategy (RGS) is approved by Council
- Assist in the Quality Enhancement initiative.

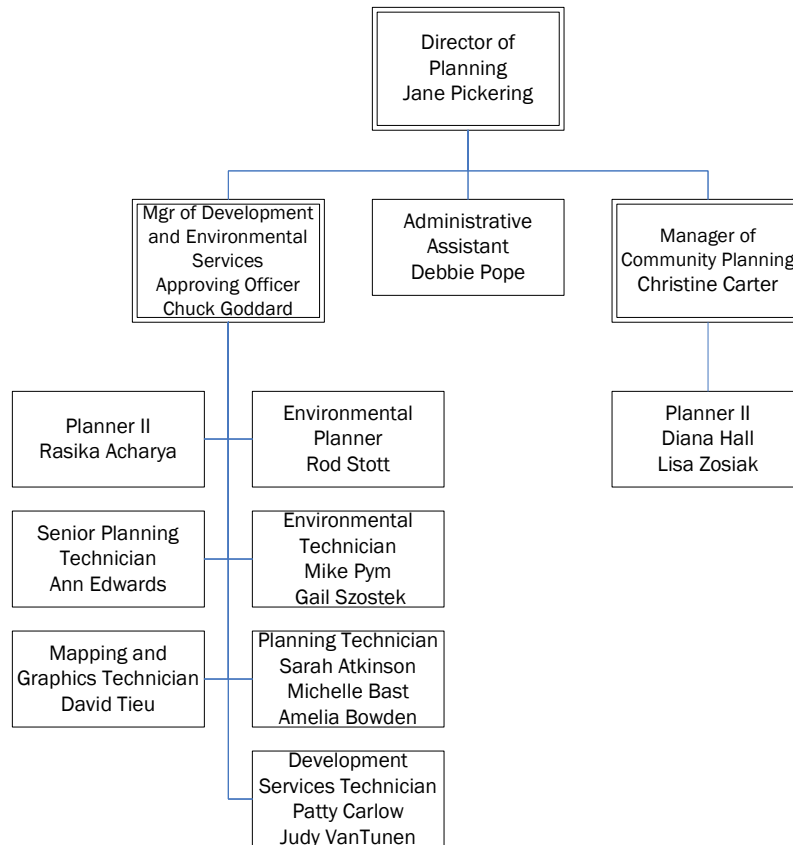
We will work with Sustainability and Corporate Planning to develop policy recommendations to ensure that the District of Maple Ridge is in compliance with legislation requiring official community plans to include targets and measurements for greenhouse gas emissions.

Performance Measurement

High-Level Community Goals (Appendix C)

- Increase residential density 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 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Director of Planning	1.0	1.0	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	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Community Planning	0.3	1.0	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	1.0
Planner II	2.5	2.3	2.4	3.0	3.0	3.1	3.0	3.0	3.0	3.0
Senior Planning Technician	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Environmental Technician	1.0	1.0	1.0	1.0	1.3	2.0	2.0	2.0	2.0	2.0
Planning Landscape Technician	0.7	-	-	-	-	-	-	-	-	-
Planning Technician	2.1	2.9	3.0	3.8	3.9	3.6	3.0	3.0	3.0	3.0
Mapping and Graphics Technician	-	-	-	-	-	0.9	1.0	1.0	1.0	1.0
Planning Assistant II	1.0	0.8	1.0	1.0	0.9	0.1	-	-	-	-
Administrative Assistant	1.0	1.0	1.1	1.3	1.0	1.0	1.0	1.0	1.0	1.0
Dev Services Technician	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Planning Student	-	0.2	0.3	-	-	-	-	-	-	-
Full-Time Equivalent	12.5	13.2	14.7	16.1	16.1	16.7	17.0	17.0	17.0	17.0

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

PWDS – PLANNING



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Applic Fees - ALR (53110-4123)	-2	-2	-6	-6	-	0%	-6	-6	-6	-6
Applic Fees - Dev Permit (53110-4124)	-119	-107	-150	-153	-3	2%	-156	-159	-161	-161
Applic Fees - OCP (53110-4121)	-11	-6	-6	-6	-	0%	-6	-7	-7	-7
Applic Fees - Subdivision (53110-4122)	-71	-103	-108	-111	-3	3%	-113	-115	-116	-116
Application Fees (53110-4120)	-91	-128	-108	-111	-3	3%	-113	-115	-115	-115
Erosion Sediment Contrl Permit (53110-4127)	-8	-8	-	-	-	-	-	-	-	-
Fees - Temp Ind/Comm Permit (53110-4125)	-12	-25	-4	-4	-	0%	-5	-5	-5	-5
Program Fees (53120-4230/4231)	-1	-1	-1	-1	-	0%	-1	-1	-1	-1
Programs (53120-4321)	-1	-1	-	-	-	-	-	-	-	-
Prov. Grant (Conditional) (53120-4252)	-9	-11	-	-	-	-	-	-	-	-
Sales (53110-4510)	-2	-2	-7	-7	-	0%	-7	-7	-7	-7
User Fees (53110-4222)	-1	-	-3	-3	-	0%	-3	-3	-3	-3
Total Revenue	-328	-394	-393	-402	-9	2%	-410	-418	-421	-421
Expense										
Committee Costs (53110/53120-6045)	55	19	62	22	-40	-182%	22	22	22	22
Consulting (53120-7005)	22	112	152	144	-8	-6%	19	19	19	19
Contract (53110-7007)	40	40	40	40	-	0%	40	40	40	40
Legal (53100/53110-7030)	77	56	38	38	-	0%	38	38	38	38
Memberships (53110-6270)	4	5	2	2	-	0%	2	2	2	2
Publications (53110/53120-6335)	-	-	2	2	-	0%	2	2	2	2
Salaries (multiple)	1,415	1,468	1,623	1,614	-9	-1%	1,676	1,736	1,800	1,859
Service Severance Costs (53100-5150)	6	7	7	7	-	0%	8	8	8	8
Studies & Projects (multiple)	4	22	150	-	-150	-	-	-	-	-
Supplies (multiple)	13	9	36	36	-	0%	36	36	36	36
Travel (53110/53120-6410)	7	8	9	9	-	0%	9	10	10	10
Total Expense	1,643	1,746	2,121	1,914	-207	-11%	1,852	1,913	1,977	2,036
TOTAL PLANNING	1,315	1,352	1,728	1,512	-216	-14%	1,442	1,495	1,556	1,615

Comments:

- Committee Costs, Consulting, and Studies & Projects – 2010 budgets contained funding committed to specific projects that were to be completed in 2010. However, many were not completed in 2010 and will need to be added to the 2011 budget in future amendments.



Services Provided

The Operations Centre 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.

2011 Workplan Emphasis

We will undertake water main replacement projects on 124 Avenue (227 Street to 228 Street) and the lane west of 220 Street south of Dewdney Trunk Road.

We will review the road alignment and infrastructure requirements on Abernathy (216 Street to Blackstock Street) and review installation of flow meters in all pressure reducer valves in the 84 metre elevation zones.

We will compile sanitary sewer and storm sewer video information into a comprehensive maintenance and repair program and undertake the Eagle Avenue neighbourhood storm main renewal.

We will review engineering design requirements and operations procedures for water, sanitary sewer, and storm sewer service connection renewals.

We will commence work on 284 Street where a landslide is affecting road stability, complete a structural review of bridges, and replace five temporary traffic delineator locations.

We will undertake a comprehensive fleet maintenance, fuel and data base review using principles established by the E3 (Energy, Environment and Excellence) Fleet Program and research the purchase of a low speed electric plug-in vehicle to add to our fleet.

Performance Measurement

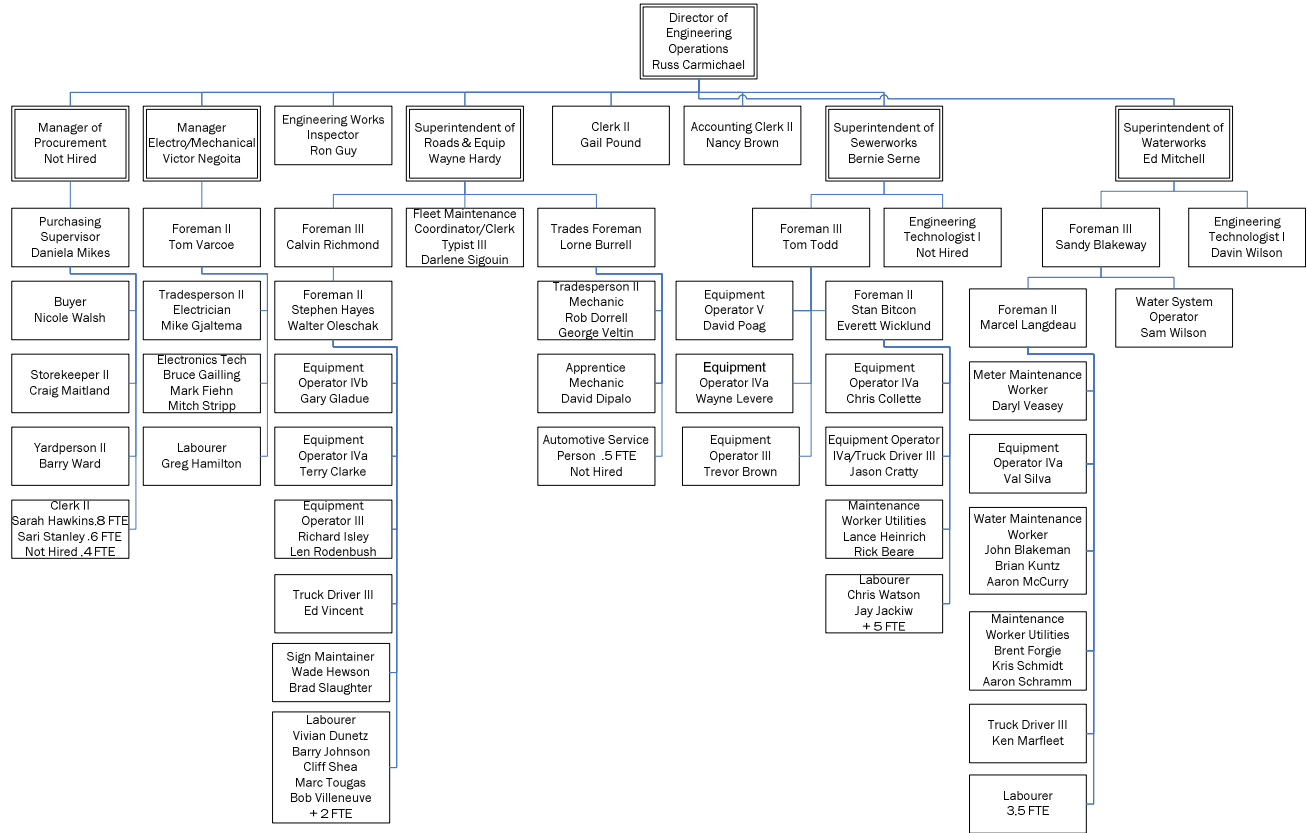
High-Level Community Goals (Appendix C)

- 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.

Key Performance Measures (mapleridge.visiblestrategies.com)

- Increase the overall performance of our transportation vehicle fleet (increase fuel efficiency, reduce costs, reduce greenhouse gas emissions).
- Our target for 2011 is to reduce electricity consumption at the Operations Centre by 5% from 2010 levels.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2004-2010 FTEs represent actual hours worked plus paid leave; 2011-2013 represent forecasted staffing levels.

Staff Summary Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Director of Engineering Operations	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager Electro/Mechanical	1.0	1.0	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	0.2	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	1.3	1.0	1.0	1.0
Superintendent of Waterworks	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Construction Superintendent	-	0.8	0.7	-	-	-	-	-	-	-
Engineering Technologist	-	-	1.0	1.0	1.0	1.0	0.4	2.0	2.0	2.0
Purchasing Supervisor	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Engineering Works Inspector	2.0	2.0	1.2	0.9	1.0	1.2	1.0	1.0	1.0	1.0
Buyer	1.0	1.0	0.5	1.0	1.0	1.0	0.8	1.0	1.0	1.0
Storekeeper II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Clerk II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fleet Mtce. Coord Clerk Typist III	0.3	1.0	1.0	1.0	1.1	1.4	1.4	1.0	1.0	1.0
Storekeeper IA	-	-	-	-	0.3	0.1	-	-	-	-
Clerk II	1.2	1.7	1.8	1.8	2.0	1.6	2.0	2.8	2.8	2.8
Accounting Clerk I	0.5	-	-	-	-	-	-	-	-	-
Clerk I	0.5	-	-	-	-	-	-	-	-	-
Maintenance Student	0.4	0.4	0.1	-	-	-	-	-	-	-
Trades Foreman	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0	1.0
Foreman III	3.0	3.0	3.1	3.5	3.0	3.3	3.3	3.0	3.0	3.0
Tradesperson II - Mechanic	2.0	2.0	2.0	2.0	2.1	2.0	1.9	2.0	2.0	2.0
Tradesperson II - Electrician	0.6	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0
Foreman II	5.0	5.6	5.7	6.4	6.7	6.5	6.0	6.0	6.0	6.0
Water System Operator	-	-	-	0.7	0.6	-	0.7	1.0	1.0	1.0
Apprentice - Mechanic	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Electronics Technician	3.0	2.9	2.8	2.2	2.3	3.2	2.8	3.0	3.0	3.0
Meter Maintenance Worker	0.9	0.7	0.4	1.0	1.0	1.1	1.0	1.0	1.0	1.0
Equipment Operator V	1.0	0.9	0.9	1.0	1.9	1.0	1.0	1.0	1.0	1.0
Equipment Operator IVB	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Op IVA/Truck Driver III	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Equipment Operator IVA	4.0	5.2	4.9	4.7	3.8	4.1	3.9	4.0	4.0	4.0
Water Maintenance Worker	2.3	3.0	2.2	1.9	2.6	3.3	3.0	3.0	3.0	3.0
Equipment Operator III	2.6	2.0	2.0	2.0	1.9	2.0	2.5	3.0	3.0	3.0
Maintenance Worker Utilities	2.4	2.5	4.3	5.0	4.5	5.1	4.5	5.0	5.0	5.0
Automotive Serviceperson	-	-	-	-	-	0.2	0.2	0.5	0.5	0.5
Truck Driver III	2.0	2.0	2.0	2.0	2.1	3.2	2.1	2.0	2.0	2.0
Equipment Operator II	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	1.0	1.0	1.0
Truck Driver II	2.0	2.0	1.5	1.0	0.9	-	-	-	-	-
Sign Maintainer	1.0	1.2	1.8	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Labourer	14.8	16.2	14.2	15.6	14.3	13.2	13.3	18.5	18.5	18.5
Other	-	-	-	-	0.4	-	-	-	-	-
Full-Time Equivalent	64.4	69.1	66.7	69.7	69.2	70.6	68.1	77.6	77.6	77.6

PWDS – OPERATIONS CENTRE



The base budgets for 2011-2015 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)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Expense										
Committee Costs (33100-6045)	4	10	14	10	-4	-40%	10	10	10	10
Contributions from Others (30000-4820)	-	-24	-30	-30	-	0%	-30	-30	-30	-30
Environmental Costs (33100-6320)	-	-	20	20	-	0%	20	20	20	20
Equipment Maintenance (30000-8030)	669	727	532	542	10	2%	551	560	570	579
Fees (39000-4220)	-7	-18	-10	-10	-	0%	-10	-10	-10	-10
Fuel (33200-7360)	584	699	662	677	15	2%	697	717	738	758
Fuel Sales (33200-7361)	-288	-354	-320	-317	3	-1%	-327	-336	-346	-355
GVTA Grant - Downloaded Roads (33100-4261)	-603	-262	-845	-845	-	0%	-845	-845	-845	-845
GVTA Grant - Uploaded Roads (33100-4260)	-568	-	-	-	-	-	-	-	-	-
Insurance (multiple)	105	104	150	156	6	4%	163	170	170	170
Maintenance - General (multiple)	4,354	4,003	4,430	4,587	157	3%	4,735	4,888	5,045	5,182
Preservice Fees (35300-4460)	-	-	-26	-26	-	0%	-26	-26	-26	-26
Prov. Grant (Unconditional) (33100-4253)	-76	-54	-	-	-	-	-	-	-	-
Salaries (multiple)	831	918	1,029	1,068	39	4%	1,110	1,149	1,191	1,230
Supplies (multiple)	110	114	104	106	2	2%	106	109	110	111
Training (33100-6400)	31	28	24	24	-	0%	24	24	24	24
Vehicle Chgs Contra (Mtce) (33200-7405)	-1,383	-1,435	-1,112	-1,151	-39	3%	-1,180	-1,210	-1,234	-1,257
Vehicle Chgs Contra (Replacmt) (33200-7410)	-850	-892	-1,036	-1,086	-50	5%	-1,163	-1,204	-1,252	-1,304
Vehicle Costs (33100-6430)	15	11	24	25	1	4%	26	27	27	28
Total Expense	2,928	3,575	3,610	3,750	140	4%	3,861	4,013	4,162	4,285
Transfers										
Special Projects (33100-6385)	159	247	711	253	-458	-181%	-	166	344	535
Transfers Out (33100-ERR-9400/9402)	920	990	1,110	1,160	50	4%	1,237	1,278	1,326	1,378
Total Transfers	1,079	1,237	1,821	1,413	-408	-29%	1,237	1,444	1,670	1,913
TOTAL OPERATIONS	4,007	4,812	5,431	5,163	-268	-493%	5,098	5,457	5,832	6,198

Comments:

- Committee Costs – 2010 budgets contained onetime funding for Biking Program Youth Centre.

Financial Plan – Private Service

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Access Culverts (33300-4481)	-32	-47	-	-	-	-	-	-	-	-
Curb Let Down/Rd Extension (33300-4160)	-8	-14	-36	-36	-	0%	-37	-37	-37	-38
Ditch Enclosures (33300-4482)	-12	-11	-	-	-	-	-	-	-	-
Private Xing /Frontage /Storm (33300-4480)	-20	-32	-65	-67	-2	3%	-69	-71	-72	-74
TOTAL OP-PRIVATE SERVICE	-72	-104	-101	-103	-2	2%	-106	-108	-109	-112

PWDS – OPERATIONS CENTRE



Financial Plan – Sewer Utility

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Contributions from Others (60000-4820)	-	-5	-	-	-	-	-	-	-	-
Investment Interest (60000-4295)	-203	-175	-225	-225	-	0%	-225	-225	-225	-225
M.F.A. Discharge (64000-4380)	-22	-	-	-	-	-	-	-	-	-
Parcel Charges (61000-4420)	-778	-784	-830	-872	-42	5%	-915	-961	-1,009	-1,059
Prov. Grant (Unconditional) (61000-102-4253)	-264	-248	-248	-248	-	0%	-248	-248	-248	-248
Sale of Service (61000-4600)	-205	-198	-275	-289	-14	5%	-303	-318	-334	-351
Sales (61000-4510)	-5,620	-6,031	-5,837	-6,250	-413	7%	-6,692	-7,165	-7,672	-8,215
Total Revenue	-7,092	-7,441	-7,415	-7,884	-469	6%	-8,383	-8,917	-9,488	-10,098
Expense										
Admin Fees (61000-101-6005)	2,861	2,950	3,009	3,151	142	5%	3,292	3,434	3,576	3,718
Appropriation of Surplus (61000-9010)	-449	-790	-790	125	915	732%	357	621	1,052	2,140
Audit Fees (61000-7000)	4	7	7	4	-3	-75%	4	4	4	4
Consulting (60000/61000-7005)	12	2	10	10	-	0%	10	10	10	10
Contract (64000-7007)	1,993	1,993	1,993	1,993	-	0%	1,993	1,993	1,993	1,993
Contribution to own Reserves (64000-9020)	478	1,287	-	-	-	-	-	-	-	-
Contribution to Self-Insurance (64000-9021)	60	7	7	7	-	0%	7	7	7	7
Insurance (61000-6210)	-7	43	49	49	-	0%	49	49	49	49
Insurance-Adj Fee / Deductible (61000-6211)	-	-	5	5	-	0%	5	5	5	5
Maintenance - Buildings (62000-8060)	269	262	251	259	8	3%	265	271	278	284
Maintenance - General (62000/63000-8056)	222	254	338	360	22	6%	379	398	418	438
Other Outside Services (61000-7051)	4	5	5	5	-	0%	5	5	5	5
Radio & Communications (61000-6340)	6	6	8	8	-	0%	9	9	9	9
Salaries (61000-5500)	208	199	262	273	11	4%	283	293	303	312
Salary Transfers (61000-5450)	546	563	562	580	18	3%	597	614	632	646
Service Severance Costs (60000-5150)	7	7	7	7	-	0%	7	7	8	8
Small Tools & Equipment (61000-7390)	25	23	10	10	-	0%	11	11	11	11
Special Projects (61000-6385)	5	128	833	215	-618	-287%	65	-	-	-
Utilities - Gas & Hydro (61000-6510)	19	20	25	25	-	0%	25	25	25	25
Utilities - Telephone (61000-6520)	5	3	41	41	-	0%	41	41	41	41
Total Expense	6,268	6,969	6,632	7,127	495	7%	7,404	7,797	8,426	9,705
Transfers										
Transfer to Capital Funds (multiple)	52	97	909	894	-15	-2%	969	1,112	1,057	390
Transfers Out (multiple)	170	61	100	100	-	0%	100	100	100	100
Total Transfers	222	158	1,009	994	-15	-2%	1,069	1,212	1,157	490
TOTAL SEWER UTILITY	-602	-314	226	237	11	5%	90	92	95	97

Comments:

- Parcel Charges/Sale of Service/Sales – Fees for sewer services have been increased by 5% to cover regional treatment costs as well as local operating and capital costs.
- Special Projects – 2010 budgets contained funding committed to specific projects that were to be completed in 2010. However, many were not completed in 2010 and will need to be added to the 2011 budget in future amendments.

Financial Plan – Sewer Utility – Private Service

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Connection (61000-4140)	-45	-49	-84	-87	-3	3%	-89	-92	-94	-96
Disconnections (Revenue) (61000-4180)	-3	-2	-3	-3	-	0%	-3	-3	-4	-4
Preservice Fees (61000-4460)	-6	-	-9	-9	-	0%	-9	-9	-9	-9
Total Revenue	-54	-51	-96	-99	-3	3%	-101	-104	-107	-109
Expense										
Connections - Preservice (61000-8011)	4	3	14	14	-	0%	14	14	14	14
Total Expense	4	3	14	14	-	0%	14	14	14	14
TOTAL SEWER-PRIVATE SERVICE	-50	-48	-82	-85	-3	4%	-87	-90	-93	-95

PWDS – OPERATIONS CENTRE



Financial Plan – Water Utility

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Federal Grant (Conditional) (multiple)	-2	-	-	-	-	0%	-	-	-	-
Fines (71000-4240)	-40	-30	-18	-18	-	0%	-18	-18	-18	-18
Investment Interest (70000-4295)	-228	-205	-150	-150	-	0%	-150	-150	-150	-150
M.F.A. Discharge (74000-4380)	-148	-	-	-	-	-	-	-	-	-
Parcel Charges (71000-4420)	-87	-79	-85	-93	-8	9%	-101	-110	-120	-131
Sale of Service (71000-4600)	-2,384	-2,308	-2,442	-2,662	-220	8%	-2,902	-3,163	-3,448	-3,758
Sales (71000-4510)	-6,737	-7,415	-7,662	-8,519	-857	10%	-9,472	-10,531	-11,708	-13,017
Transfers In (multiple)	-26	-1,076	-	-	-	-	-	-	-800	-800
Total Revenue	-9,653	-11,113	-10,357	-11,442	-1,085	9%	-12,643	-13,972	-16,244	-17,874
Expense										
Advertising (71000-6010)	1	1	4	4	-	0%	4	4	4	4
Appropriation of Surplus (71000-9010)	-819	-1,408	-1,408	-1,267	141	-11%	-165	409	1,181	3,183
Audit Fees (71000-7000)	7	11	11	7	-4	-57%	7	7	7	7
Consulting (71000-7005)	11	3	10	10	-	0%	10	10	10	10
Contribution to own Reserves (74000-9020)	866	1,034	-	-	-	-	-	-	-	-
Contribution to Self-Insurance (74000-9021)	7	-17	7	7	-	0%	7	7	7	7
Insurance (71000-6210)	43	66	43	43	-	0%	43	43	43	43
Insurance-Adj Fee / Deductible (71000-6211)	-	-	5	5	-	0%	5	5	5	5
Maintenance - General (70000/72000-8056)	1,166	1,222	1,236	1,286	50	4%	1,329	1,374	1,420	1,465
Meter Reading (71000-8049)	24	14	14	15	1	7%	15	16	16	17
Other Outside Services (71000-7051)	68	-288	198	438	240	55%	438	438	438	438
Purchases (71000-7380)	5,410	5,564	6,171	6,788	617	9%	7,698	8,521	9,075	9,620
Radio & Communications (71000-6340)	8	7	9	10	1	10%	10	10	10	10
Salaries (71000/72000-5500)	366	324	634	648	14	2%	665	681	699	715
Salary Transfers (71000-5450)	696	719	718	741	23	3%	765	788	812	830
Service Severance Costs (70000-5150)	7	9	9	9	-	0%	9	10	10	10
Small Tools & Equipment (71000-7390)	22	16	14	14	-	0%	15	15	15	15
Special Projects (71000-6385)	78	121	976	295	-681	-231%	15	15	15	15
Total Expense	7,961	7,398	8,651	9,053	402	4%	10,870	12,353	14,567	17,194
Transfers										
Transfer to Capital Funds (multiple)	1,206	691	2,093	2,810	717	26%	1,917	1,769	1,630	638
Transfers Out (multiple)	348	-150	100	100	-	0%	100	100	100	100
Total Transfers	1,554	541	2,193	2,910	717	25%	2,017	1,869	1,730	738
TOTAL WATER UTILITY	-138	-3,174	487	521	34	7%	244	250	53	58

Comments:

- Parcel Charges/Sales of Services/Sales – The 2011 budget reflects a 9% increase and an update to the number of units that are connected to water. The 9% increase is required to cover the increased cost of water purchased from the region, our portion of regional capital projects and local operating and capital costs.
- Other Outside Services – The change in the budget is the increased borrowing costs related to capital cost sharing with regional district for construction of new pump station and additional watermain.
- Purchases – The cost of water purchase from the region is expected to increase significantly.

Financial Plan – Water Utility – Private Service

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Connection (71000-4140)	-243	-298	-169	-174	-5	3%	-178	-182	-187	-191
Disconnections (Revenue) (71000-4180)	-5	-5	-6	-6	-	0%	-6	-6	-7	-7
Hydrant Fees (71000-4270)	-5	-6	-8	-8	-	0%	-8	-8	-8	-8
Hydrant Relocation (71000-4142)	-7	-	-	-	-	-	-	-	-	-
Preservice Fees (71000-4460)	-	-	-10	-10	-	0%	-10	-10	-10	-10
Tie-Ins (70000/71000-4141)	-42	-82	-65	-65	-	0%	-65	-65	-65	-65
Connections - Preservice (71000-8011)	21	23	21	21	-	0%	21	21	22	22
TOTAL WATER UTILITY-PRIVATE SERVICE	-281	-368	-237	-242	-5	2%	-246	-250	-255	-259



Services Provided

Ridge Meadows Recycling Society (RMRS), a community-based, charitable non-profit organization, in partnership with the District of Maple Ridge provides Blue Box recycling collection, operates the Maple Ridge Recycling Depot and Intermediate Processing Facility, and offers education on environmental issues in Maple Ridge.

As a local employer, with a total of 64 full and part-time employees, 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 has a highly motivated team that promotes the 3R's (Reduce, Reuse, and Recycle), provides excellent customer service, seeks out partnerships to enhance recycling services and works to maximize financial and sustainability returns on recycled commodities.

2011 Workplan Emphasis

In order to reduce solid waste, improve participation rates, and increase customer satisfaction with curbside collection RMRS will aggressively target the 21% of the current waste stream that is organic with a goal to reduce organic waste to 15% of the total waste stream by the end of 2011.

RMRS will assist in the implementation of new parking regulations in the difficult to access areas along with our partners in Emergency Services who have similar access concerns.

We will administer the Brush Chipping program or an alternative program, and expand Blue Box pickup services further east. RMRS will also expand numbers of businesses involved in recycling collection by developing a framework to include commercial properties into the property tax structure.

RMRS will continue to reduce solid waste by providing a drop-off depot with added product stewardship initiatives such as antifreeze, small appliances; blenders, coffeemakers, irons, fans, hairdryers, clocks, vacuums, etc.

RMRS will provide public education to increase awareness of recycling by producing an advertising campaign for new extended producer responsibility products and items accepted at the Depot. RMRS will administer and provide education on the District's low-flow toilet rebate program, and finalize the solid waste Garbage and Recycling Regulations bylaw.

RMRS will continue to provide employment and training opportunities to people with developmental disabilities in partnership with Community Living BC and other Ministries.

Performance Measurement

High-Level Community Goals (Appendix C)

- 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.

Key Performance Measures (mapleridge.visiblestrategies.com)

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

PWDS – RECYCLING



Financial Plan – Recycling

All figures represent \$'000 (thousands)

	2009 Actuals	2010 Actuals	2010 Budget	2011 Budget	Budget Δ \$	Budget Δ %	2012 Budget	2013 Budget	2014 Budget	2015 Budget
Revenue										
Fees (51000-4220)	- 86	- 85	- 100	- 100	-	0%	- 100	- 100	- 100	- 100
Lease Expense (51000-004-6230)	-	30	15	15	-	0%	15	15	15	15
Total Revenue	- 86	- 55	- 85	- 85	-	0%	- 85	- 85	- 85	- 85
Expense										
Contract (51000-7007)	936	1,209	1,212	1,113	- 99	-9%	1,140	1,167	1,196	1,225
Insurance (51000-6210)	2	2	2	2	-	0%	2	2	2	2
Vehicle Charges (51000-7400)	381	386	423	440	17	4%	493	508	523	539
Total Expense	1,319	1,597	1,637	1,555	- 82	-5%	1,635	1,677	1,721	1,766
TOTAL RECYCLING	1,233	1,542	1,552	1,470	- 82	-6%	1,550	1,592	1,636	1,681

Comments:

- Fees – Collections of fees on property taxes for recycling are included under the Financial Services – Tax Revenue section in Corporate & Financial Services (CFS).
- Contract – 2010 includes \$140K in funding to cover the municipal share of 2009 loss incurred by RMRS.

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

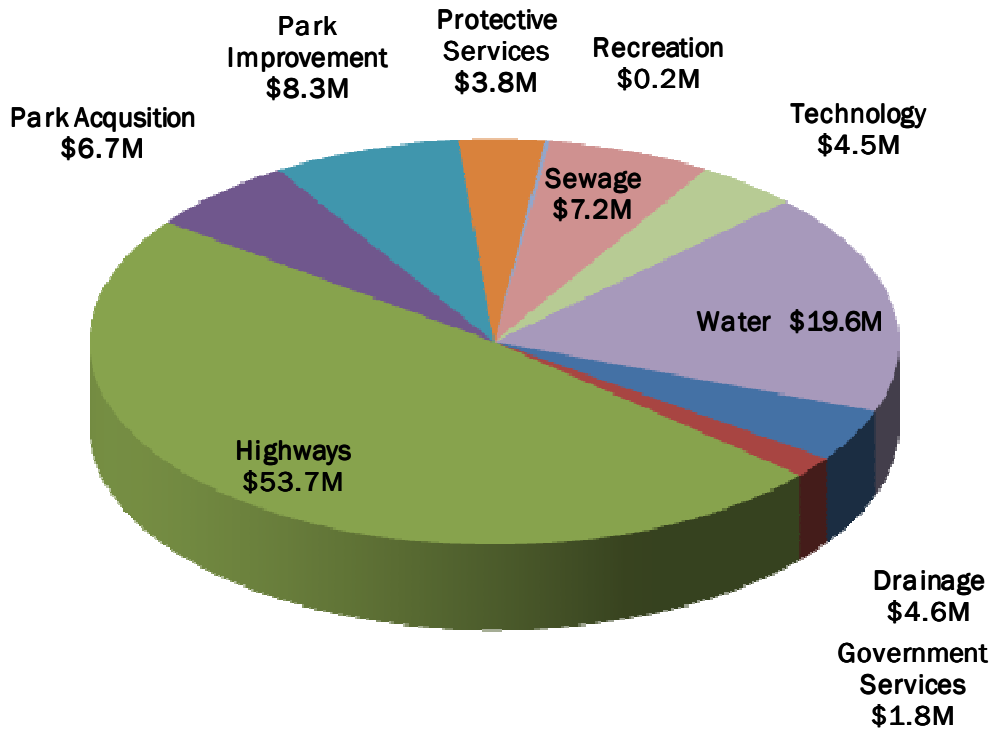
The table on the next page illustrates the sources of funding for these projects. The proposed CWP is relatively large due to borrowing (Debt Financing) and projected funding from other sources including TransLink and grants from provincial and federal governments.

CAPITAL WORKS PROGRAM



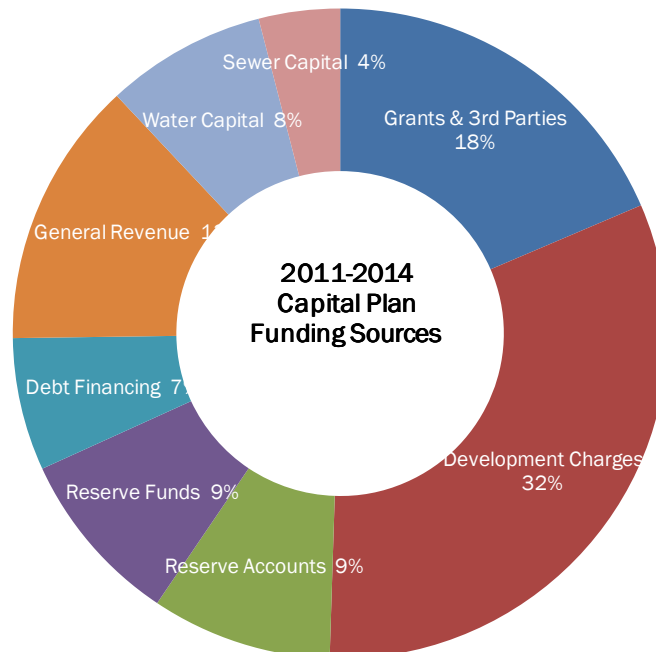
The five-year Capital Works Program is \$109 million; 2011 planned capital projects are \$16 million, exclusive of projects that may be carried forward from previous years. It should be noted that developers will contribute millions in subdivision infrastructure to our community and these contributions are not included in our capital plan. Budgets for projects that were approved in previous years, but not completed by the end of 2010 will be included in a Financial Plan amendment in the spring of 2011.

Capital Expenditure Program 2011 – 2015 (\$110 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 (2011 - 2015), and is responsible for deployment of information relating to the Capital Works Program on the District's website. The Committee also provides staff support with respect to capital information inquiries and/or requests, maintains the integrity of the data in the corporate business system for long-term capital programming and creating an archive of completed and planned projects, and has the responsibility of administrating the Capital Works Program and associated business systems.

2011 Workplan Emphasis

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 much less than the amount for 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 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 \$125,000 in 2011.
- Software Maintenance and Support receives additional funding of \$20,000 to cover incremental costs of new software purchases.
- 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 \$65,000 for each division.
- The Operations Centre 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. 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. The South Bonson Amenity Building was added in Pitt Meadows with annual net costs anticipated to be just over \$100,000.

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 small-town feel of the community. Specific neighbourhood plans supported by design guidelines and attention to

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



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

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



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 fifth annual Progress Report to the citizens of Maple Ridge.

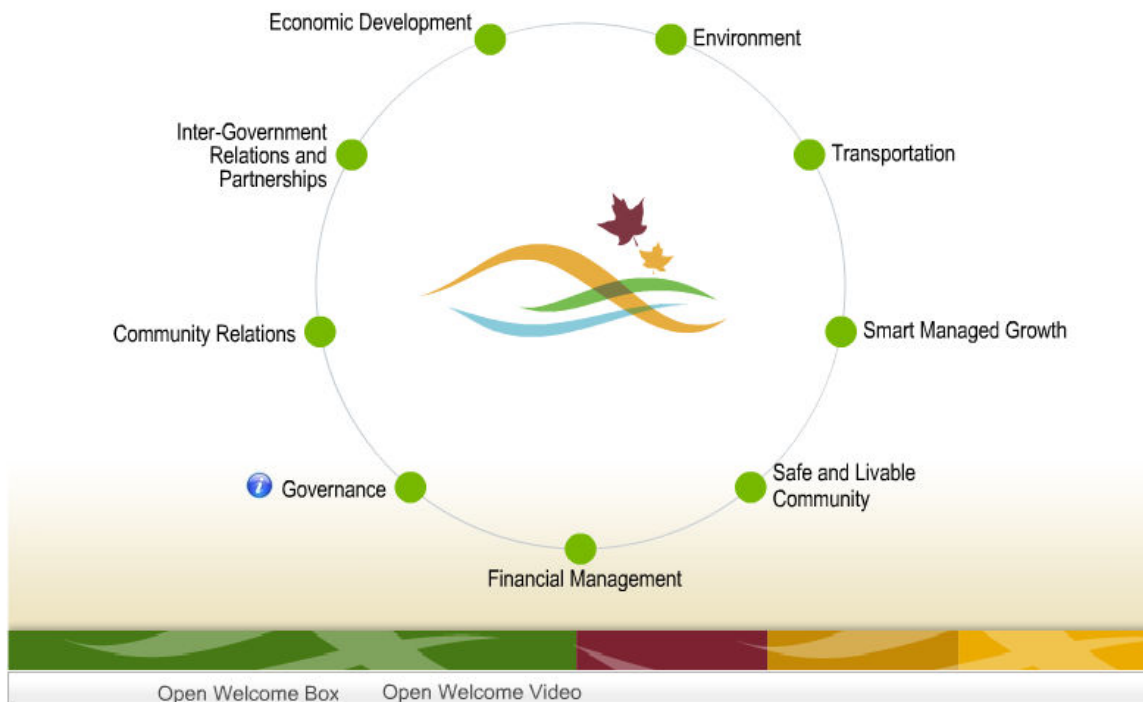
The Strategic Plan is an important tool in the success of our community. It sets the vision for the future, and key strategies that will help to achieve that vision. Regular reporting on achievement toward the plan is another important tool to keep things on track.

In an effort to enhance public performance reporting and improve citizen engagement, the District embarked on a program that began in 2007, supported by funding through the National Centre for Civic Innovation in New York, and resources provided by CCAF-FCVI (formerly the Canadian Comprehensive Auditing Foundation). The process involved citizens, business owners, community groups, and staff from numerous municipalities. One of the resulting enhancements the District has implemented is an online performance reporting tool called SEE-IT. This gives citizens and other interested parties access to performance information over the internet, responding to a desire for 24/7 access at a high level, with drill-down functionality as and when needed, without sifting through lengthy paper reports. SEE-IT strengthens the District's efforts to ensure an open and transparent government, and greatly enhances public access to information.

As a result, this year's Progress Report differs from prior progress reports. The information provided here is a subset of "scorecards" available on SEE-IT. These scorecards represent progress related to high-level community goals in the Strategic Plan.

Council and Staff at the District are pleased to introduce SEE-IT as an important tool in the overall management of the community. Users will find the tool easy to use and navigate, and the depth of multi-media content far exceeds what could be provided in a printed document. See-It can be found at the District's website (www.mapleridge.ca) under Municipal Hall, How Are We Doing.

Plan for Tomorrow. Live for Today.



SEE-IT™ site © 2010 powered by: visible strategies

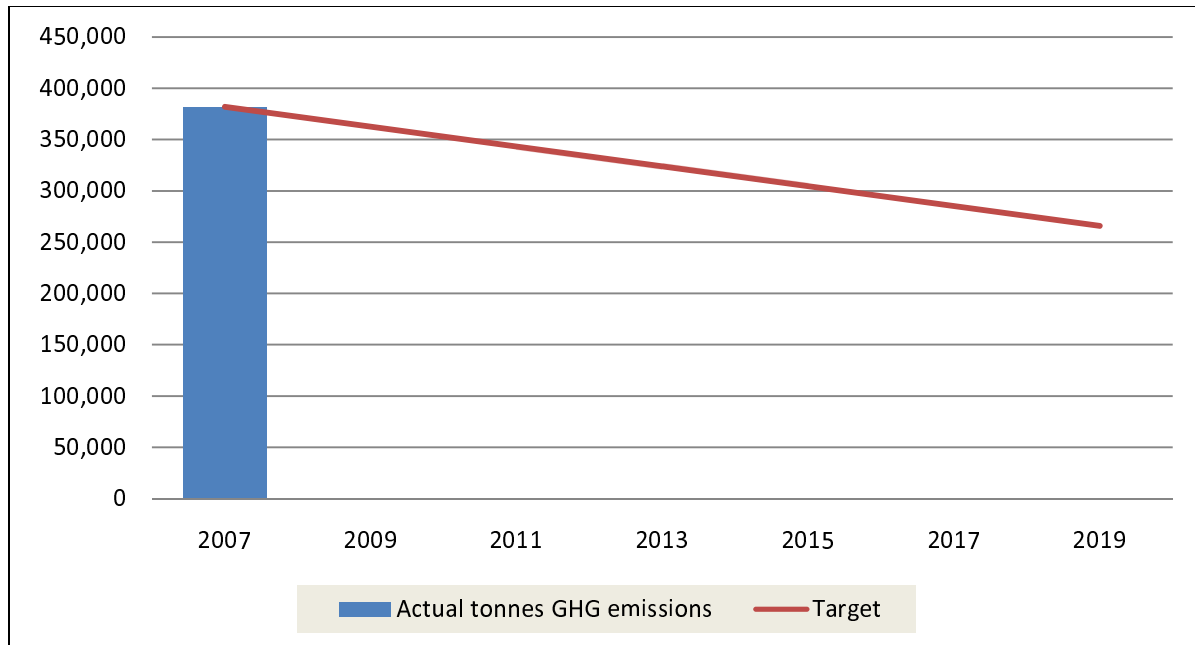
Reduce Community Greenhouse Gas Emissions

Target Statement

By 2020, the BC Government has committed to reduce its greenhouse gas (GHG) emissions by 33 per cent, compared to 2007 levels. This target has been adopted by Maple Ridge.

Overview

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



Source

Source: Updated Community Energy & Greenhouse Gas Emissions Inventory: 2007 Report dated June 30, 2010, from BC's Ministry of Environment.

Note:

Total emissions reported in this chart include the category Buildings-Large Industrial. This category is not included in the Provincial totals, but shown instead as a separate memo item.

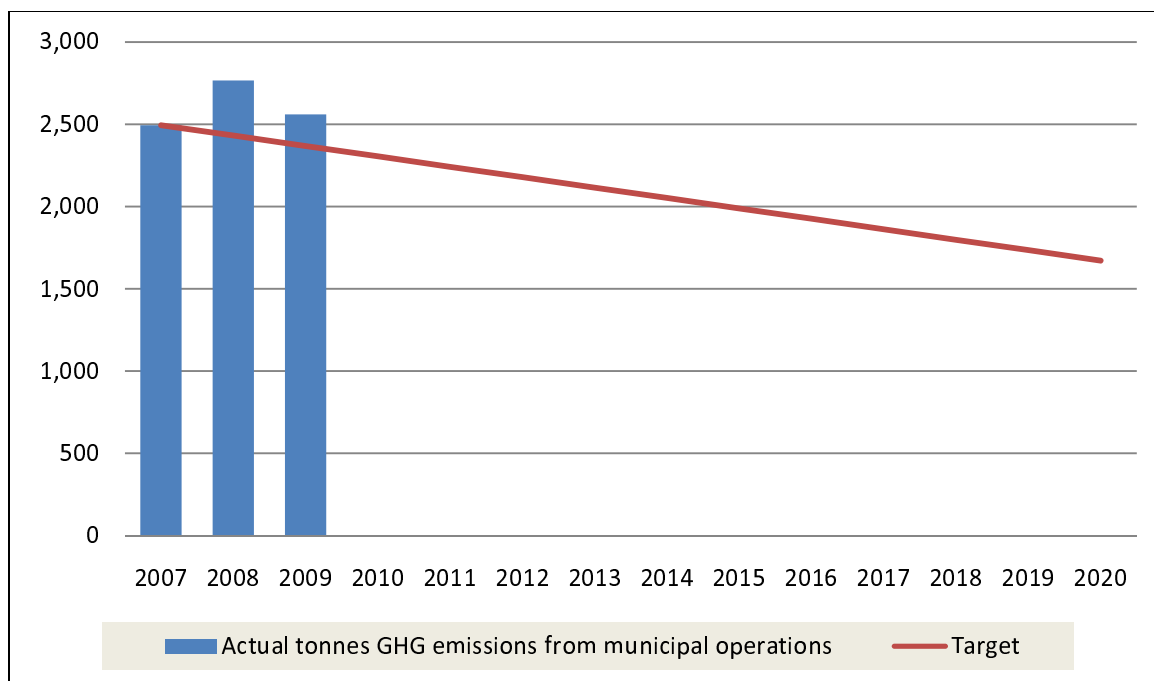
Carbon Neutral Municipal Operations

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.”



Status Report

2009 results are preliminary. 2010 results will not be available until May 2011.

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. Colder weather 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.

Notes

Emissions were calculated using 2007 ICLEI coefficients. 2008 coefficients are expected to be released in July 2010. Prior years' numbers may change slightly as we refine our methodology to align with governing bodies.

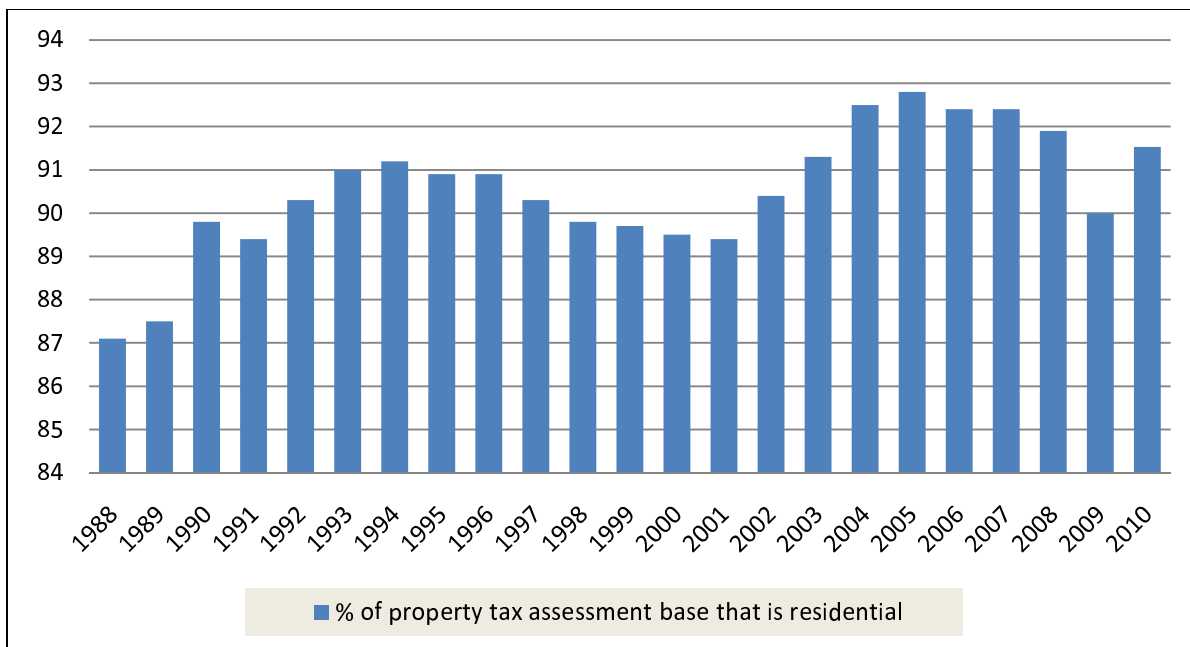
Diversify the Tax Base

Target Statement

Build a sustainable community that includes a balance of land use types and a diversified tax base.

Overview

The District of Maple Ridge relies on property tax revenue to fund the majority of public services. The value of properties for the purpose of property taxation is considered the “tax base.” A diversified tax base enhances the reliability of this critical funding source. This graph illustrates the percentage of the property tax assessment base that is made up of residential properties. The balance of property types are: business and other, light industry, major industry, utilities, farm, and recreation/non-profit. Because the residential class continues to grow steadily year after year, it would take many years of repeated record-level growth in the other classes to affect significant change in the distribution.



Status Report

2010 saw a decrease in market value in the Residential Class of approx. 4% while the commercial classes saw a market value increase around 5%. The result was a minor reduction in the proportion of the assessment base attributed to the residential class.

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

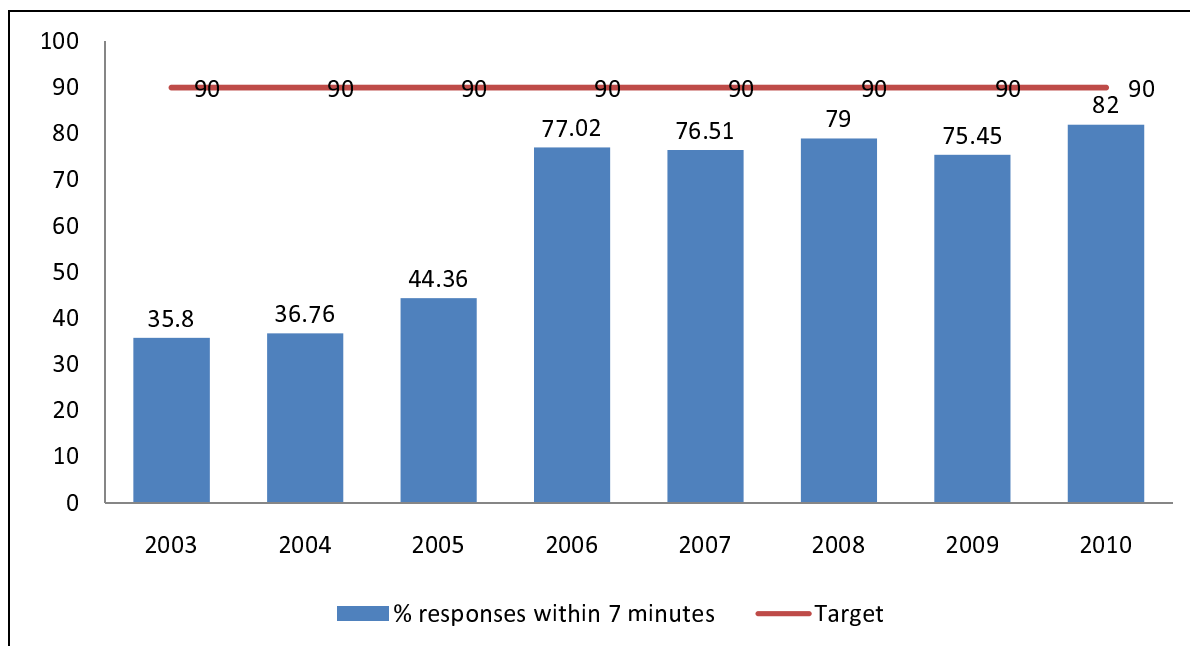
Reduce Fire Hall 1 Response Time

Target Statement

To respond to calls within the Fire Hall 1 response area within 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, (the 7 minutes is comprised of 1 - minute dispatching; 2 minutes - turnout - firefighters to don personal protective equipment and the truck leaving the Hall); 4 minutes - travel time from the Fire Hall to 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. 3 have been reduced as it was staffed daytime only from January 2009 to June 2010 and currently is staffed 24/7. Fire Hall No. 2 has also been reduced, as Fire Hall No. 1 fire fighters respond throughout the District.



Status Report

With implementation of the Fire Master Plan, response time has been reduced dramatically.

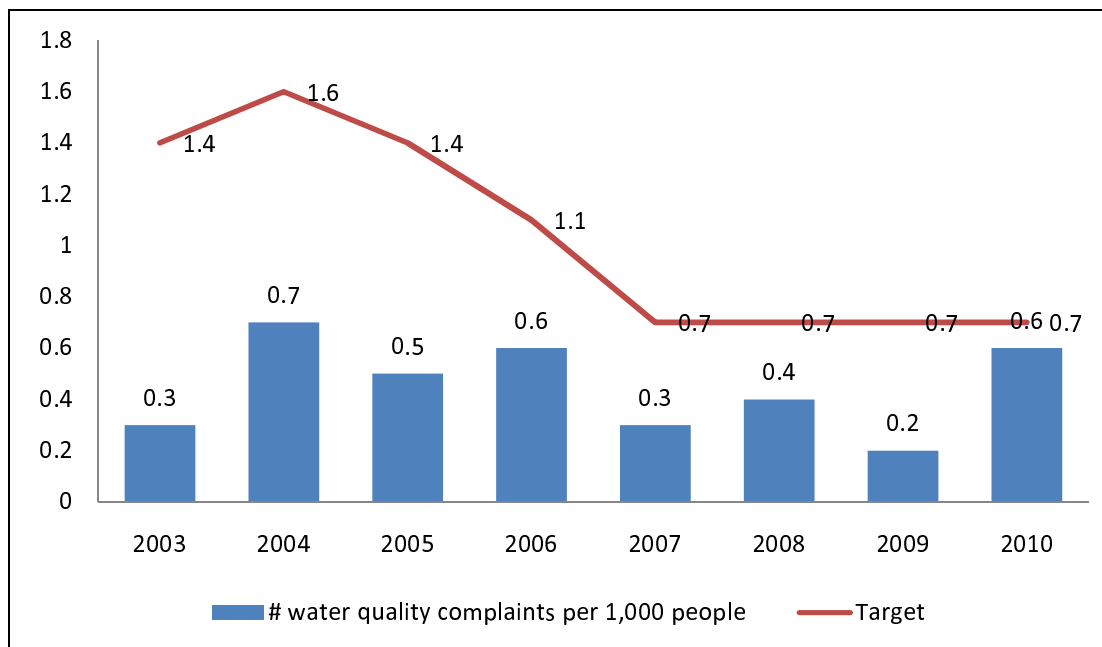
Provide High Quality Drinking Water

Target Statement

To have FEWER water quality complaints than the national average.

Overview

Our goals are to provide high quality, safe drinking water to homes and businesses, to ensure the security of the water distribution system, and to ensure an adequate supply of water flow for fire protection. The District's Operations Department maintains 373 kilometres of watermains. The District of Maple Ridge participates in a national benchmarking initiative that assists in managing and monitoring performance in the areas of wastewater collection and treatment systems and water treatment, supply and distribution systems. There are currently more than 35 participating Canadian cities and regional organizations serving more than 60% of the Canadian population. This initiative, created and administered by Earth Tech, serves as the national standard for water and wastewater utility benchmarking in Canada.



Status Report

No significant weather related turbidity events at water source in 2010.

Maintain a Dependable Sewage System

Target Statement

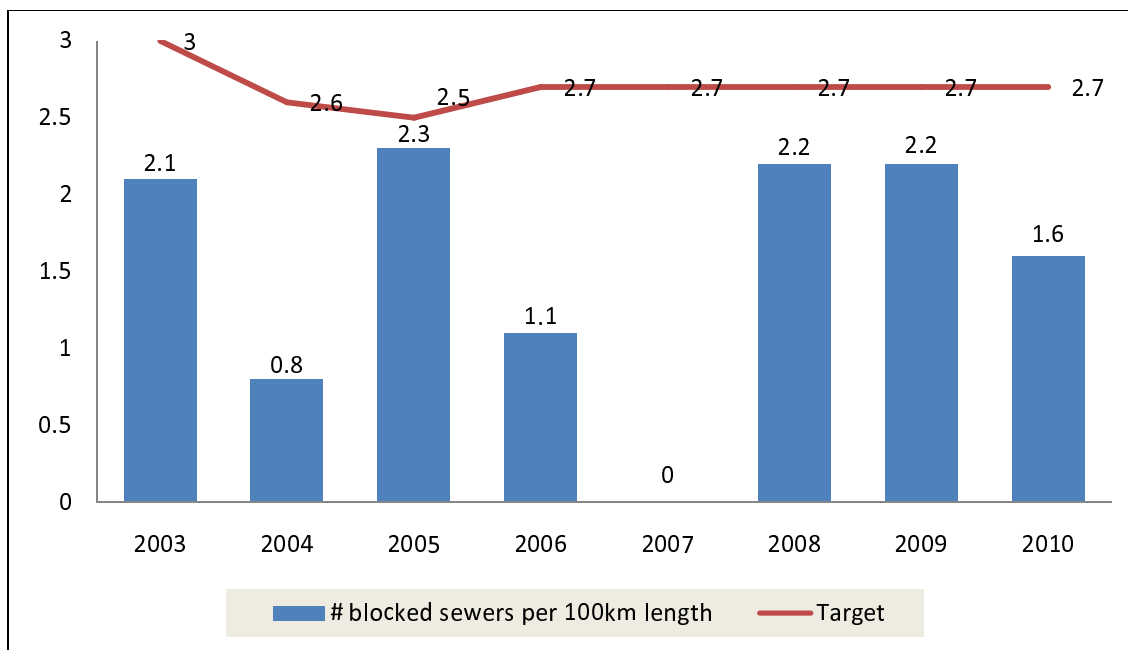
To have FEWER blocked sewers than the national average.

Overview

Our goals are to maintain a dependable sewage collection system with minimal blockages, and to minimize the environmental impact of blockages and overflows. The District's Operations Department maintains 265 kilometres of gravity sanitary sewer.

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

The District's goal is to minimize the number of blocked sewers per 100 kilometre length, and in doing so, to exceed the national water and wastewater benchmarking initiative average. For this measure, a lower number is better, and we are striving to experience less than the national average of blocked sewers per 100 kilometre length.



Status Report

No abnormal weather events in 2010.

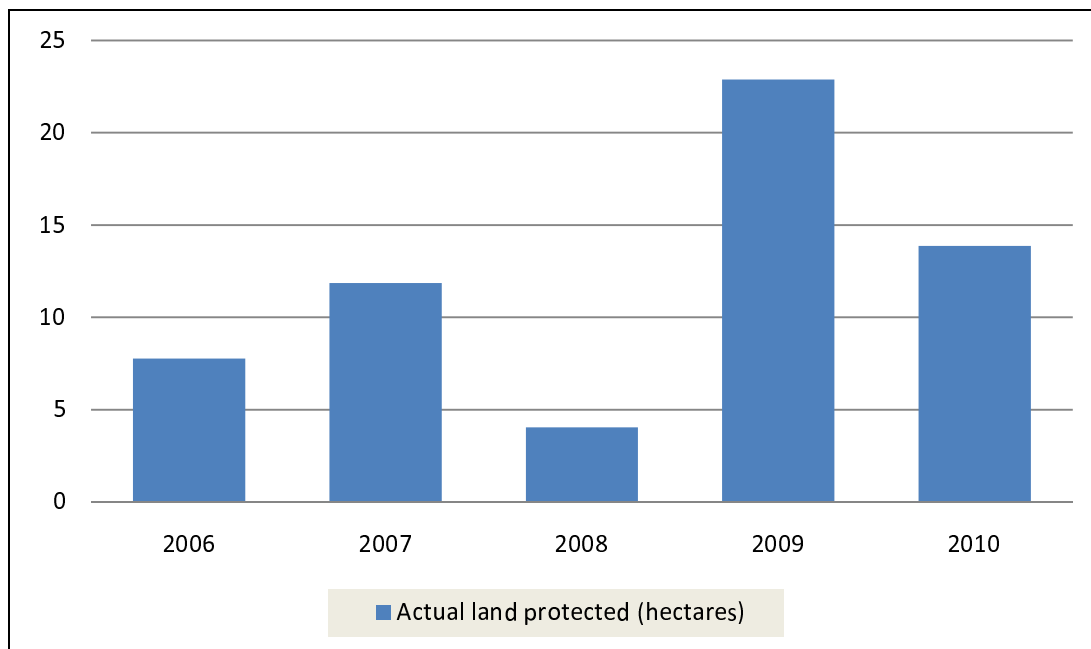
Protect Environmentally Sensitive Areas

Target Statement

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

Overview

This graph represents the number of hectares of land that was legally protected, through dedication or covenant, for environmental reasons. The information tab provides a further breakdown by reason. 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.



Status Report

All Areas in Hectares

Year	Water Course	Slope	Amenity	Storm Water	Geotech	Veg Retention	Habitat	Dyke	Trail	Other	Total Area Protected by Year
Pre 2000	173.907	4.484	13.476	16.450	7.881		0.900	2.629	2.160	4.595	199.441
2001	8.909			0.297							8.914
2002	8.367										8.367
2003	10.251	0.745	0.114					6.871		0.252	17.487
2004	25.074	0.866	9.463	0.299			1.107				35.413
2005	8.266	1.527		0.258			0.235				9.384
2006	16.842	0.764	0.162								17.767
2007	14.191	0.714	0.165	0.145						1.455	16.405
2008	10.941	3.490		3.116		6.510	7.276			0.070	27.663
2009	21.413	2.611								0.501	24.525
2010	8.723	2.970	0.100		3.056	0.079	3.071		1.990		13.865
Total for all years by type	306.884	18.171	23.480	20.565	10.937	6.589	12.589	9.500	4.150	6.873	367.322

The Total Area Protected in each year does not necessarily equal the sum of the different types of Protected Areas because each area may have more than one reason for being protected and therefore the area reflects the total physical area protected in that year. For example if 0.5 Hectares were protected for Watercourse and Slope reasons, those 0.5 Hectares only get counted once in the total.

Definitions

Watercourse - Dedicated areas of a park or Covenant for watercourse protection

Slope - Covenants for slope protection, erosion protection, visual aesthetics

Amenity - Dedicated areas of park or Covenant for special amenity reasons such as Rock Bluffs,

Unique/Mature Tree Stand, or Natural Heritage Sites

Stormwater - Covenants for natural stormwater protection. This is different from Covenants for stormpipes

Geotech - Covenants for no build areas due to geotechnical reasons

VegRetention - Dedicated areas of a park or Covenant for vegetation retention purposes

Habitat - Dedicated areas of a park or Covenant for habitat protection

Dyke - Dedicated areas of a park for dyke protection

Trail - Dedicated areas of a Park for trail purposes

Other - Other areas protected for Environmental purposes due to unspecified reasons

The Protected Areas feature class was created to help the Planners to more easily identify areas within Maple Ridge that have been protected for environmental reasons. A Dedicated Park that was meant for public use would not be included, but a Dedicated Park that was created for watercourse protection would be part of the Protected Areas feature class. The reasoning for Dedicated Parks that are included is from information provided by the Planners as well as from personnel that have knowledge of the parks in Maple Ridge. In cases where part of a Dedicated Park is for public use and another part of the Park is for environmental protection, that portion of the park was extracted to be part of the Protected Area. Covenants created for slope, geotech, vegetation retention, habitat protection etc, would be included in the Protected Area feature class, whereas covenants for septic systems would not be included. The reasoning for the covenant, if stated on the Legal Plan would be attributed as such. There will be occurrences where there is no reasoning for either but was understood that those areas were protected for environmental purposes.

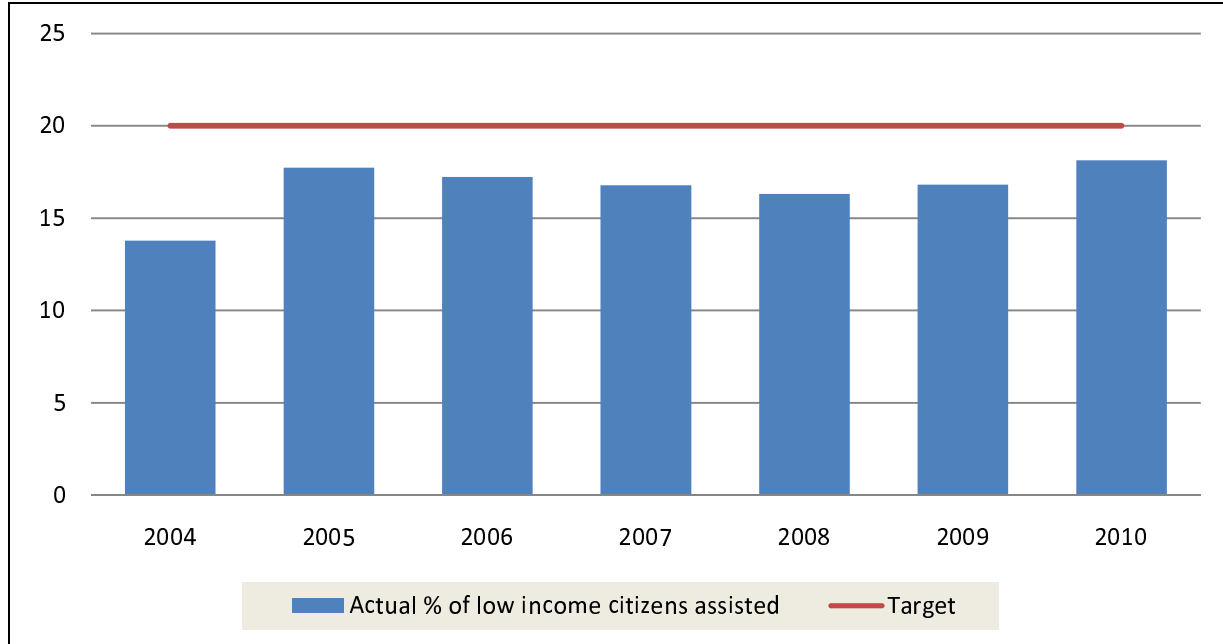
Low Income Citizens Accessing Recreation Services

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.



Status Report

In 2010, 2,118 subsidy memberships were provided to low-income citizens, representing 18.3% of the low-income population.

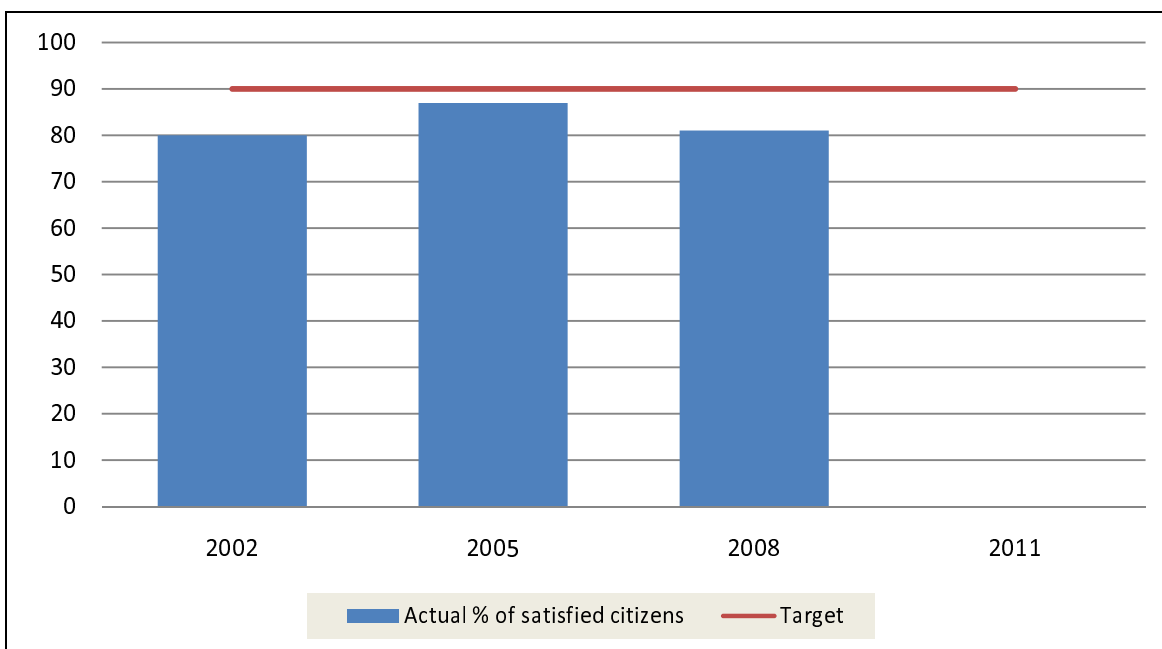
Citizens Who are Satisfied with Parks & Leisure Services

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.



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.

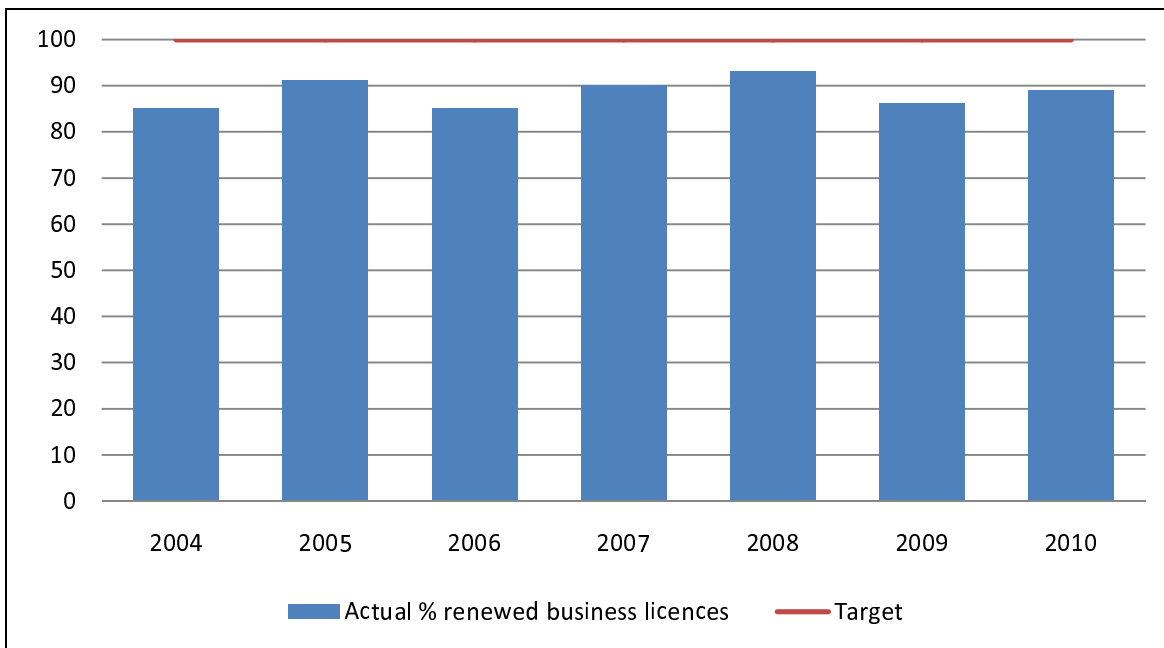
Support Existing Local Business

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.



Status Report

Number of business licences issued in 2010:

Commercial: 1,477

Homebased: 1,586

Non-Residential: 1,112

Total Revenue \$711,000

Of the businesses licensed in 2009, 92% of commercial licences and 86% of home based licences were renewed in 2010.

Non-residential renewals are not displayed on the graph due to the temporary nature of many of the businesses.

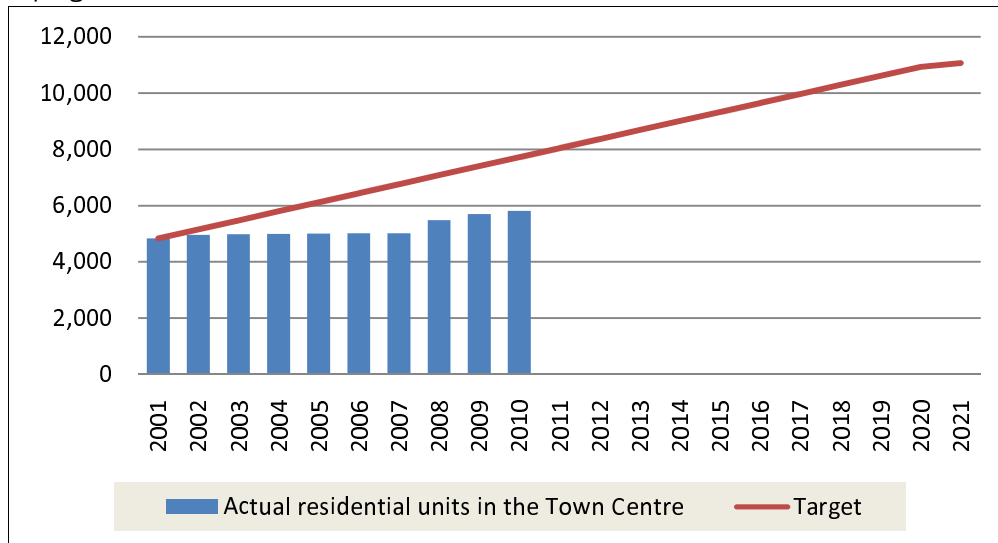
Increase Residential Density in the Town Centre

Target Statement

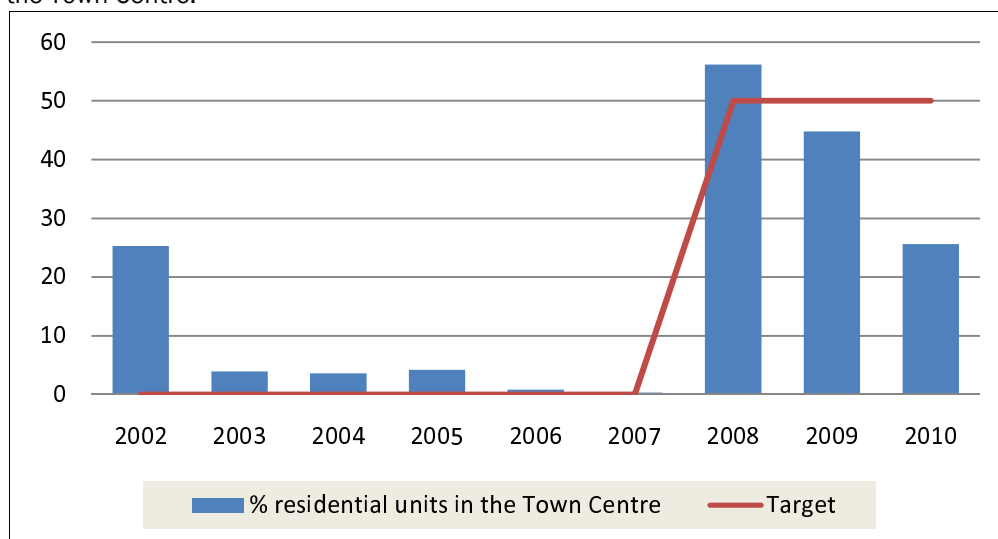
Encourage residential development in the Town Centre. According to projections in the District's Official Community Plan, 50% of the community's population growth should occur in the Town Centre.

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. The first graph tab illustrates our progress toward this number.



The second graph tab shows the percentage of total residential units in Maple Ridge that were built in the Town Centre. According to projections in the District's Official Community Plan, 50% of the community's population growth should occur in the Town Centre.



Status Report

As of September 30, 2010, 119 residential units were added in the Town Centre; 108 were apartments, 2 were detached homes, and 9 were townhouses. These units signify growth in Town Centre residential units of 2.1%. Of all residential units in Maple Ridge during this year, 26% were located in the Town Centre. The Town Centre Area Plan goal is to capture 50% of all residential development.

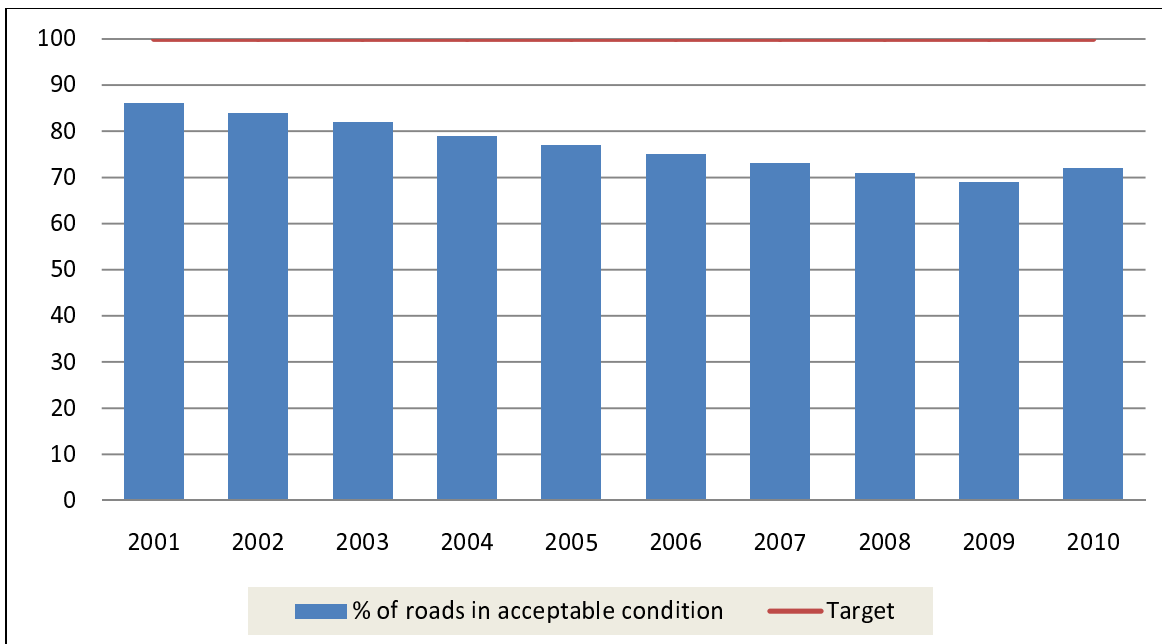
Provide Safe, Serviceable Roads

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.



Status Report

Large road resurfacing program in 2010 of 14 km. This 14 km is 3.3% of total road inventory

Encourage Residents and Business Owners to Reduce, Reuse, and Recycle

Target Statement

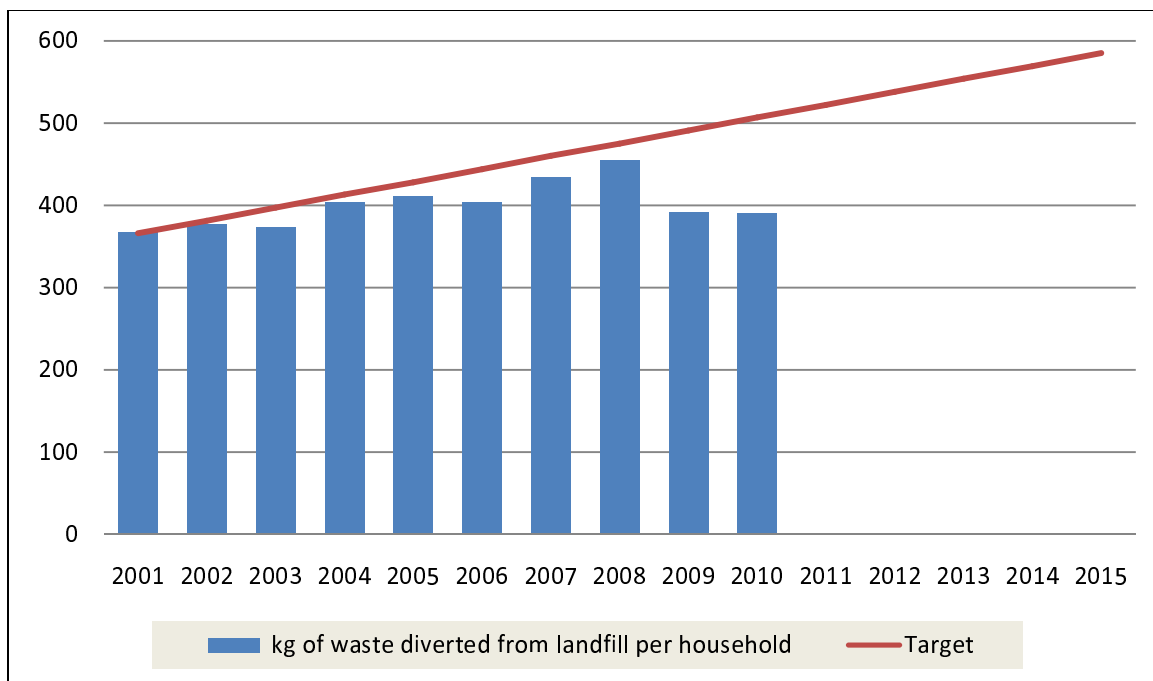
Our ultimate goal is Zero Waste, with an interim target of 585 kilograms per resident by the year 2015. This represents a 70% diversion rate from the 1995 level of waste going to landfill.

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 completed 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.



Status Report

The 2010 amount of waste diverted from landfill to recycling programs was 391 kilograms per household. This is calculated by taking the total waste diverted to recycling of 9,335 kilograms and dividing by 23,876 properties. Although the graph shows a decline, the waste diverted to recycling is a component of the total waste stream, and for 2010, 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.

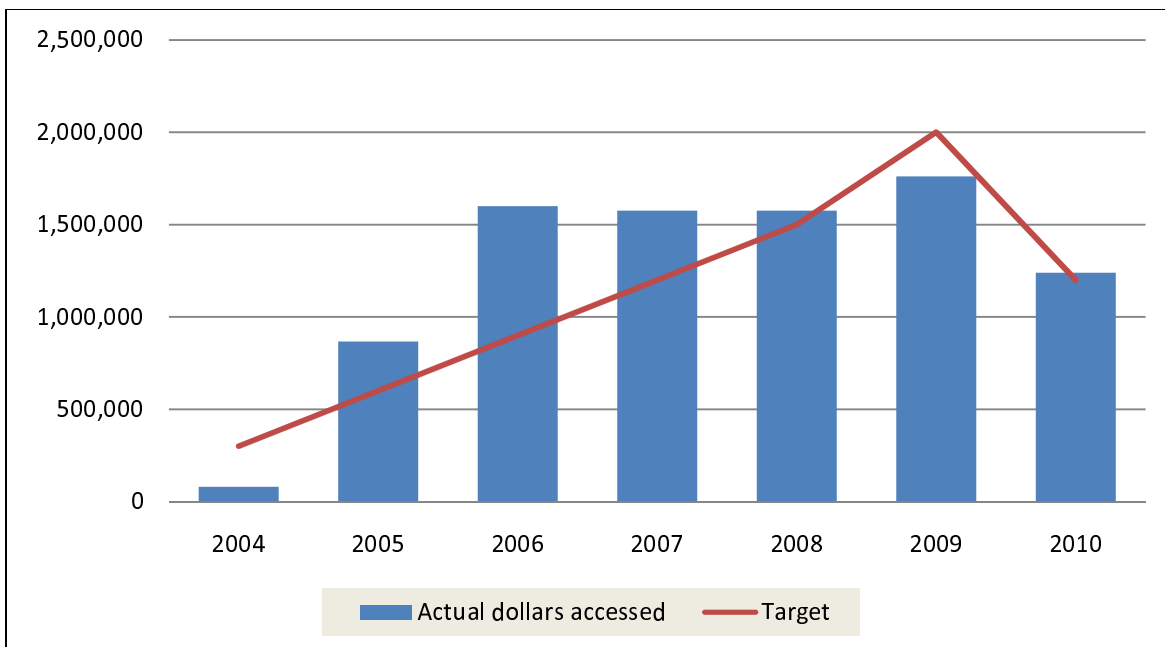
Support the Community Social Service Network

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.



Status Report

Due to multiple funding reductions and cuts by senior governments and other agencies, the amount of dollars that the Community Network was able to achieve was reduced significantly in 2009 and continued to decline in 2010, with further decreases expected in 2011.

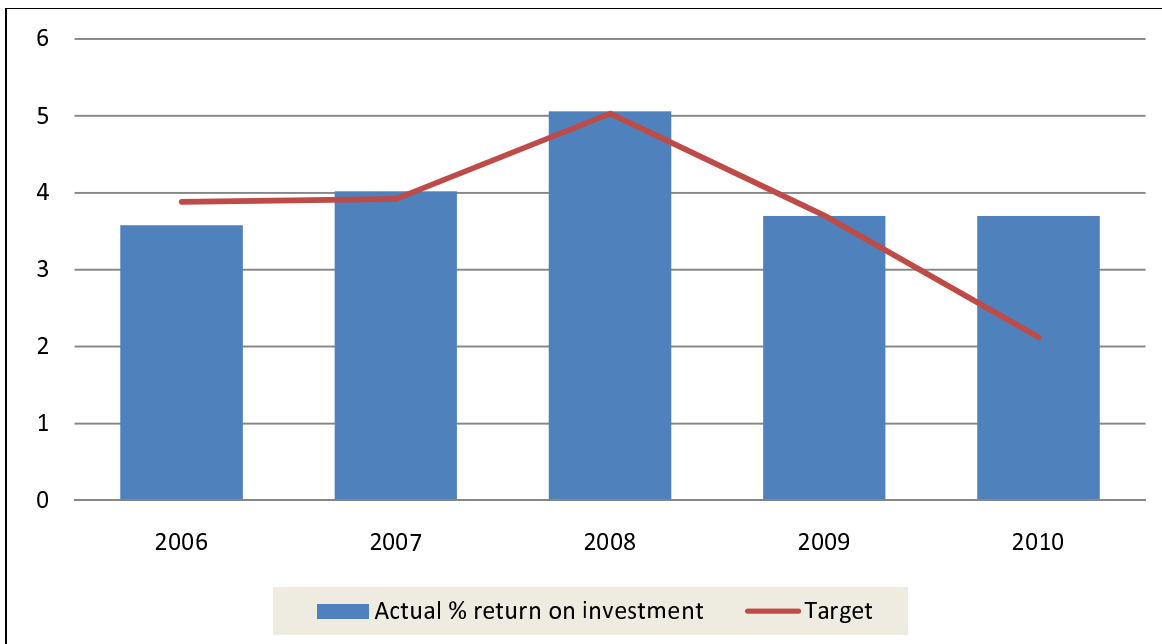
Maximize Return on Investment

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.



Status Report

The reduced return on investments and benchmark is due to interest rates being at or near historic lows.

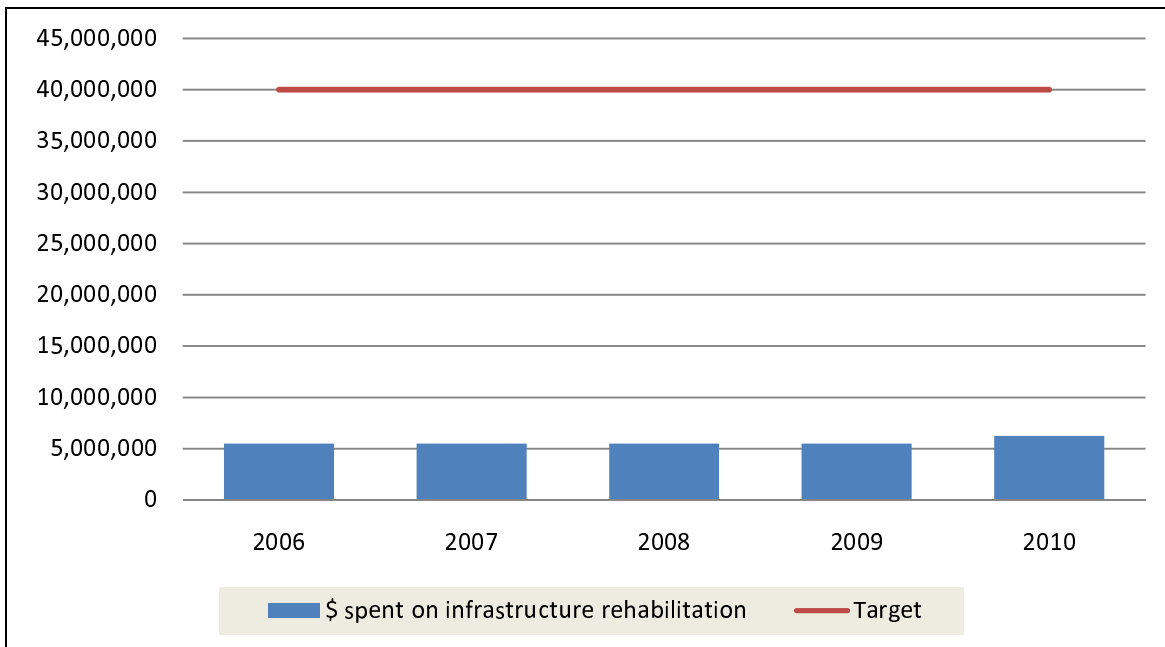
Best Practices in Infrastructure Management

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 \$1.3 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 \$40 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.



APPENDIX C: PERFORMANCE MEASURES



The preceding graphs are a subset of “scorecards” available on SEE-IT the District’s online performance reporting tool. It can be found at the District’s website under Municipal Hall, How Are We Doing (www.mapleridge.ca).

Complete List of Scorecards Available on the Website
Community Relations
Citizen and Business Involvement in Sustainability Efforts
Provide work opportunities for people with developmental disabilities
Grow Citizens’ Sense of Community
Aquatics volunteers
Community volunteers
Emergency Services volunteers
Parks & Leisure Services volunteers
Promote community group independence
Support firefighters’ charities
Economic Development
Diversify the Tax Base
Increase commercial tax base
Residential tax assessment base
New Investment and Employment Opportunities
Attract film productions
Support Existing Local Business
Business licence renewals
Environment
Preserve and Enhance Natural Assets
Tree planting initiative
Reduce Energy Consumption
Fire Hall No. 1 electricity use
Fire Hall No. 1 natural gas use
Leisure Centre electricity use
Leisure Centre natural gas use
Municipal Hall electricity use
Municipal Office Tower electricity use
Operations Centre electricity use
Randy Herman Building electricity use
RCMP Building electricity use
Reduce Greenhouse Gas GHG Emissions
Carbon neutral municipal operations
Community GHG emissions
Fire Hall GHG emissions
Leisure Centre GHG emissions
Vehicle fleet efficiency
Stewardship of Natural Resources
Protect environmentally sensitive areas
Zero Waste
Encourage residents and business owners to reduce, reuse, and recycle
Financial Management
Extend Useful Life of Facilities
Lifecycle studies completed and planned
Financial Indicators
Debt Servicing Ratio
Net Financial Position

APPENDIX C: PERFORMANCE MEASURES



Complete List of Scorecards Available on the Website
Financial Management – cont'd
Key Indicators - Costs
Fire
GVRD sewer costs
GVRD water purchases
Library
Police
Key Indicators - Revenues
Building permit revenue
Business licence revenue
Dog licence revenue
Financial sustainability plan
Gravel sales revenue
Property tax revenue
Provide High Quality Municipal Services
Best practices in infrastructure management
Capital works program
Process permit applications efficiently and effectively
Reduce Reliance on Property Taxes
Maximize return on investment
Use a Formal Business Planning Framework
Business planning process
Governance
Open Government
Citizen satisfaction with District information
Website visits
Uphold and Enhance Public Trust
Access to information and decision-making processes
Inter-Government Relations and Partnerships
Partnerships and Networks with Public Agencies
Support the community social service network
Safe and Livable Community
Community Development
Healthy neighbourhood development
Emergency Planning
Emergency Operations Centre/Emergency Social Services activities
Emerging Social Issues
Bylaw complaints concluded
Number of youths in diversion
Property crime offences
Rate of youth diversion recidivism
Substance misuse prevention
Fire Department
Fire inspections of multifamily residential structures
Reduce Fire Hall response time
Reduce fire incidents
Reduce fire losses
Students attending fire safety education sessions
Police Services
Efficient and responsive police services

APPENDIX C: PERFORMANCE MEASURES



Complete List of Scorecards Available on the Website
Safe and Livable Community – cont'd
Recreational, Educational, and Social Activities
Adults who are vigorously active
Children who are vigorously active
Citizens who are satisfied with Parks & Leisure Services
Citizens who use Parks & Leisure Services
Low income citizens accessing recreation services
Social Sustainability
Develop social sustainability master plan
Sustainable Community
Water & Sewer
Maintain a dependable sewage system
Provide high quality drinking water
Smart Managed Growth
Adaptive Technologies in New Construction
Growth Based on Sustainability Principles and Master Plans
Increase residential density in the Town Centre
Provide new park areas
Innovative Infrastructure and Technology
GHG Emissions
Transportation
Accessible, Walkable Downtown
Promote Alternative Modes
Transportation to work
Safe, Efficient Transportation Network
Improve traffic safety
Provide safe, serviceable roads



POLICY STATEMENT

District of Maple Ridge

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

District of Maple Ridge

TO:	Corporate Management Team	Date:	August 29, 2006
FROM:	Laura Benson, Policy Analyst	Updated:	October 30, 2006
SUBJECT:	Infrastructure Funding Strategy		

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%⁶ in 1998 netting \$380,000 and in 2006, \$720,000. For replacement of these assets, a separate reserve is used.

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

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



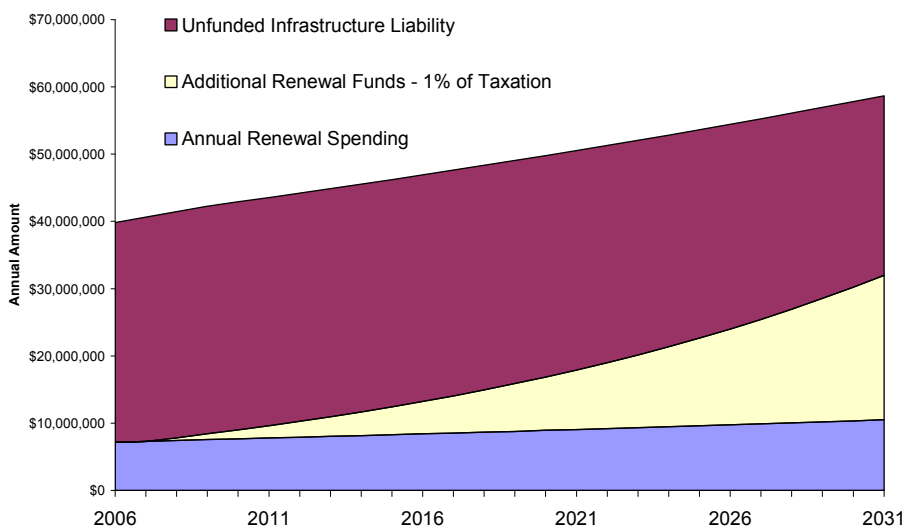
In 1998 the contribution from general revenue for equipment replacement was \$252,300. The number was determined when we had two fire halls and a different pay structure for firefighters. In 1999, it received a 5% increase, and has remained since that time at \$264,900. In 2003, a lump sum of \$178,000 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^{7 8}. We have time to get ahead of the curve, but time is of the essence. The sustainability funds directed by Council toward this issue will certainly begin to address the funding shortfall, and the practice is in alignment with the District's Financial Sustainability Policy (FSP) 7.0 (the FSP's referenced are listed in Appendix 5). In addition, plans for maintenance programs and construction projects continually look for ways to extend lifecycles and minimize maintenance spending. Another way in which Council could have a significant impact on this issue is to ensure future growth in taxation revenue is directed to sustaining current assets and services for the growing population. Dedicating a portion of annual tax revenue derived from growth in the tax base towards sustaining new growth in our asset base is a sound approach in support of FSP 7.1.

Unfunded Infrastructure Liability



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

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

⁷ Previous projections used an infrastructure inventory with a replacement cost estimated at \$580 million. Significant work is underway to catalogue and value the District's assets, and to date the estimated replacement cost has been revised to \$1.3 billion.
⁸ This graph represents our entire inventory of infrastructure, including assets not paid for out of general revenue, such as the water and sewer utilities.
⁹ “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:

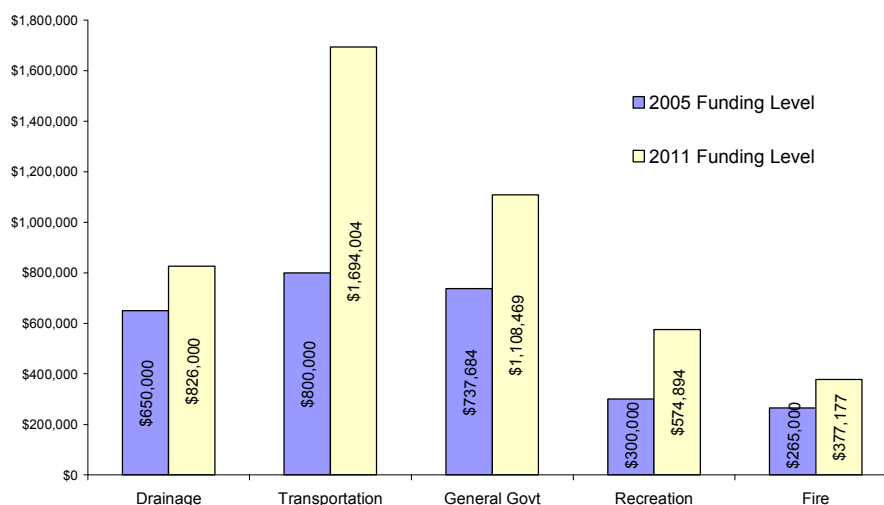
	2008	2009	2010	2011
1% for Infrastructure Sustainability	\$415,480	\$857,733	\$1,328,485	\$1,827,859

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 8.0.¹⁰

2. Providing for Growth

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

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

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



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.

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maintenance program should be considered as new infrastructure is built. Financial Sustainability Policy 12.0¹¹ directs full life-cycle cost consideration prior to capital project approval.

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



CONCLUSION:

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

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

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

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

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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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.

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



INFRASTRUCTURE INVENTORY

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

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



Infrastructure Inventory

	Quantity	Unit	Cost/Unit	Replacement Value	Life Cycle (years)	Sustainability Provision Requirement
General Government						
						(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
				<u>\$59,099,229</u>		<u>\$2,438,406</u>
						General Government
Parks & Recreation						
						(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
				<u>\$48,833,943</u>		<u>\$1,801,726</u>
						Parks & Recreation
Fire						
						(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
				<u>\$10,336,947</u>		<u>\$939,885</u>
						Fire
Police						
						(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
				<u>\$5,237,701</u>		<u>\$201,257</u>
						Police
Fleet Vehicles						
						(Source: Operations) historical cost
				\$7,600,000	7	\$1,040,000
				<u>\$1,321,437,820</u>		<u>\$39,829,260</u>
						TOTAL INFRASTRUCTURE

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

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

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



Section > Description	2011	2012	2013	2014	2015
Drainage	910,000	515,000	940,000	947,190	650,000
119 Ave (York - 222) Drain Imprv [L8475]	150,000	-	-	-	-
124 Ave Drain Improv [L2357]	210,000	-	-	-	-
223 St (DTR - Brown)	-	-	-	49,778	-
248 St (108 - 220M N 108)	-	-	-	58,458	-
288 St (Storm Main @ Watkins Sawmill)	-	-	250,000	-	-
Culvert Replacement Program	200,000	-	200,000	-	200,000
Drainage Upgrade Program	-	200,000	200,000	200,000	200,000
Local Area Service - Drain	250,000	250,000	250,000	250,000	250,000
N Alouette River Detention Pond 232/132	-	-	-	178,786	-
Sediment Trap At N Alouette	100,000	-	-	-	-
Selkirk Ave (226 - 227)	-	-	-	138,168	-
Selkirk Ave (226 - 227) Phase 2	-	-	-	72,000	-
Video & Spot Repairs Storm Sewer	-	65,000	-	-	-
Video Inspection - Drainage	-	-	40,000	-	-
Drainage-Priv	40,452	41,436	42,469	43,565	44,601
Ditch Enclosures	19,342	19,789	20,259	20,757	21,228
Storm Sewer Connections	21,110	21,647	22,210	22,808	23,373
Govt Svcs	517,530	602,530	450,030	100,030	172,030
Aquifer Signage	7,500	7,500	-	-	-
Engineering Office Renovations	10,000	-	-	-	-
Equip Purch - Emerg Prog Equip	10,000	10,000	-	-	-
Misc Capital Engineering	5,015	15,015	15,015	15,015	15,015
Misc Capital Gen Govt	15,015	15,015	15,015	15,015	15,015
Misc Capital Gen Rec	30,000	30,000	30,000	30,000	30,000
MR Library Signage	-	-	-	-	27,000
Public Library Cameras	-	-	-	-	20,000
Recycling - Baler Upgrade	150,000	-	-	-	-
Recycling - Bin Tippers	-	-	30,000	-	-
Recycling - Bluebox Collection	65,000	-	-	-	-
Recycling - Collection Bluebox/Bag	-	40,000	-	-	-
Recycling - Collection Equipment	-	30,000	-	-	-
Recycling - Collection Equipment (Apt)	-	55,000	-	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Description	2011	2012	2013	2014	2015
Recycling - Collection Truck Upgrade	-	200,000	-	-	-
Recycling - Conveyor Belt (D.O. L6202)	-	-	-	-	65,000
Recycling - Dual Tipper Repl Truck Upg	-	-	60,000	-	-
Recycling - Dual Tipper Truck Upgrade	-	-	50,000	-	-
Recycling - Hydraulic Coll. Truck (Apt)	-	-	250,000	-	-
Recycling - Leasehold Improvement	100,000	-	-	-	-
Recycling - New Bluebox & Bags	65,000	-	-	-	-
Recycling - Process Equipment	60,000	-	-	-	-
Recycling - Tipper Cages X10	-	-	-	40,000	-
Works Yard: Office Space Conversion	-	200,000	-	-	-
Highways	4,168,378	12,472,171	19,869,617	8,199,110	8,072,688
112 Ave (60M W 236 - 236)	-	-	25,079	-	-
119 Ave (York - 222) Road Imprv [L2331]	210,000	-	-	-	-
121 Ave @ 214 St	-	9,347	-	-	-
122 Ave (216 - 222)	600,000	-	-	-	-
124 Ave Road Improv [L8474]	134,000	-	-	-	-
136 Ave (224 - 400M E 224)	-	-	-	1,891,353	-
201A St (113B - 100M North 113B)	-	3,159	-	-	-
203 St (123 - Powell)	-	-	-	-	1,242,094
203 St (DTR - 123)	-	-	-	-	2,541,775
203 St (Lougheed - DTR)	-	-	-	-	531,635
223 St (Mcintosh - DTR)	-	27,720	-	-	-
224 St @ 121 Ave Ped Signal	-	-	220,000	-	-
224 St @ 132 Ave (N Alouette Bridge)	-	450,000	-	-	-
232 St Bridge (N Alouette River)	-	4,555,380	-	-	-
240 St (113 - Kanaka Cr Bridge) Phase 1	-	-	-	1,595,394	-
240 St (Kanaka Creek Bridge S - McClure)	-	-	2,750,679	-	-
241 St @ S Alouette Ped Crossing	-	-	75,000	-	-
241A St (100M S 102 - 102)	-	100,000	-	-	-
244 St (50M S 104 - 104)	-	49,970	-	-	-
245 St (104 - 220M N 104)	-	26,148	-	-	-
280 St (Lougheed - 98)	-	-	-	-	250,000
Abernethy (216-500M E Blackstock) Widen	-	-	-	1,500,179	-
Abernethy Phase 3	-	5,030,023	-	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Description	2011	2012	2013	2014	2015
Abernethy Phase 4	-	-	13,242,761	-	-
Annual Intersection Upgrade	24,999	-	-	-	-
Audible Signals	5,000	5,000	5,000	5,000	5,000
Bikeway Program	100,000	100,000	100,000	100,000	100,000
Boulevard Improvement Program	-	30,000	-	-	-
Bridge Repairs & Struct Upgrade	150,000	161,875	160,000	-	-
Dewdney Trunk @ Lougheed	-	-	154,382	-	-
Downtown Design	100,000	-	-	-	-
Downtown Lighting Safety Improv	20,000	20,000	-	-	-
Downtown Signage Improv	25,000	-	-	-	-
Dunn Ave @ Maple Meadows Way	-	-	278,751	-	-
Emergency Traffic Pre-Empt	50,000	50,000	50,000	50,000	50,000
Equip Purch - Bobcat (Snow)	48,340	-	-	-	-
Equip Purch - Pickup Truck	37,000	-	-	-	-
Equip Purch - Trench Paving Machine	-	91,000	-	-	-
Equip Purch - Work Vehicle W/Snow Plow	41,000	-	-	-	-
Equip Repl - Fleet	740,000	284,079	864,684	864,684	864,684
Fern Crescent (236 - 240)	-	-	98,780	-	-
Illuminated Street Signs Program	10,000	10,000	10,000	10,000	10,000
Lane E 207 St (Camwood - 100M N Camwood)	-	4,578	-	-	-
Local Area Service - Road	250,000	250,000	250,000	250,000	250,000
Mcfarlane Ave (Graves-209)	-	23,100	-	-	-
New Thermo Plastic Road Markings	50,000	-	-	-	-
Owens St (200M N Camwood - Lougheed)	-	14,020	-	-	-
Ped Safety/Access Improv	90,000	90,000	90,000	90,000	90,000
River Road Reconstruction	300,000	-	-	-	-
Road Resurfacing - 232 St (112 - 114)	-	-	155,000	-	-
Road Resurfacing Program	274,000	726,772	580,000	1,462,500	1,462,500
Royal Cres @ 100M S Lougheed	-	-	24,501	-	-
Safer School Travel Program	50,000	50,000	50,000	50,000	50,000
Sidewalk Replacement	69,091	100,000	85,000	90,000	90,000
Silver Valley Pedestrian & Road Improv	499,948	-	-	-	-
Streetlight Pole Replace Program	50,000	50,000	50,000	50,000	50,000
Survey Monumentation Program	35,000	-	-	-	-
Top Asphalt 216 River - Lougheed	-	-	48,000	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Description	2011	2012	2013	2014	2015
Top Asphalt 224 Dewdney - 124	-	-	302,000	-	-
Top Asphalt 225 N - Lougheed	-	-	40,000	-	-
Traffic Calming Program	80,000	80,000	80,000	80,000	80,000
Traffic Signal Integration	-	-	-	-	325,000
Traffic Signal Replacements	125,000	80,000	80,000	110,000	80,000
Highways-Priv	63,352	64,231	65,154	66,135	67,061
Access Culverts	26,879	27,505	28,162	28,860	29,519
Private Driveway Crossings	36,473	36,726	36,992	37,275	37,542
Park Acq	200,000	3,016,138	200,000	200,000	3,043,973
Greenbelt Acquisition	200,000	200,000	200,000	200,000	200,000
Silver Valley Neigh Park Acq A	-	506,159	-	-	-
Silver Valley Neigh Park Acq B	-	626,999	-	-	-
Silver Valley Neigh Park Phase 1	-	-	-	-	1,682,980
Silver Valley Neigh Park Phase 2	-	1,682,980	-	-	-
Whispering Falls Park (264/126)	-	-	-	-	1,160,993
Park Improv	592,488	1,288,084	4,408,681	1,275,828	701,132
Albion Park (Washroom Facility)	-	-	303,951	-	-
Boulevard Improvement	-	-	-	30,000	-
Computerized Irrigation Control System	50,000	-	-	-	-
Core Park Development	310,488	-	-	-	-
Cottonwood West Park Facilities	-	-	-	615,339	-
Equip Purch - Parks Rec Vehicle	-	-	25,000	-	-
Equip Purch - Parks/Rec Vehicle	-	-	-	-	40,000
Events - Trailer	10,000	-	-	-	-
Fraserview Park Development	-	305,096	-	-	-
Implement Design Plan	25,000	-	-	-	-
Irrigation Truck And Trailer	50,000	-	-	-	-
Kal Vac Sanitizer Unit	7,000	-	-	-	-
Maple Ridge Park - Washrooms	140,000	-	-	-	-
Park Development (231/137)	-	-	-	310,488	-
Park Development (237/136)	-	310,644	-	-	-
Park Development (241/104)	-	310,644	-	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Description	2011	2012	2013	2014	2015
Park Development (241/112)	-	-	-	-	310,488
Park Development Albion Elementary	-	332,999	-	-	-
Thomas Haney - Parking Lot Paving	-	-	-	-	40,000
Trail Improvement	-	28,701	-	30,000	-
Whispering Falls Park Development	-	-	-	-	310,644
Whonnock Lake Phase 1 Entrance Road	-	-	235,000	-	-
Whonnock Lake Phase 2 Parking	-	-	-	290,001	-
Whonnock Lake Phase 3 Path/Light	-	-	297,330	-	-
Whonnock Lake Phase 4 Beach/General	-	-	356,243	-	-
Whonnock Lake Phase 5 Washroom Facility	-	-	621,814	-	-
Whonnock Lake Phase 6 Canoe Facility	-	-	1,980,000	-	-
Youth Action Park Albion	-	-	589,343	-	-
Prot Svcs-Fire	187,000	1,080,000	1,767,825	350,000	250,000
Cf 29 Mobile Computer Replacement	132,000	-	-	-	-
Equip Purch - Scba Upgrade	-	-	817,825	-	-
Fire Equipment Engine 2-2 Replacement	-	705,000	-	-	-
Firehall #4 Engine New	-	-	625,000	-	-
Firehall #4 Rescue 4	-	-	325,000	-	-
Firehall #5 Construction Phase 1	-	-	-	-	250,000
Firehall #5 Land Acquisition	-	-	-	350,000	-
Move-Up Module (Integrated System)	30,000	-	-	-	-
Rescue 2 Replacement	-	375,000	-	-	-
Roster Module (Integrated System)	25,000	-	-	-	-
Prot Svcs-Police	134,800	10,000	-	-	-
RCMP - Cat6 Cabling	124,800	-	-	-	-
RCMP - Furniture Replacement	10,000	10,000	-	-	-
Rec Svcs	86,000	-	-	-	130,000
Bouldering Rock Wall	-	-	-	-	30,000
Equip Purch - Mobile Stage	-	-	-	-	100,000
Events - Portable Hot Water Sink	5,000	-	-	-	-
Leisure Centre - Int. Design Plan	12,000	-	-	-	-
Leisure Centre - Lobby Furniture	14,000	-	-	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Description	2011	2012	2013	2014	2015
Leisure Centre - Pallet Jack	5,000	-	-	-	-
Leisure Centre - Stationary Pool Lift	10,000	-	-	-	-
Leisure Centre - Storage Lockers	40,000	-	-	-	-
Sewage	1,042,382	1,153,154	2,871,924	1,269,074	440,999
101A Ave @ 243A St	-	1,500	-	-	-
136 Ave (230 - 231)	28,883	-	-	-	-
225 St Pump Station Upgrade	135,000	-	-	-	-
225 St Pump Station Upgrade Phase 2	-	-	1,018,178	-	-
225 St Pump Station Upgrade Phase 3	-	400,000	-	-	-
245 St (104 - 105)	-	-	77,098	-	-
Brown Ave (Fraser - 227)	-	-	-	371,575	-
Cottonwood Dr (115 - 116)	-	60,655	-	-	-
Fern Crescent (237 - 240)	-	-	667,536	-	-
Local Area Service - Sewer	250,000	250,000	250,000	250,000	250,000
Lougheed (227 - 228)	-	-	230,613	-	-
Sanitary Network Subcatchment A Study	-	-	-	125,000	-
Sanitary Network Subcatchment A To Gis	-	-	-	35,000	-
Sanitary Network Subcatchment J Study	-	-	150,000	-	-
Sanitary Network Subcatchment T Study	150,000	-	-	-	-
Sanitary Sewer Modelling Update	-	-	-	9,000	-
SCADA Replacement Program	65,999	65,999	65,999	65,999	65,999
Sewage System Rehabilitation	287,500	250,000	287,500	287,500	-
Sewer P/S Electrical Upgrade	125,000	125,000	125,000	125,000	125,000
SRF-Connect	87,009	89,247	91,419	93,905	94,396
Private Sewer Connections	87,009	89,247	91,419	93,905	94,396
Technology	647,200	1,179,780	563,003	782,889	1,301,494
Aerial Photography	10,000	-	-	-	-
Aerial Photography (Engineering)	10,000	-	-	-	-
Amanda Licensing	-	25,000	-	-	-
Amanda Mobile	-	75,000	-	-	-
Amanda Web Phase 2	25,000	-	-	-	-
Attendance Management Program	-	-	90,000	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Description	2011	2012	2013	2014	2015
Blaney Room Av Upgrade	56,200	-	-	-	-
Blaney Room Improvements	30,000	-	-	-	-
Capital Reporting Module (Hyperion)	40,000	-	-	-	-
City Green Software	5,000	-	-	-	-
Document Management - 2011 Module	50,000	-	-	-	-
Document Processing System - Phase 2	100,000	-	-	-	-
Equip Purch - Wireless Data System	-	-	-	22,100	-
Equip Repl - Info Serv	55,000	838,780	283,003	200,789	659,494
Exchange Upgrade & Outlook Archiving	23,500	-	-	-	-
Fibre Optic Network - Firehall #4 Ph 4	-	-	100,000	-	-
Fibre Optic Network - Transit Exchange	-	71,000	-	-	-
Financials New Version - Phase 1	-	-	-	500,000	-
Financials New Version - Phase 2	-	-	-	-	500,000
Fire Training On Line Learning	-	-	-	-	42,000
GIS - Mobile	25,000	-	-	-	-
Infrastructure Growth	-	50,000	50,000	50,000	50,000
Integrated Cash System	-	-	-	-	50,000
IT Fibre Gvrd Wm Reclam Study	30,000	40,000	-	-	-
IT Fibre Optic 132 (232 - Fern)	75,000	-	-	-	-
Management Reporting Software Phase 2	-	-	40,000	-	-
Monitoring And Capacity Planning	34,500	-	-	-	-
Oracle Upgrade	-	35,000	-	-	-
Production Legacy Replacements	-	25,000	-	-	-
SQL Upgrade	27,000	-	-	-	-
Systems Management Server Phase 2	-	-	-	10,000	-
Website Improvements	20,000	20,000	-	-	-
Wireless Access In Meeting Rooms	11,000	-	-	-	-
Wireless Management Software	20,000	-	-	-	-
Refurbish Abandoned Watermain [Fibre]	-	-	-	-	-
Water	6,518,099	5,915,927	3,964,592	1,720,721	550,000
108 Ave (248 - 249)	-	-	-	51,242	-
110 Ave (240 - 243)	-	-	139,476	-	-
112 Ave (244 - 246)	-	-	375,543	-	-
113 Ave (246 - 248)	-	-	223,634	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Description	2011	2012	2013	2014	2015
119 Ave (227 - 228)	-	143,765	-	-	-
124 Ave (246 - 248)	-	-	207,046	-	-
124 Ave @ 232 St (Prv)	-	-	-	49,560	-
125 Ave (241 - Ansell)	331,200	-	-	-	-
128 Ave (235 - 238)	-	-	221,334	-	-
136 Ave (236 - 240)	-	778,487	-	-	-
136 Ave @ 24200 Rockridge Res. Phase 2	-	591,486	-	-	-
141 Ave @ 232 St Prv	-	-	-	100,000	-
210 St (116 - 118)	218,900	-	-	-	-
216 St (124 - 128)	-	674,016	-	-	-
224 St (124 - Abernethy)	-	-	342,559	-	-
224 St (North - 119) [F]	-	-	-	231,392	-
224 St (North - 119) [Fibre]	-	-	-	13,137	-
231 St (117 - 118)	-	-	92,836	-	-
232 St (136 - Silver Valley Rd)	-	148,528	-	-	-
248 St (116 - DTR)	-	561,416	-	-	-
263 St (440 Reservoir - Stage 2)	1,184,816	-	-	-	-
270A St @ 123 Ave P/S Phase 2	-	250,000	-	-	-
Abernethy @ 240 St Gvrd Connection	-	-	-	80,000	-
Albion & Water Model Dist Upgr	250,000	-	-	-	-
Ansell St (124 - 125)	-	-	-	230,400	-
Barnston / Mr Ps	1,546,799	-	-	-	-
Brown Ave (Fraser - 228)	-	-	-	400,990	-
Cottonwood Dr (115 - 116)	-	84,956	-	-	-
Emerg Prv Service F/Grant To Albion 158	72,799	-	-	-	-
Equip Purch - Enclosed Trailer	-	-	-	14,000	-
Equip Purch - Leak Detectors	-	-	35,000	-	-
Fletcher St (DTR - Brown)	-	-	44,381	-	-
Flowmeter Installation At Prvs	120,000	-	-	-	-
Local Area Service - Water	250,000	250,000	250,000	250,000	250,000
Maple Ridge Main West	1,203,587	2,005,273	1,604,783	-	-
Provide Water Service To Albion 158 Zone	367,198	-	-	-	-
Seismic Upgrade - Rothsay Res. @ 256Th	250,000	-	-	-	-
Truck Fill System: Proposed Reserv. Site	80,000	-	-	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Description	2011	2012	2013	2014	2015
Variable Frequency Drive @ 256Th P/S	62,000	-	-	-	-
Water Security Improvement	-	128,000	128,000	-	-
Watermain Replacement (216 - Blackstock)	280,800	-	-	-	-
Watermain Replacement Program	300,000	300,000	300,000	300,000	300,000
WRF-Connect	173,930	177,909	181,751	186,169	187,026
Private Water Connections	173,930	177,909	181,751	186,169	187,026
Grand Total	15,368,620	27,605,607	35,416,465	15,234,616	15,705,400

APPENDIX G: 2011-2015 FINANCIAL PLAN BYLAW 6781-2010 ADOPTED JANUARY 11, 2011



District of Maple Ridge

TO: His Worship Mayor Ernie Daykin and Members of Council **DATE:** December 1, 2010
FROM: Chief Administrative Officer **ATTN:** Council
SUBJECT: 2011 – 2015 Financial Plan Bylaw

EXECUTIVE SUMMARY:

The 2011-2015 Business and Financial Plans were presented to Council at public meetings held on November 29 and 30, 2010. Council directed that a financial plan bylaw be brought forward incorporating the recommendations outlined in the 2011-2015 Financial Plan Overview report dated November 29, 2010.

The Financial Plan Bylaw includes several 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 2011-2015 Financial Plan Bylaw No. 6781-2010 be given first, second and third readings.

DISCUSSION:

a) Background Context:

The 2011–2015 Financial Plan was presented to Council at public meetings held on November 29 and 30. Business Plans from all areas were also provided. The financial plan bylaw incorporates the following direction from Council:

- property tax increase of 4% in 2011–2015, which includes 1% for infrastructure sustainability and 3% for general purposes,
- for 2011-2012 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. Beyond 2013 any incremental service level increases will be part of the normal business planning process.
- water user fee increase of 9%, sewer user fee increase of 5% and recycling rates increase of 3% in each year of the five year plan.

In last year’s financial plan, Council adopted an aggressive capital program and this plan builds on that direction. The 2011-2015 Financial Plan includes a capital program of about \$109 million and anticipates funding from senior governments and some borrowings.

We have about \$1.3 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.

There have been a few adjustments that occurred after the business planning material was prepared.

1. Town Centre Initiatives – BIA Façade Improvement Program \$25,000 a year for three years funded through accumulated surplus.
2. The Library Costs have been updated to reflect up to date cost estimates with an additional cost of about \$25,000 in 2011 through 2015.
3. Grants in lieu of taxes have been updated with a net increase in revenue of \$4,000.
4. A wage rate has been updated with an increased cost of about \$8,000 a year.
5. CPP costs have been updated for 2011 for a cost reduction of \$16,000.

The planned transfer to accumulated surplus after these updates remains just above \$400,000 in the first few years of the plan. The updated amounts are:

	2011	2012	2013	2014	2015
Transfer to accumulated surplus	\$409,236	\$408,332	\$423,292	\$434,393	\$601,923

Incremental property tax revenue from new construction will not be known until spring when property assessments are finalized. Although the growth assumption built into the financial plan is 2.35%, there is a risk that the actual amount will fall short. 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.

APPENDIX G: 2011-2015 FINANCIAL PLAN BYLAW 6781-2010

ADOPTED JANUARY 11, 2011



In addition to the growth rate, there have been a few other items identified that may be adjusted when the budget is amended in the spring including reviewing the option of self insuring for medical and dental coverage and funding of compost cones through Ridge Meadows Recycling Society. The allocation of gaming revenue will also be reviewed at this time.

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 14th Edition. These guidelines are reviewed and amended annually in consultation with Council. The Financial Plan reflects Council's Strategic Financial Sustainability Policies and Infrastructure Funding Strategy.

d) Citizen/Customer Implications:

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

e) Statutory Requirements and Policy Implications:

The financial plan has been prepared in accordance with statutory requirements and Municipal financial policies. There are several 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 last spring with an opportunity for the public to provide feedback. Public input during business planning this November was invited through advertisements in the local paper and on the corporate website. Input was accepted through many different mediums including: in person at the business planning presentations which were open to the public or through email, voicemail, or regular mail. Regular feedback and interaction with the public is also taken into account in developing the business plans.

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 2010-2014 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.

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 allocation of Gaming Revenue can also be reviewed at that time.

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: 2011-2015 FINANCIAL PLAN BYLAW 6781-2010 ADOPTED JANUARY 11, 2011



DISTRICT OF MAPLE RIDGE

BYLAW NO. 6781-2010

Maple Ridge 2011-2015 Financial Plan Bylaw

WHEREAS, through a public process in an open meeting input was sought from the public with respect to the financial plan and budget guidelines;

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

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

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

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

1. This Bylaw may be cited as "Maple Ridge 2011-2015 Financial Plan Bylaw No. 6781-2010.
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 2011 through 2015.
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 6th day of December, 2010.

READ a second time the 6th day of December, 2010.

READ a third time the 6th day of December, 2010.

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: 2011-2015 FINANCIAL PLAN BYLAW 6781-2010 ADOPTED JANUARY 11, 2011



Attachment to Maple Ridge 2011-2015 Financial Plan Bylaw 6781-2010

Statement 1 Consolidated Financial Plan 2011-2015 (in thousands)

	2011	2012	2013	2014	2015
REVENUES					
External Revenues					
Development Fees					
Developer Cost Charges	\$4,530	\$12,727	\$8,970	\$7,902	\$9,514
Parkland Acquisition	\$200	\$200	\$200	\$200	\$200
Contributions from Others	\$3,724	\$3,795	\$6,227	\$3,560	\$3,534
Development Fees Total	\$8,454	\$16,722	\$15,397	\$11,662	\$13,248
Property Taxes	\$58,786	\$62,998	\$67,520	\$72,171	\$77,151
Parcel Charges	\$2,626	\$2,761	\$2,903	\$3,053	\$3,210
Fees & Charges	\$33,225	\$35,037	\$36,993	\$39,147	\$41,459
Interest	\$1,960	\$1,970	\$1,980	\$1,980	\$1,980
Grants (Other Govts)	\$2,652	\$5,104	\$11,270	\$3,352	\$2,890
Total External Revenues	\$107,703	\$124,592	\$136,063	\$131,365	\$139,938
EXPENDITURES					
Operating Expenditures					
Other Expenditures	\$82,746	\$86,918	\$91,326	\$96,063	\$100,732
Less: Interest Payments on Debt	\$3,245	\$3,214	\$3,299	\$3,528	\$3,420
Amortization Expense	\$16,979	\$17,489	\$18,014	\$18,554	\$19,111
Total External Expenditures	\$102,970	\$107,621	\$112,639	\$118,145	\$123,263
ANNUAL SURPLUS	\$4,733	\$16,971	\$23,424	\$13,220	\$16,675
Add Back: Amortization Expense (Surplus)	\$16,979	\$17,489	\$18,014	\$18,554	\$19,111
Less: Capital Expenditures	\$16,254	\$27,756	\$35,417	\$15,235	\$15,711
CHANGE IN FINANCIAL POSITION	\$5,458	\$6,704	\$6,021	\$16,539	\$20,075
OTHER REVENUES					
Add: Borrowing Proceeds	\$0	\$2,502	\$4,776	\$0	\$0
OTHER EXPENDITURES					
Less: Principal Payments on Debt	\$4,741	\$6,489	\$7,034	\$8,380	\$8,449
TOTAL REVENUES LESS EXPENSES	\$717	\$2,717	\$3,763	\$8,159	\$11,626
INTERNAL TRANSFERS					
Transfer from Reserve Funds					
Capital Works Reserve	\$958	\$1,093	\$853	\$866	\$853
Equipment Replacement Reserve	\$989	\$2,203	\$1,966	\$1,065	\$1,524
Fire Department Capital Reserve	\$0	\$0	\$950	\$350	\$250
Transfer from Reserve Fund Total	\$1,947	\$3,296	\$3,769	\$2,281	\$2,627
Less :Transfer to Reserve Funds					
Capital Works Reserve	\$900	\$915	\$918	\$1,416	\$1,162
Equipment Replacement Reserve	\$2,136	\$2,244	\$2,334	\$2,427	\$2,527
Fire Dept. Capital Aquisition	\$1,099	\$527	\$646	\$769	\$897
Land Reserve	\$20	\$20	\$20	\$20	\$20
Sanitary Sewer Reserve	\$80	\$80	\$80	\$80	\$80
Total Transfer to Reserve Funds	\$4,235	\$3,786	\$3,998	\$4,712	\$4,686
Transfer from (to) Own Reserves*	(\$532)	(\$1,891)	(\$2,097)	(\$3,061)	(\$3,642)
Transfer from (to) Surplus	\$2,103	(\$336)	(\$1,437)	(\$2,667)	(\$5,925)
Transfer from (to) Surplus	\$1,571	(\$2,227)	(\$3,534)	(\$5,728)	(\$9,567)
TOTAL INTERNAL TRANSFERS	(\$717)	(\$2,717)	(\$3,763)	(\$8,159)	(\$11,626)
* Transfers from (to) Own Reserves consists of:					
Transfer from Own Reserves	\$9,871	\$9,046	\$9,618	\$9,372	\$9,537
Less Contribution to Own Reserves	\$10,402	\$10,938	\$11,714	\$12,432	\$13,179

APPENDIX G: 2011-2015 FINANCIAL PLAN BYLAW 6781-2010 ADOPTED JANUARY 11, 2011



Attachment to Maple Ridge 2011-2015 Financial Plan Bylaw 6781-2010

Statement 2

Revenue and Property Tax Policy Disclosure

REVENUE DISCLOSURE

Revenue Proportions	2011		2012		2013		2014		2015	
	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%
Revenues										
Property Taxes	58,786	55%	62,998	50%	67,520	72,171	55%	77,151	55%	
Parcel Charges	2,626	2%	2,761	2%	2,903	3,053	2%	3,210	2%	
Fees & Charges	33,225	31%	35,037	28%	36,993	39,147	30%	41,459	30%	
Borrowing Proceeds	-	0%	2,502	2%	4,776	-	0%	-	0%	
Other Sources	13,066	12%	23,796	19%	28,647	16,994	13%	18,118	13%	
Total Revenues	107,703	100%	127,094	100%	140,839	131,365	100%	139,938	100%	
Other Sources include:										
Development Fees Total	8,454	8%	16,722	13%	15,397	11,662	9%	13,248	9%	
Interest	1,960	2%	1,970	2%	1,980	1,980	2%	1,980	1%	
Grants (Other Govts)	2,652	2%	5,104	4%	11,270	3,352	3%	2,890	2%	
Property Sales	-	0%	-	0%	-	-	0%	-	0%	
	13,066	12%	23,796	19%	28,647	16,994	13%	18,118	13%	

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, to fund the Fire Department Master Plan implementation. More information can be found in the Business Planning Guidelines 14th Edition, Financial Sustainability Plan and the 2011-2015 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, and in some circumstances may more accurately reflects the cost of the service.

APPENDIX G: 2011-2015 FINANCIAL PLAN BYLAW 6781-2010 ADOPTED JANUARY 11, 2011



Attachment to Maple Ridge 2011-2015 Financial Plan Bylaw 6781-2010

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 can be found in the 2011-2015 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

The 2011 property tax revenue and updated rates will be included in a financial plan amending bylaw that proceeds the Property Tax Rate Bylaw, as the 2011 property assessed values are not yet finalized. For information purposes the 2010 distribution is included.

Property Tax Revenue Distribution

Property Class	Taxation Revenue ('000s)		Assessed Value ('000s)		Tax Rate (\$/'1000)	Multiple (Rate/Res.Rate)
1 Residential	40,823	77.13%	10,434,223	91.52%	3.9124	1.00
2 Utility	458	0.87%	11,456	0.10%	40.0000	10.22
4 Major Industry	582	1.10%	18,076	0.16%	32.2003	8.23
5 Light Industry	2,247	4.25%	191,432	1.68%	11.7403	3.00
6 Business/Other	8,643	16.33%	736,221	6.46%	11.7403	3.00
8 Rec./ Non-Profit	49	0.09%	4,475	0.04%	10.8987	2.79
9 Farm	125	0.24%	5,205	0.05%	23.9963	6.13
	<u>52,928</u>		<u>11,401,088</u>			

APPENDIX G: 2011-2015 FINANCIAL PLAN BYLAW 6781-2010 ADOPTED JANUARY 11, 2011



Attachment to Maple Ridge 2011-2015 Financial Plan Bylaw 6781-2010

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 stay within the set tax increases.

Property Tax Rates

It is policy to adjust property tax rates annually to negate the impact of fluctuations in the market values of properties. (Tax rates are 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 and 2010 to the taxes collected to support additional investments in the subject property and to keep rates competitive. The investments in this property have yet to occur and given the economy we are recommending holding off on further adjustments at this time.

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

APPENDIX G: 2011-2015 FINANCIAL PLAN BYLAW 6781-2010 ADOPTED JANUARY 11, 2011



Attachment to Maple Ridge 2011-2015 Financial Plan Bylaw 6781-2010

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 misconstrued without considering other factors. 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 2030 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 2016 through 2030. Projects in these years typically exceed likely funding available.

Capital Works Program for 2016 – 2030 (in thousands)

Capital Works Program 325,879

Source of Funding

Development Fees

Development Cost Charges	119,092
Parkland Acquisition Reserve	-
Contribution From Others	4,333
Development Fees Total	123,425

Borrowing Proceeds 19,297

Grants 29,305

Transfer from Reserve Funds

Capital Works Reserve	11,377
Cemetery Reserve	115
Equipment Replacement Reserve	1,861
Fire Department Capital Reserve	1,750
Infrastructure Sustainability Reserve	270
Transfer from Reserve Funds Total	15,373

Revenue Funds 138,479

Source of Funding Total 325,879

GLOSSARY OF TERMS



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

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

BC Assessment – 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 municipalities.

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.

District of Maple Ridge

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Deep Roots
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