



Financial Plan 2012 – 2016



*Deep Roots
Greater Heights*



Councillor
Michael Morden

Councillor
Al Hogarth

Councillor
Corissa Bell

Mayor
Ernie Daykin

Councillor
Judy Dueck

Councillor
Cheryl Ashlie

Councillor
Robert Masse

Corporation of the District of Maple Ridge
Mayor and Council
2011-2014

Maple Ridge Mayor and Council

Mayor Ernie Daykin

Councillor Cheryl Ashlie
Councillor Corisa Bell
Councillor Judy Dueck

Councillor Al Hogarth
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Councillor Michael Morden

TABLE OF CONTENTS



EXECUTIVE SUMMARY	3
FINANCIAL PLAN READER'S GUIDE.....	5
MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER	6
BUDGET AT A GLANCE	7
MAPLE RIDGE – DEEP ROOTS GREATER HEIGHTS	13
PROFILE AND DEMOGRAPHICS.....	15
GOVERNMENT OVERVIEW	18
ELECTED AND APPOINTED OFFICIALS.....	19
FINANCIAL POLICIES AND FUND STRUCTURES	21
FINANCIAL POLICIES.....	23
FUND STRUCTURE	24
FINANCIAL PLANNING PROCESS	25
BUSINESS PLANNING PROCESS.....	27
ALIGNMENT OF CORPORATE STRATEGIC INITIATIVES	28
BUSINESS PLANNING GUIDELINES	29
FINANCIAL PLANNING PROCESS SCHEDULE.....	30
FINANCIAL PLAN OVERVIEW	31
FINANCIAL PLAN HIGHLIGHTS.....	33
FINANCIAL PLAN OVERVIEW	34
2011 Financial Outlook.....	35
Where the Money Comes From/Where It is Allocated.....	36
Water, Sewer and Recycling Rates	47
Borrowing	48
Further Items.....	50
Impact to the Average Home.....	54
Property Taxation Policy	55
Reserves.....	56
Town Centre Commercial Operation.....	60
Conclusions	61
FIVE-YEAR OPERATING PLAN OVERVIEW	63
2012 REVENUES AND EXPENDITURES.....	64
FINANCIAL PLAN SUMMARY – REVENUES & EXPENDITURES.....	65
KEY ACCOUNT BALANCES	66
2012 BASE BUDGET INCREASES	70
STAFFING HISTORY AND FORECAST	71
DEPARTMENTAL BUSINESS/FINANCIAL PLANS	73
OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER	75
Administration incl. Communications and Sustainability.....	76
Human Resources	81
Strategic Economic Initiatives.....	83
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES	87
Administration.....	88
Community Services	91
Parks & Facilities	95
Recreation	100
CORPORATE & FINANCIAL SERVICES	107
Administration.....	108
Clerk's	111
Emergency Program	114
Finance	117
Information Services.....	122
Fire Department.....	126
Police Services	131

TABLE OF CONTENTS



PUBLIC WORKS & DEVELOPMENT SERVICES	136
Administration	137
Engineering.....	139
Licences, Permits and Bylaws	142
Operations Centre	146
Planning.....	153
Ridge Meadows Recycling Society	156
FIVE-YEAR CAPITAL PLAN OVERVIEW	159
CAPITAL PROCESS.....	160
CAPITAL WORKS PROGRAM.....	161
CAPITAL WORKS BUSINESS PLAN.....	162
APPENDICES	163
APPENDIX A: MISSION AND VALUE STATEMENTS	165
APPENDIX B: VISION 2025 STRATEGIC PLAN	165
APPENDIX C: PERFORMANCE MEASURES	168
APPENDIX D: FINANCIAL SUSTAINABILITY PLAN – POLICY 5.52.....	172
APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY.....	175
APPENDIX F: CAPITAL WORKS PROGRAM LISTING	190
APPENDIX G: 2012-2016 FINANCIAL PLAN BYLAW 6883-2011.....	197
GLOSSARY OF TERMS	206
ACRONYMS	208

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, 2011. 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 Chief Administrative Officer
Budget at a Glance

The Financial Plan Reader's Guide is intended to provide a basic understanding of the Financial Plan 2012 – 2016 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 a welcome message from the Chief Administrative Officer which provides 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. This message also provides the financial context for our Financial Plan and 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, size, and 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 the 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 2011 accomplishments, explains efficiency and effectiveness initiatives, and discusses the business challenges relevant to the 2012 – 2016 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 2012 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 CHIEF ADMINISTRATIVE OFFICER



I am very proud to present the 2012 – 2016 Financial Plan for the District of Maple Ridge. This publication outlines the work and vision of our Mayor and Council and demonstrates how the employees of the District have applied that vision in their day-to-day work.

In December of 2011, when we presented the plan to the Mayor and Council we used the theme 'From Vision to Action' as a means of highlighting how each program and project are part of a larger 'big picture' purpose as defined by our community vision.

In these pages you will see, department-by-department, lists of accomplishments of the District over the last year, and goals that we've set for the upcoming year. What will come through is the coordination of our work in many departments to achieve some fundamental goals that have been set by our Mayor and Council.

One of the 2011 highlights carrying forward into 2012 is the energy around our Town Centre. As you will read, in 2011 we completed the Downtown Enhancement Project, a partnership between the District and the Federal and Provincial Governments. What began as an engineering project to replace key water, sewer and storm water infrastructure emerged as a key component the Town Centre's renaissance envisioned a decade ago.

It started with a program called 'Smart Growth on the Ground' that resulted in the development of the Town Centre Area Plan, which defined how Maple Ridge would create a strong urban oriented 'town centre.' In January of 2011, our Mayor and Council created the Town Centre Investment Incentive Program, one of the most comprehensive programs of its type in BC. This program offered a suite of incentives to encourage development in our Town Centre. In addition, our Mayor and Council invested in a strategic piece of property in the Town Centre, and over the course of 2011, that property was made 'development ready.'



In the first year the program has attracted over \$100 million in construction activity either in the ground or in process. Everywhere you stand in Maple Ridge there is development activity and there will be more projects announced in 2012. The District owned property will be marketed in 2012, and an area that was once the site of old derelict houses will become an important link between the east and west parts of the Town Centre.

In the introduction to the 2011 Citizens Report Mayor Daykin and I quote an old expression "a goal without a plan is just a wish." This document is the plan by which Maple Ridge is achieving our goals. Maple Ridge has a very strong plan and an amazing future.

I would like to express my sincere thanks to our Mayor and Council for their vision and dedication to our community that forms the framework on which we build this plan. I would also like to thank all of the people that I work with at the District for their professionalism and dedication in their work on behalf of our neighbours, the citizens of Maple Ridge. Finally, I would like to take this opportunity to thank all the citizens whose passion for this community is expressed at the ballot box, in the letters to the editor and in their tireless work as volunteers to support every aspect of life in our community. It is a privilege to serve you.

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

J. L. (JIM) RULE
Chief Administrative Officer

INTRODUCTION

The purpose of this summary 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 2012 - 2016. It provides an outline of how the District prepares, reviews, and adopts the financial plan. The full 2012 - 2016 Five-Year Plan and related documents are located on the District [website](#).

HOW DOES COUNCIL CREATE THE BUDGET: WHAT IS THE BUSINESS PLANNING PROCESS?

Business Plans provide a framework for decision-making by identifying areas for performance review, amalgamation, dissolution, change, and alternative service delivery. Business Plans allow our organization to be financially self-sufficient. The Corporate Strategic Plan sets the direction of the Business Plans and all other organizational plans. Business Plans ensure the goals of the service area/department are met and are a key element of working towards a self-managed organization where everything we do is a cycle of continuous improvement.

Public Participation

Council and municipal staff welcome input from our citizens, businesses, community groups and other stakeholders. There are several opportunities for input in the business planning process:

- Every spring, Council approves Business Planning Guidelines that set the stage for the following year's 5-year financial plan, which ultimately determines property tax rates and other levies. The guidelines are presented at several Council meetings open to the public.
- Every fall, Council deliberates on the following year's 5-year financial plan. These sessions are open to the public, and there are opportunities for citizens to speak to Council. The dates for these sessions are in the Business Planning Guidebook, but are subject to change, so watch the District [website](#).

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 29**, 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 found on **page 172**; a group of 13 policies designed to position the District to meet financial obligations while providing equitable and affordable taxation.

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. The framework for making these decisions and planning for the future of the community is the Strategic Plan: Vision 2025.

Strategic Plan: 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. The foundation of any strategic plan is its Mission and Value Statements.

BUDGET AT A GLANCE



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

The overall economic conditions in British Columbia are stable. The recovery from the 2008 economic crisis continues at a slow but steady rate. Gross Domestic Product (GDP) is forecast to grow at an average 2.6% for the years 2012 through 2016 by the BC Economic Forecast Council. Population growth and employment growth will continue to see small growth of approximately 1.5% in 2012 and 2013. Inflation increased to 2.4% in 2011 but is expected to average 2% over the next 5 years. The level of inflation may result in small increases in interest rates, which are currently at historic lows and seen by many as over-stimulating.

Tax Growth

The additional property tax revenue due to new construction, often referred to as real growth, is budgeted at 1.7% for 2012. Construction is increasing but may not yet be generating the real growth rate we have historically had. A conservative approach is taken, budgeting for less growth in 2012. Commitments to fund growth related costs have been delayed until April 2012, when the growth revenues are known based on the finalized assessments. A contingency has been provided for in the 2012 Budget to deal with a possible shortfall.

Development Cost Charges

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 infrastructure needs related to new development.

Investment Earnings

Investment income will exceed budget targets as a result of favourable returns and a larger investment portfolio due to the delay of some planned capital spending. 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.

Rate Changes

- Property tax increase for general purposes – 3% each year for 2012 – 2016.
- Property tax increase for infrastructure replacement – 1% per year for 2012 – 2016.
- Fire Service Improvement levy to generate an additional \$700,000 in 2012 and approximately \$350,000 in 2013. Subsequent increases will be part of the normal business planning guidelines.
- Parks, Recreation, and Culture levy increase of one-half of one percent of property taxes per year for eight years beginning 2013.
- Storm Water levy increase – 0.3% each year for 2013 – 2017.
- Water Utility rate increase – 9% each year for 2012 – 2016.
- Sewer Utility rate increase – 5% each year for 2012 – 2016.
- Recycling rate increase – 6% in 2012 and 3% each year for 2013 – 2016.

Cost Containment Measures

- Vacant position review and management – all positions that become vacant are subject to a detailed review by management 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 non-labour budgets remain at the same level of funding unless it is shown that the costs for goods or services required to provide the same level of service have increased.
- 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 to senior management 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

Albion Flats Concept Plan

In 2011, the District of Maple Ridge presented a draft concept plan to the Agricultural Land Commission (ALC) regarding the scope of development in Albion Flats. The project to create the Albion Area Concept Plan involved an extensive process of professional and public review looking at a wide range of scenarios for development of this strategic property. The ALC provided an opportunity to review the draft concept plan prior to final exclusion applications. This allowed Council to explore the widest possible range of uses for the land in the Albion area. In December 2011, a letter from the ALC laid out their views on the various options presented for this area. Council now has a clearer path to complete this important work.

Drainage Rehabilitation/Maintenance

To address underfunding, an increase of 0.3% of property taxes, equating to about \$5 per parcel per year for five years, begins in 2013. As a short term measure for the second year, \$150,000 of surplus is included in 2012 for early implementation of the enhanced drainage program.

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; by the end of 2011 there were 56 full-time positions. 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 and beginning in 2014 increases will be in line with general property tax increases.

Gaming Revenue

The District will receive a full year of gaming revenues from the local gaming facility in 2012. Monies received from this source will be allocated in line with Council's policy.

Infrastructure Deficit

All levels of government across Canada have an infrastructure deficit. The infrastructure deficit is an estimate of the total additional investment needed to repair or replace existing infrastructure. The current replacement value of municipal assets is in excess of \$1.3 billion. To begin to address the deficit, Council (in 2008) directed 1% of the annual tax increase be committed to infrastructure sustainability. This amount is estimated to be \$2.4 million for 2012, and is planned to grow to \$5.1 million for 2016. The Unfunded Liability Chart in **Appendix E**, (Infrastructure Funding Strategy), highlights the impact that the 1% tax increase has on the infrastructure deficit.

Parks Master Plan

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.

Town Centre Redevelopment

This three year program began in 2011. The program includes various incentives to promote increased density, enhance safety, and support commercial activities to create a strong, vibrant Town Centre. The inducements include up front incentives to support developers and downstream incentives to support subsequent property owners and tenants. To date building permits have been issued for \$33 million in construction value and over \$77 million are in the process. The total \$110 million represents 31 projects, close to 1200 new residential units and 27,000 square meters of commercial space.

BUDGET AT A GLANCE



WHERE IS THE MONEY COMING FROM: REVENUES

All Figures Represent \$'000 (thousands)

	Actual 2010	Actual 2011	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016
Revenues								
Property taxes	57,103	61,066	60,849	65,314	69,934	74,780	79,975	85,503
User fees and other revenue	31,649	33,162	33,592	35,161	37,083	39,264	41,590	43,155
Senior government transfers	8,689	12,818	27,359	3,417	5,488	3,585	2,933	16,327
Development revenue	7,412	3,921	30,509	4,925	13,550	13,240	11,535	15,449
Interest income	3,937	3,474	2,012	2,032	2,052	2,072	2,072	2,072
Contributed tangible capital assets	20,766	21,582	12,250	15,000	15,000	15,000	15,000	15,000
Property Sales	-	-	-	-	-	4,250	-	-
	129,555	136,023	166,571	125,849	143,107	152,191	153,105	177,506

Revenue changes are increasing based on the rate changes in the Key Assumptions section above. Shortfalls in Senior Government Transfers are mainly due to timing and most will be carried forward. Development Revenue, more specifically, previously collected Development Cost Charges, is recognized when related capital works are completed. Contributed Tangible Capital Assets is the infrastructure turned over to the municipality which was created through subdivision development.

WHERE IS THE MONEY BEING SPENT: EXPENDITURES

All Figures Represent \$'000 (thousands)

	Actual 2010	Actual 2011	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016
Expenses								
Protective services	26,763	28,793	29,662	30,423	32,134	33,664	35,132	36,938
Transportation services	15,281	16,153	16,581	17,157	17,737	18,366	18,990	19,676
Recreation and culture	19,251	19,730	20,987	23,198	23,991	25,171	26,238	27,311
Water Utility	10,603	10,582	12,678	12,609	14,265	15,186	16,109	16,948
Sewer Utility	8,341	8,799	9,624	9,309	9,621	10,054	10,485	10,925
General government	12,814	12,816	15,381	12,656	13,011	13,691	14,106	14,733
Planning, other	3,638	3,665	3,929	4,206	4,245	4,364	4,487	4,612
	96,691	100,538	108,842	109,558	115,004	120,496	125,547	131,143
Annual Surplus	32,864	35,485	57,729	16,291	28,103	31,695	27,558	46,363
Other Items								
Borrowing proceeds	0	0	0	7,926	1,274	0	0	0
Amortizations expense funded by capital equity	16,780	17,268	17,370	18,015	18,688	19,391	20,125	20,930
Capital expenditures, principle payments & other	(29,505)	(23,645)	(81,584)	(24,492)	(32,147)	(31,739)	(24,947)	(45,076)
Contributed tangible capital assets	(20,766)	(21,582)	(12,250)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Transfers to (from) Reserves and Surplus	(\$627)	\$7,526	(\$18,735)	\$2,740	\$918	\$4,347	\$7,736	\$7,217

CAPITAL SPENDING

(in \$ thousands)

Category	2012	2013	2014	2015	2016	Total
Drainage	679	1,243	1,404	1,645	1,996	6,965
Government Services	858	850	4,850	172	350	7,080
Highways	7,047	11,720	9,907	8,717	26,669	64,061
Park Acquisition	3,016	600	200	3,044	3,197	10,057
Park Improvement	461	1,550	3,331	965	819	7,126
Protective Services	1,320	1,604	350	250	1,750	5,274
Recreation Services	36	0	0	130	0	166
Sewage	1,257	1,975	2,583	886	1,006	7,705
Technology	1,423	949	536	941	1,217	5,067
Water	3,972	5,628	2,486	2,038	1,845	15,969
Total Capital Program	20,069	26,119	25,647	18,788	38,848	129,471

BUDGET AT A GLANCE



The majority of planned capital spending is used in maintaining existing services. The most significant proposed investments are:

- \$19.8M for the Abernethy Way extension in 2013-16 (dependent on senior government funding).
- \$3.6M for the west watermain and associated pump station in 2012-2013. Work began on this regional project in 2010. The District's portion of the cost is \$9.2M.
- \$2.8M for park acquisition in the Silver Valley neighbourhood in 2012.
- \$4.5M for the 232 Street bridge in 2012-2013.

HOW MUCH MONEY IS IN SAVINGS: RESERVE BALANCES

The District has a healthy level of 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 large fluctuations in rates.

Balances as of December 31	2010	2011
Accumulated Surplus	11,310,343	11,435,382
Reserve Funds	21,275,267	25,144,547
Total Reserve Accounts	24,232,705	27,762,918
Total Reserves and Revenue Accumulated Surplus	56,818,315	64,342,847

BORROWING

The Financial Plan incorporates debt proceeds into the overall funding strategy.

Existing Debt

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:

- \$22.1 M Recreation/Downtown Civic Properties.
- \$16.4 M General Government/Downtown Office Complex

Previously Approved Borrowing.

The District of Maple Ridge is now authorized to borrow for several projects. 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. Completed projects have been internally financed to date. External borrowing will likely be initiated in 2013. The projects are:

- Fire Hall #4 – new construction
- School property acquisitions adjacent to park sites
- Cemetery expansion –two of the three properties have been purchased
- Drainage work on River Road – Complete
- Animal shelter – funding to assist in the construction of an animal shelter – Complete
- 240 Street bridge over Kanaka Creek – Complete

Future Borrowing Considerations 2012 - 2016.

A Regional water pump station and a new watermain are cost-shared projects with the Regional Water District. The District will finance our portion of these projects. The planned principle payment for this debt is funded through Development Cost Charges and the Water Utility over a ten year term.

Borrowing Capacity

Under Community Charter legislation¹, 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 2010 Annual Report the available debt servicing capacity is about \$14.9 million.

¹ B.C. Reg. 254/2004, Municipal Liabilities Regulation, Community Charter.

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).

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 funds².

AVERAGE TAX IMPACT

	2011	2012	Increase	%
Municipal Property Taxes				
General Purpose	\$ 1,461.00	\$ 1,519.44	\$ 58.44	4.00%
Fire Service Improvement Levy	136.21	155.67	19.46	14.29%
	<u>\$ 1,597.21</u>	<u>\$ 1,675.11</u>	<u>\$ 77.90</u>	<u>4.88%</u>
Fees				
Recycling	\$ 64.30	\$ 68.16	\$ 3.86	6.00%
Water	413.65	450.90	37.25	9.01%
Sewer	284.90	297.40	12.50	4.39%
Municipal, Recycling, Utilities & Fire	<u>\$ 2,360.06</u>	<u>\$ 2,491.56</u>	<u>\$ 131.50</u>	<u>5.57%</u>

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 over the next few decades with population projections nearly doubling. With continued strong planning practices and strategic direction, our growth will see this community continue to flourish.

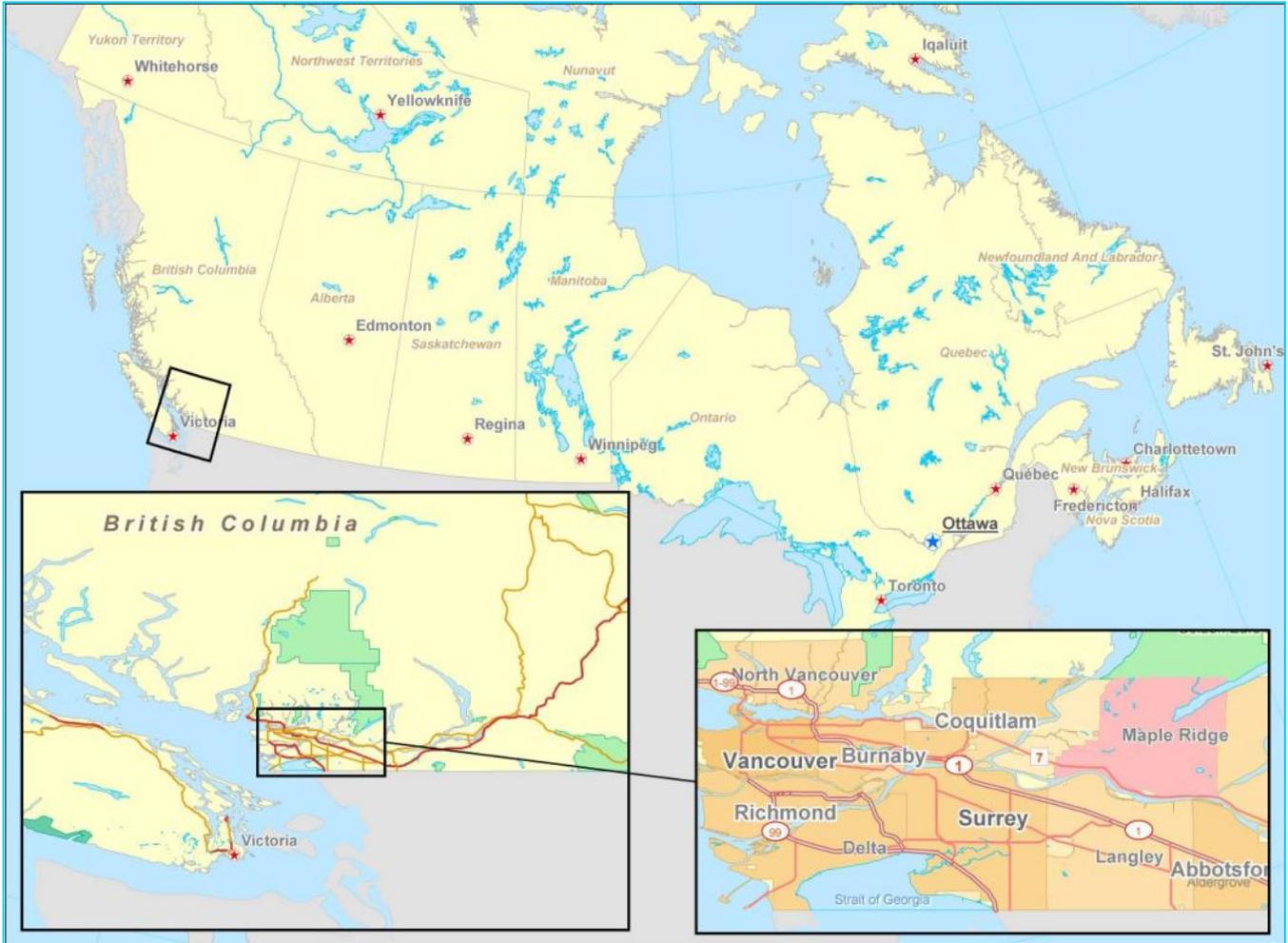
² Community Charter s. 165(5) and Local Government Act s. 815(5).

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



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 Rick Hansen Man in Motion Tour, the Caribbean Festival, Country Fest, and the annual Santa Parade, this is a place where people get involved.

A REMARKABLE PLACE TO LIVE AND WORK.

As the reputation of Maple Ridge spreads, it draws those interested in a remarkable place to live and work. Close to Golden Ears Park, a vibrant Town Centre and affordable real-estate values, Maple Ridge offers a perfect trifecta for a lifestyle unequalled in the Province.

"They're so eager to do business, to help source opportunities and to offer suggestions," says Norm Attridge, assistant vice-president, business services, with Envision Financial, speaking of the city's politicians and staff. Attridge points out that every city needs a stable downtown core, balanced with residential and commercial development, and that Maple Ridge has addressed this challenge with good incentives and strong communication. Since the launch of the Town Centre Investment Incentives Program in January 2011, over \$22 million worth in building permits have been issued in Maple Ridge.

Land is relatively inexpensive, points out Glenn Ralph, chair of the Maple Ridge Economic Advisory Commission to Council, "and the municipality has made it user-friendly with the new incentive program." Small business also does very well. While Industry Canada suggests an average small-business survival rate of 66.9 per cent after three years, in Maple Ridge it stays between 80 and 90 per cent³.

Maple Ridge, Mission, and Pitt Meadows recently formed Invest North Fraser (INF), a regional economic investment attraction initiative. In December 2011 INF was selected as the first of four pilot areas selected to participate in the BC Jobs Plan. The project is being launched by the Provincial government with the goal of attracting investment in priority sectors that will create jobs over the next 12 – 18 months.

³ Adapted from *Business in Vancouver 'How To' magazine article January 2012.*

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 2010 population estimate is 76,418 and has shown an average annual growth rate of 1.7% over the last four years. Almost 67% of Maple Ridge's population is aged 25 or older and of those 55% 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 2011

Income (Average Annual)

In Maple Ridge the average income in all private households is \$91,696.

Average Per Capita	\$ 33,638
Average Household	\$ 91,696
Average Family	\$100,489

Source: Financial Post Canadian Demographics 2011

Immigration and Languages

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

English	93.64%
Korean	0.73%
Punjabi	0.58%
Chinese	0.40%
French	0.28%

Source: Statistics Canada, 2006

Source: Financial Post Canadian Demographics 2011

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, 22% have attained a College, CEGEP, or other non-university certificate or diploma, and another 17% have attained a University certificate, diploma, or degree.

Maple Ridge:

School District 42 (23 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: Financial Post Markets – Canadian Demographics 2011

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.

Top 10 Employers ranked by # of employees:

School District #42	Education
Ridge Meadows Hospital	Health Care
District of Maple Ridge	Government
Overwaitea Food Group	Grocery
Fraser Regional Corrections	Corrections
Arcus Community Resources	Health Care
Safeway Maple Ridge	Grocery
West Coast Auto Group	Vehicle Sales
Waldun Forest Products	Wood Products
Lordco Auto Parts	Automotive

Source: BC Stats, October 2010

Source: District of Maple Ridge - Strategic Economic Initiatives

MAPLE RIDGE – PROFILE AND DEMOGRAPHICS



Health Care

Fraser Health provides a wide range of integrated health care services to residents of Maple Ridge. Quality health care services range from acute care hospitals to community-based residential, home health, mental health, and public health services.

Ridge Meadows Hospital and Health Care Centre

Located in the heart of Maple Ridge, this hospital stands as a modern health care centre with 125 acute care beds including 20 psychiatric beds and 10 convalescent beds, 10 hospice beds and 148 residential care beds. Ridge Meadows Hospital provides 24/7 emergency services; as well as ambulatory/surgical day care, cardiology, laboratory services, medical imaging, and chemotherapy.

Abbotsford Regional Hospital and Cancer Centre

Located less than an hour away, this 300 bed acute care hospital provides 24/7 emergency services; as well as ambulatory/surgical day care, medical imaging, 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. The hospital also offers public education clinics for asthma, diabetes, rehabilitation services and programs for cardiology, children's grief recovery, youth crisis response, and early psychosis prevention.

Source: Fraser Health Website

Source: Ridge Meadows Hospital Foundation Website

Housing Types

The three month average benchmark price from the MLS Housing Price Index (December 2011) for single-family residences in Maple Ridge is \$452,675.

Composition of Residences

Single Detached House	18,272
Apartment (under 5-storeys)	3,625
Row Houses	3,109
Apartment Detached Duplex	2,824
Apartment (over 5-storeys)	786
Semi-Detached	631

Movable Dwellings	256
Other Single-Attached	27
Total Number	29,530

Source: Real Estate Board of Greater Vancouver

Source: Financial Post Markets – Canadian Demographics 2011

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
M R Landmark 2000 Centre Ltd	Shop Ctr, Auto Dealer
Telus (BC Telephone Company)	Poles, Lines, Towers
BC Gas Utility Ltd.	Gas Lines
Narland Properties (Haney) Ltd.	Haney Place Mall
22475 Dewdney Trunk Road Inc.	Maple Ridge Square
Canadian Property Holdings	Retail

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 Hwy)

Airports (Driving Time)

Vancouver International	55 minutes
Abbotsford International	30 minutes
Pitt Meadows Regional	10 minutes

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
- 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



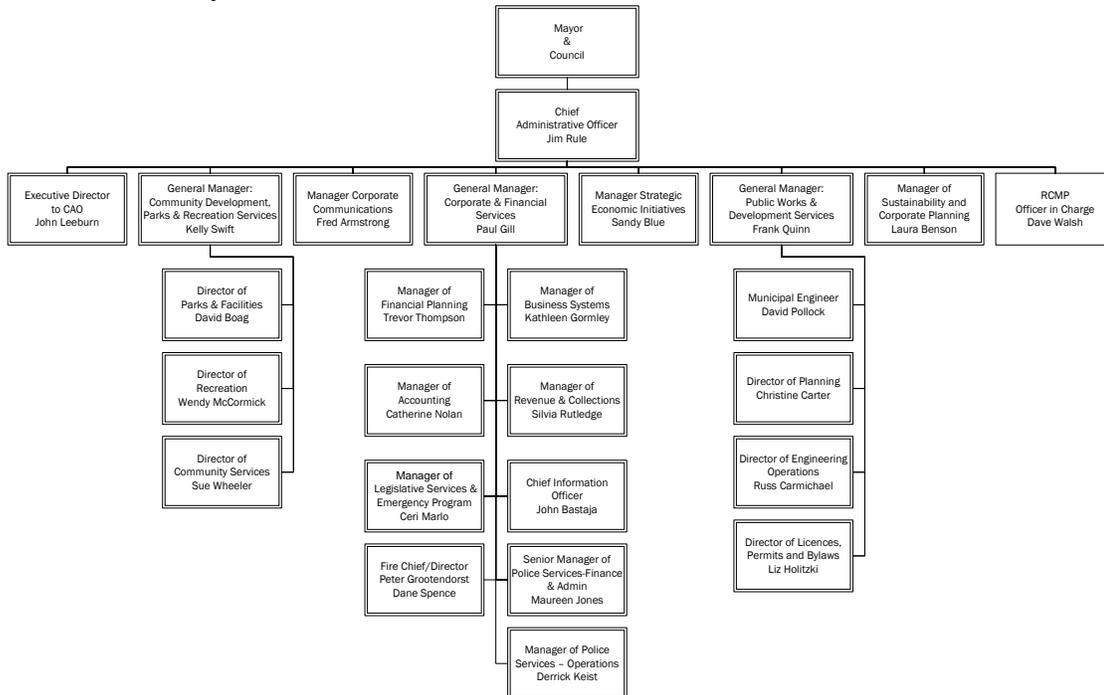
MAPLE RIDGE OFFICIALS



Elected Officials Mayor Ernie Daykin

Councillor Cheryl Ashlie
Councillor Corisa Bell
Councillor Judy Dueck

Councillor Al Hogarth
Councillor Bob Masse
Councillor Michael Morden



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.....	Christine Carter, M.PL., 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 & Emergency Program	Ceri Marlo
Manager of Police Services – Operations	Derrick Keist
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.....	David Pollock, P.Eng.
Senior Manager of Police Services – Finance & Administration.....	Maureen Jones
RCMP Officer in Charge.....	Superintendent Dave Walsh
Municipal Auditors - BDO Dunwoody LLP	Municipal Solicitors - Lidstone, Young, Anderson – General
Municipal Bankers - TD Canada Trust	- 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** on **page 172**.

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)

- **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.
- **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.

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.

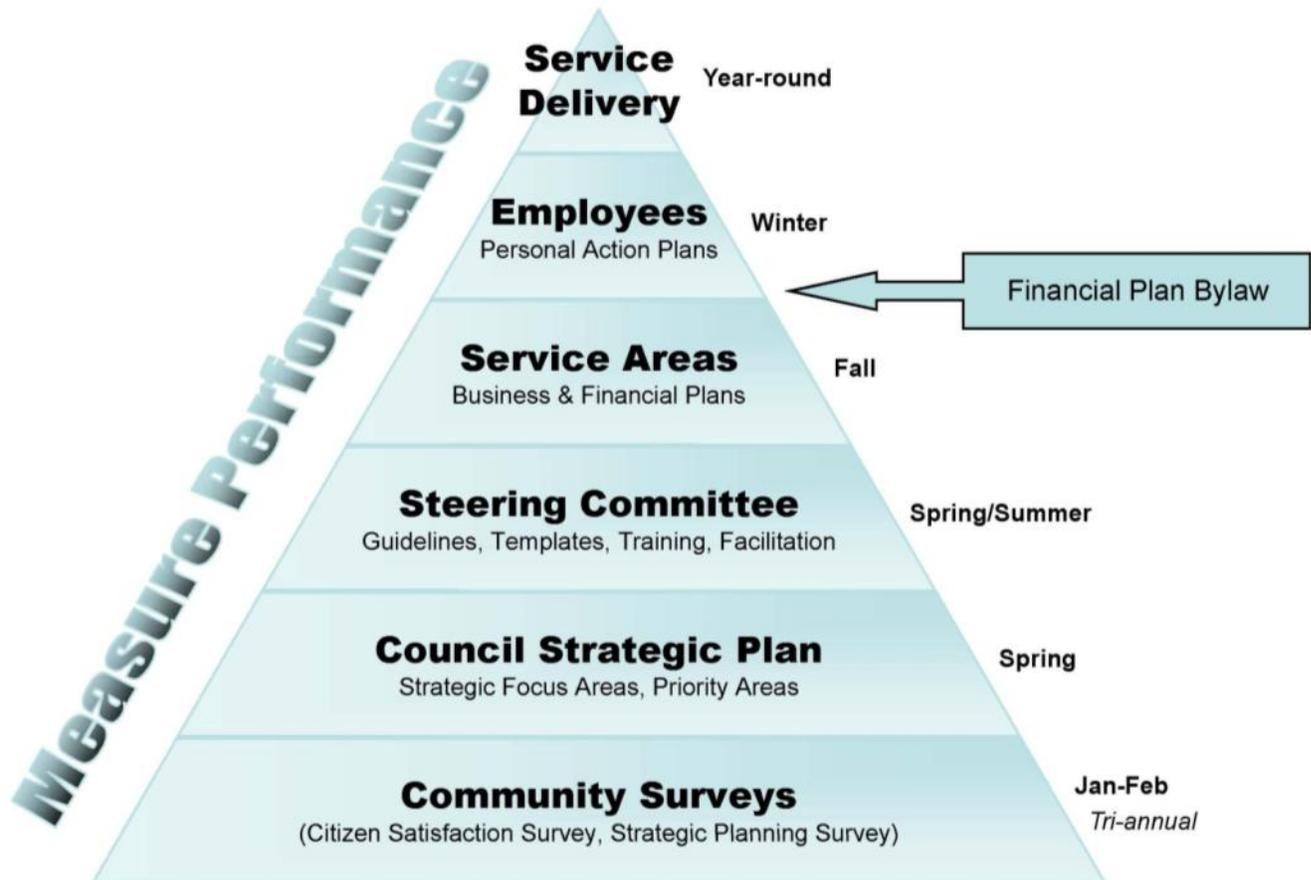
A Business Planning Steering Committee was established to develop a formalized process to link Council's vision for the community to budgets and work plans, and ensure a consistent strategic direction. Committee members included elected officials, senior management, union officials, and front-line employees.

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

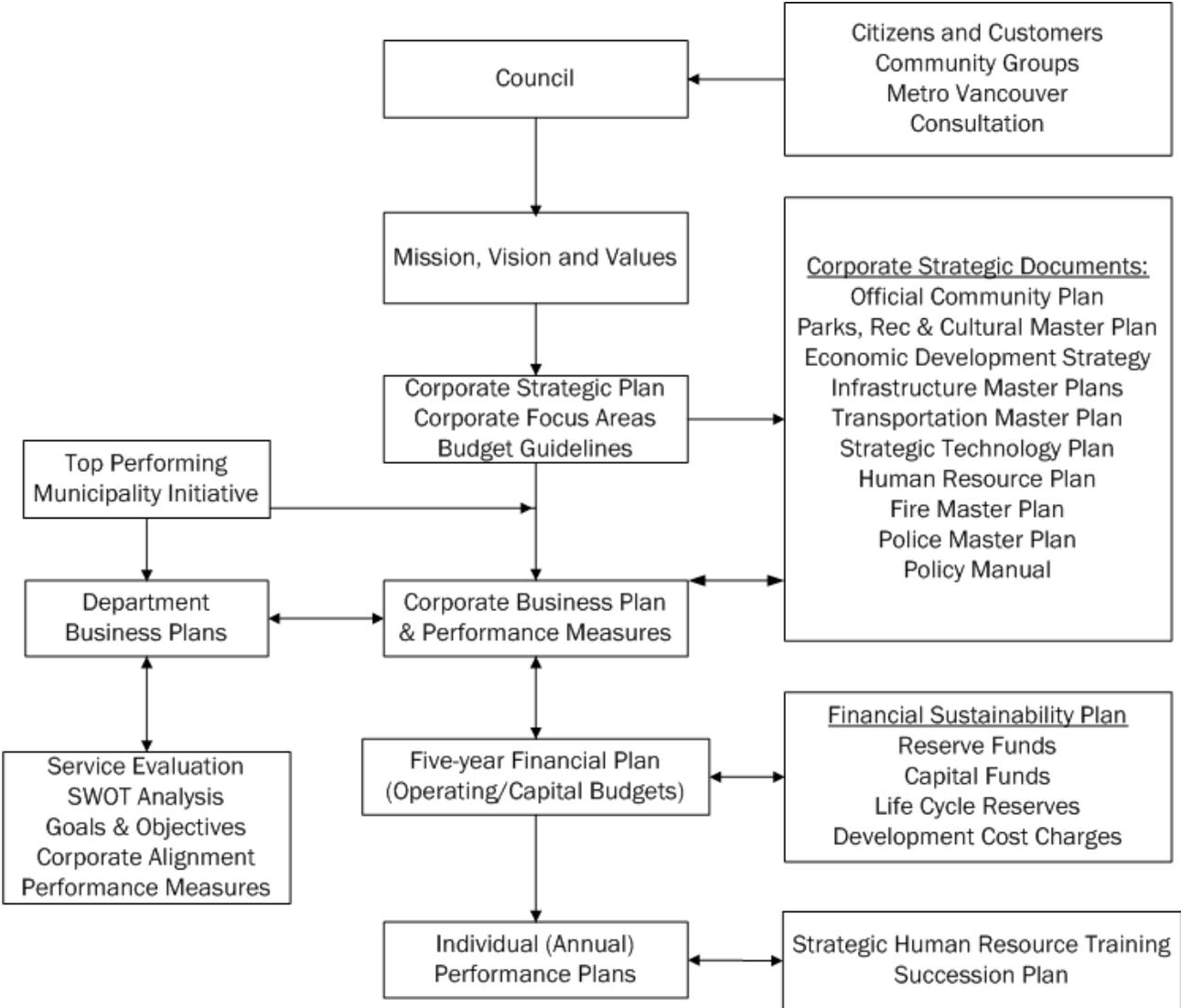
10% funding reduction scenario, forcing departments to look at new ways to deliver services. The plans are presented in open sessions and public participation is encouraged. Employees prepare individual performance plans linking their workplans to the department's objectives.

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 2011, 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 2012 – 2016.
2. Tax increase for capital works and infrastructure – 1% per year for 2012 – 2016.
3. Property tax rates to be reviewed annually to ensure we are competitive with other lower mainland municipalities.
4. Utility Charges to be reviewed annually with a view towards using rate stabilization practices to smooth out large fluctuations in rates.
5. Fire Service Improvement Levy to generate an additional \$700,000 additional funding in 2012. Rate of increase to be reduced by 50% in 2013 and inflationary increases beginning in 2014.
6. Storm Water Levy of \$5 per parcel to begin in 2013, increasing by \$5 annually for a period of five years.
7. Parks, Recreation, and Culture Levy of one-half of one percent beginning in 2013 for a period of eight years.
8. Budgets include operating and capital components for a five-year period.
9. Public Consultation Plan developed and operationalized.
10. Increase revenue from existing sources by about 5%.
11. Identify potential new revenue sources (i.e. be creative).
12. Evaluation of services to ensure alignment with Council direction.
13. Identify and measure outputs/outcomes. Identify key processes to undergo process improvement reviews.
14. 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. For 2012 issues to be addressed are to include:
 - Incremental municipal taxes from land-use conversion to support agriculture.
 - Consideration of funding envelope for Town Centre Investment Incentive Program.
 - Gaming revenue allocation in accordance with Council's Gaming Revenue policy (in development at mid-May 2011).
15. 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.
16. Incremental packages must include a business case to support new programs/projects/staff.
17. 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.
18. 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?
19. Vacant position review and management – all positions that become vacant are subject to a detailed review prior to being refilled.
20. 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.
21. Quarterly performance reports are to be presented to Council at open Council meetings. Performance measures will be published in the Annual Report.
22. Progress in relation to our strategic direction is to be evaluated every six months.
23. The Financial Plan must be in accordance with Council's strategic Financial Sustainability Plan policies approved in October 2004.
24. 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.
25. 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 (2012 – 2016) was as follows:

February 2011	<ul style="list-style-type: none"> ▪ Complete staff debriefing sessions for previous year’s business plan
May 2011	<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 – 15th Edition.” (Corporate Strategic Plan and Business Planning and Budget Guidelines for 2012 – 2016)
June 2011	<ul style="list-style-type: none"> ▪ Training Sessions ongoing ▪ Begin to develop Business Plans (operating and capital) and financial plan (budget)
July 2011	<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 29 2011 ▪ Submit Information Technology proposals to John Bastaja by Friday, July 29, 2011
September 2011	<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 19, 2011 ▪ Submit draft Business Plan (one copy) to Business Planning Committee by Friday, September 30, 2011
October 2011	<ul style="list-style-type: none"> ▪ Submit final Business Plan (one copy) to Business Planning Committee by Wednesday, October 19, 2011
November 2011	<ul style="list-style-type: none"> ▪ Departmental Business Plan and Budget presentations to CMT from Tuesday, November 22, 2011 – Thursday, November 24, 2011 ▪ CMT reviews Business Plans; makes preliminary recommendations; and, gives feedback to departments (second week of November) ▪ Advertisements of Council financial plan consideration schedule, which includes time set aside for public input
December 2011	<ul style="list-style-type: none"> ▪ Departmental Business Plan and Budget presentations to Council in a public forum on Monday, December 12, 2011 and Tuesday, December 13, 2011 ▪ 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 2012 through 2016.
- Tax increase of 1% per year for infrastructure sustainability in 2012 through 2016.
- The continued implementation of the Fire Department Master Plan and associated levy, to generate an additional \$700,000 additional funding in 2012. Rate of increase to be reduced by 50% in 2013 and inflationary increases beginning in 2014.
- Parks, Recreation, and Culture Levy of one-half of one percent beginning in 2013 for a period of eight years.
- Growth in tax revenue from all property classes combined is estimated at 1.70% in 2012 then returning to the targeted 2.35% per year in 2013 through 2016. 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 in 2012 through 2016.
- Sewer Utility rate increase of 5% per year in 2012 through 2016.
- Recycling rate increase of 6% in 2012 and 3% per year in 2013 through 2016.
- Storm Water Levy of \$5 per parcel to begin in 2013, increasing by \$5 annually for a period of five years.
- Growth Costs, new and previously approved, as detailed in **Figure 5 on page 40**, in accordance with Financial Sustainability Policy 5.52-2.0.
- Extraordinary items to be funded from General Revenue Surplus totalling \$125,000 in 2012, including adjusting the timing of funding for Growth Costs as detailed in **Figure 6 on page 41**.
- Capital Works Program totalling \$20 million in 2012, \$27 million in 2013, \$26 million in 2014, \$19 million in 2015, and 38 million in 2016 as summarized in **Figure 9 on page 42** and **Figure 10 on page 43**.
- The borrowing of \$2.5 million in 2012 and \$4.8 million in 2013, as outlined in **Figure 15 on page 49** and in accordance with Financial Sustainability Policy 5.52-8.0.
- Allocation of infrastructure sustainability funds to various business areas in the amounts of \$2.4 million in 2012, \$2.9 million in 2013, \$3.6 million in 2014, \$4.3 million in 2015, and \$5.1 million in 2016, as outlined in **Figure 20 on page 59** 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 45**.
- General Revenue Fund one-time incremental costs: Zoning Amenities Report \$25,000, Commercial/Industrial Study 75,000. Details are shown on **Figure 13 on page 47**.

FINANCIAL PLAN OVERVIEW



On December 12, 2011 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 2012 and beyond. The final outcome will be a Financial Plan Bylaw for Council's consideration. The main substance of this report is included below and has been enhanced to include additional information. Specifically, details are provided on:

1.	2011 FINANCIAL OUTLOOK.....	35
2.	WHERE THE MONEY COMES FROM/WHERE IT IS ALLOCATED	36
2.1.	NEW REVENUE	37
2.2.	TRANSFERS	38
2.3.	EXPENDITURES	38
2.4.	BUDGET ALLOCATIONS FOR GROWTH	40
2.5.	SURPLUS AS A SOURCE OF FUNDS	41
2.6.	CAPITAL PROGRAM	42
2.7.	OPERATING BUDGET CHANGES	44
2.8.	INCREMENTAL ADJUSTMENTS.....	47
3.	WATER, SEWER AND RECYCLING RATES	47
4.	BORROWING	48
5.	FURTHER ITEMS.....	50
6.	IMPACT TO THE "AVERAGE HOME.....	54
7.	PROPERTY TAXATION POLICY	55
8.	RESERVES.....	56
8.1.	CAPITAL WORKS RESERVE	58
8.2.	INFRASTRUCTURE SUSTAINABILITY	58
8.3.	FIRE DEPARTMENT CAPITAL ACQUISITION RESERVE.....	59
8.4.	FIRE DEPARTMENT EQUIPMENT REPLACEMENT RESERVE.....	60
9.	TOWN CENTRE COMMERCIAL OPERATION	60
10.	CONCLUSIONS	61

1. 2011 Financial Outlook

In order to set some context leading into the 2012–2016 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 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 that resulted in building permit revenues often exceeding financial plan targets. Since the economic downturn in 2008, building permit revenues have fluctuated from year-to-year. Revenues were down in 2009, and then rebounded in 2010; this year revenues are down again and we expect to see a shortfall of approximately \$300,000. Our financial sustainability policies, conservative budgeting, and our practice of planning for the bad times during the good mean that we're able to manage this shortfall in the short-term.

The District will receive a full year of gaming revenues from the local gaming facility this year. To date we have received instalments for the first two quarters of 2011 totalling \$376,000 against a financial plan target of \$400,000 for 2011. Monies received from this source will be allocated in line with Council's policy.

The following information is based on September results that indicate we will see a General Revenue surplus at year-end. Factors contributing to this include positive investment revenues and a continued focus on cost containment and vacancy management throughout the organization.

Revenues:

- Investment income in the General Revenue Fund will exceed budget targets by over \$1,000,000 as a result of positive returns and a larger than expected investment portfolio.
- Permit revenue will miss financial plan targets by approximately \$300,000. Council has a Building Permit Reserve account with a balance of about \$2 million and depending on our overall financial results; we may have to draw upon this reserve.

The financial plan also provided for revenues from the School District for their share of purchasing joint school/park sites. While those revenues haven't been realized, the related expenditures haven't been made as the acquisitions have been deferred. After allowing for adjustments for items, such as the revenues from the School District we expect overall revenues to exceed targets.

Expenses:

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 cost will likely come in under budget though we have been advised by RCMP Headquarters that there may be a retroactive pay adjustment awarded in the coming months. We will establish a provision for this retroactive adjustment before we finalize our year end results, and may have to draw upon the Protective Services Reserve for funding.
- Overall Fire Department costs will be very close to budget targets again this year. The ongoing implementation of the Fire Department Master Plan and increased call volumes continue to present cost pressures.
- Recreation costs are currently within financial plan targets.
- Interest costs for debt will come in under budget, as borrowing authorized for capital projects has not been accessed to date. Any associated transfers from reserves to cover the costs will also not occur.
- There will be some savings from staff vacancies and delayed or rescheduled projects. Some of these savings will be transferred to reserves at year-end to allow work to proceed in 2012. Savings could also be offset by snow and ice control costs if predictions for a colder and wetter than normal winter are correct, 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 2012.

The above summary, based on results to the end of September, points to a General Revenue surplus for 2011.

FINANCIAL PLAN OVERVIEW



2011 Capital Projects

The budget for the Capital Works Program in 2011 is \$106 million. This number is higher than the number in subsequent years because the first year of the Capital Program includes projects approved in prior years that are not yet complete, but are still a priority.

The budget for projects that have been started is \$66 million. Of these projects, \$28 million are complete or nearly complete, \$14 million are well under way, and \$24 million are in the early stages of design and tendering.

The budget of projects not yet started, is approximately \$40 million. The reasons for these project delays are summarized as follows:

Agreements Not Signed (School portion of School/Parks sites)	\$15.6M
Grant Funding Not Secured (Dykes \$8M, River Road \$3M)	\$13.0M
Reliant on other capital work	\$1.4M
Land Acquisition Delays	\$1.6M
Other	\$1.1M
Staffing, Strategic and Technical Delays	\$7.3M

Projects that do not finalize in 2011 remain in the capital plan. They are reviewed at year-end and the projects as well as the associated funding are carried forward to be included in the 2012 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 2012.

Historically, annual growth revenue has exceeded 3% and budgeting for a growth level of 2.35% is conservative. In 2011 however, growth revenue was \$800,000 or 1.68%. Our previous financial plan estimated 2012 growth at 2.35% and we recommend that this be reduced to 1.70%. This change has resulted in reductions in the growth revenue allocated to each area.

- Community Development Parks & Recreation Services
- Corporate & Financial Services
- Public Works & Development Services

There is great variability in annual growth and this is one of the reasons that it is important to have sound long term financial planning policies and practices and to build financial resiliency. In the last 10 years we've seen growth exceed 3% twice and it has been less than 2% in three years including the last two. The District is fortunate in that it does not rely heavily on any one industry or sector and property taxes are a relatively stable source of revenue.

FINANCIAL PLAN OVERVIEW



2.1. NEW REVENUE

Figure 1: Conceptual Overview of New Revenue

Item	2012	2013	2014	2015	2016
<i>Previous Year's Taxation</i>	51,575,000	54,550,000	64,600,000	69,300,000	74,325,000
Growth Rate	1.70%	2.35%	2.35%	2.35%	2.35%
Growth Revenue	875,000	1,275,000	1,525,000	1,625,000	1,750,000
<i>Previous Year's Taxation + Growth</i>	52,450,000	55,825,000	66,125,000	70,925,000	76,075,000
Tax Increase					
General Purpose	3.00%	3.00%	3.00%	3.00%	3.00%
Infrastructure	1.00%	1.00%	1.00%	1.00%	1.00%
Parks & Recreation	0.00%	0.50%	0.50%	0.50%	0.50%
Drainage Improvements	0.00%	0.30%	0.30%	0.30%	0.30%
Tax Increase	2,100,000	2,675,000	3,175,000	3,400,000	3,650,000
Property Taxes	54,550,000	58,500,000	69,300,000	74,325,000	79,725,000
Fire Levy - Previous Year	4,825,000	5,625,000	Included in Base amount above		
Growth	100,000	125,000			
Fire Levy Increase	700,000	350,000			
Fire Levy	5,625,000	6,100,000			
Total Increase + Growth	3,775,000	4,425,000	4,700,000	5,025,000	5,400,000
<i>Next Year's Taxation Base</i>	60,175,000	64,600,000	69,300,000	74,325,000	79,725,000
Gaming Revenue	Addressed Separately in Section 5, Further Items				
Increases in other revenue:	450,000	300,000	300,000	250,000	250,000
Increase in General Revenue	4,225,000	4,725,000	5,000,000	5,275,000	5,650,000

The property tax increase consists of increases for general purposes, dedicated infrastructure replacement in each of the years, Fire Department Master Plan funding in 2012 and to a lesser extent in 2013, a drainage increase to fund the replacement of drainage infrastructure starting in 2013 and also starting in 2013 an increase to implement the Parks and Recreation Master Plan.

In 2012, other revenues are projected to increase by \$450,000 over the amount previously budgeted. The increase includes changes in 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 at least \$100,000. In some cases, these revenues are offset by related increased expenditures. **Figure 2** and **Figure 3** show the demands against this revenue⁴.

⁴ Items with offsetting entries within general revenue have been removed for simplicity.

FINANCIAL PLAN OVERVIEW



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	2012	2013	2014	2015	2016
Increase in General Revenue	4,225,000	4,725,000	5,000,000	5,275,000	5,650,000
Transfers to Reserves:					
Infrastructure Sustainability	-525,000	-550,000	-650,000	-700,000	-750,000
Equipment Replacement - Technology	100,000				
Equipment Replacement - Public Works	-100,000	-50,000	-50,000	-50,000	-50,000
Fire Dept. Capital Acquisition Reserve	-50,000	-100,000	-125,000	-125,000	-125,000
Police Services Reserve	75,000	-250,000	-175,000	-125,000	0
Capital Works Reserve	25,000	-125,000	25,000	-150,000	25,000
Other Transfers	-75,000	-125,000	-50,000	-50,000	-50,000
Available after transfers	3,675,000	3,525,000	3,975,000	4,075,000	4,700,000

A discussion of our Reserves follows in **Section 8** on **page 56** but one noteworthy item on the table is Infrastructure Sustainability: in 2008, Council approved a 1% tax increase to help maintain our existing infrastructure. The remaining new revenue for 2012, after the reserve commitments, is about \$3.675 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	2012	2013	2014	2015	2016
Available after transfers	3,675,000	3,525,000	3,975,000	4,075,000	4,700,000
Increase in expenditures:					
Labour (excluding Fire Dept)	-1,025,000	-950,000	-1,075,000	-950,000	-950,000
Fire Department	-850,000	-550,000	-450,000	-475,000	-500,000
Parks & Recreation Master Plan		-275,000	-325,000	-350,000	-375,000
Drainage Capital		-175,000	-200,000	-200,000	-225,000
Policing (RCMP, ITEAMS, ECOMM)	-1,100,000	-800,000	-875,000	-775,000	-1,100,000
Fraser Valley Regional Library	-125,000	-125,000	-125,000	-125,000	-125,000
Inflation Allowance	-100,000	-200,000	-200,000	-200,000	-200,000
Growth Costs	0	-275,000	-350,000	-350,000	-350,000
Capital Funded from General Revenue	-125,000	-150,000	-175,000	-175,000	-175,000
Fuel	-200,000	-25,000	-25,000	-25,000	-25,000
Software Mtce	-150,000	-25,000			
Contracts & Other	-50,000	0	-100,000	-75,000	-100,000
Available after expenditures	-50,000	-25,000	75,000	375,000	575,000
Surplus from prior year and rounding	80,279	32,238	-67,443	10,111	371,886
General Revenue Surplus	30,279	7,238	7,557	385,111	946,886

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 2012 costs are forecasted to be about \$1 million higher than 2011, so will require \$1 million of the new revenue for 2012.

FINANCIAL PLAN OVERVIEW



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**:

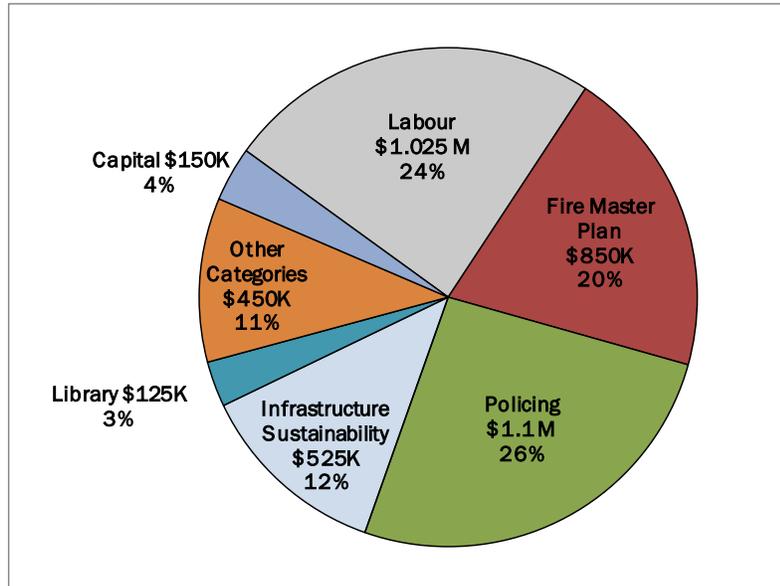
- **Labour:** This line reflects the financial impact of wage and benefit cost increases. The CUPE contract expires March 31, 2012. Once contract costs have been resolved they may be updated in the Financial Plan Bylaw amendment process.
- **Fire Department:** Implementation of the Fire Department Master Plan is reflected in these cost increases and includes additional staff as well as increased costs associated with operating a facility more than doubled in size. The balance of the increase is the cost of existing positions, including wage and benefit costs.
- **Policing:** This line includes the cost for contracts associated with Police Services including RCMP, community police officers, centralized dispatch services, and regional initiatives such as an Integrated Homicide Team and an Emergency Response Team, Forensic Identification, a Dog Unit and a Traffic Reconstruction Unit. The budget includes two or three additional members each year. 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 costs while maintaining service levels. In our review, we had considered a change in service providers however the current contractor reduced our costs, guaranteed no cost increase for 5 years, and formalized these understandings through a Service Agreement. Savings of about \$200,000 per year were realized.
- **Library:** We are part of a regional library system and so our costs are impacted by a number of factors, including changes in relative service levels. For instance, if one member opens up a new library, some of the costs are direct costs to the member while other costs are borne and shared by the entire system. The cost of the contracted service with the Fraser Valley Regional Library increases by about 6.6% in 2012, and then 5% per year thereafter.
- **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 48**.
- **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 allocations are noted in **Figure 5** and **Figure 6**. The amount for 2012 has been eliminated to address the anticipated shortfall of new property tax revenue associated with new construction or growth.
- **Other:** This line captures numerous minor adjustments to other accounts such as materials, utilities, training, supplies, and maintenance.

Of the \$4.225 million available in new revenue, the demand from the labour category including police and fire is over 44%. 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 2012 year.

FINANCIAL PLAN OVERVIEW



Figure 4: Conceptual Overview of Distribution of New Revenue - \$4,225,000 in 2012



The preceding section provides 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. As has been noted previously, no growth funding has been allocated in 2012 to address the anticipated shortfall in taxation revenue.

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

Source	Allocated to:	2012	2013	2014	2015	2016
General Rev	Transfer to Fire Department Capital Reserve	0	50,000	100,000	150,000	200,000
	Operations	0	65,000	130,000	195,000	260,000
	Parks Maintenance	0	65,000	130,000	195,000	260,000
	Software Maintenance	0	20,000	40,000	60,000	80,000
	Public Works & Development (PW&D)	0	45,000	110,000	175,000	240,000
	Corporate & Financial Services (C&FS)	0	45,000	110,000	175,000	240,000
	Community Dev, Parks & Rec (CDPR)	0	45,000	110,000	175,000	240,000
	General Revenue Subtotal		0	335,000	730,000	1,125,000
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

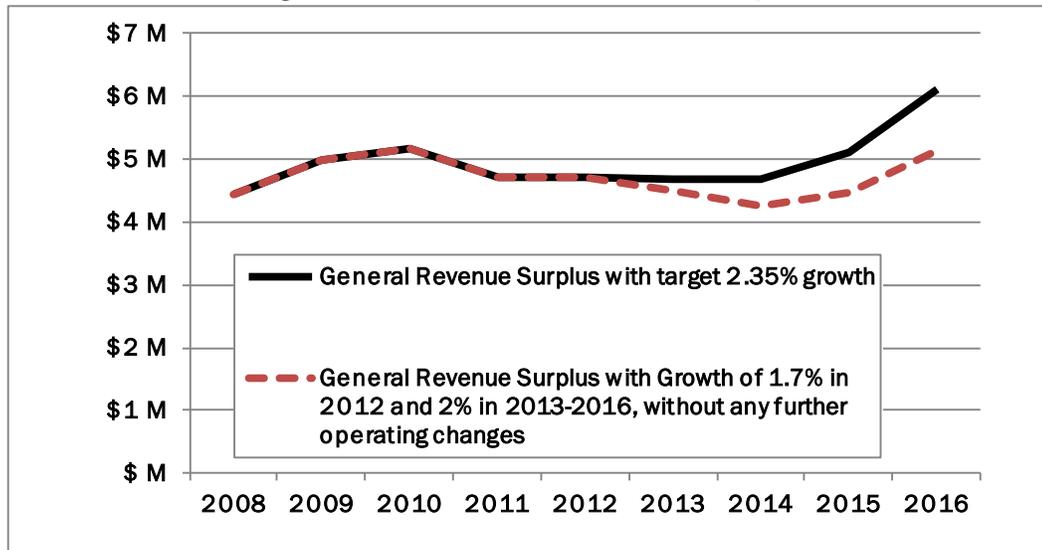
Item	2012	2013	2014	2015	2016
Operating items approved in prior financial plans:					
BIA Facade Improvements	25,000	25,000			
Operating items:					
Zoning Amenities Report	25,000				
Commercial/Industrial Study	75,000				
Capital Items: None					
	125,000	25,000	0	0	0

The BIA Facade Improvements is a three year program committed to in 2011 and the additional operating items are discussed under Section 2.8 Incremental Adjustments on page 47.

The additional property tax revenue due to new construction, often referred to as real growth, is budgeted at 1.7% for 2012. Construction is increasing but may not yet be generating the real growth rate we have historically had. A conservative approach is taken, budgeting for less growth in 2012 and not committing to fund growth related costs until the growth revenues are certain.

If the growth remains below average levels and expenditures are not adjusted then the annual surpluses shown in Figure 3 would be reduced accordingly, and the broken line, in Figure 7, would be the projected accumulated surplus.

Figure 7: General Revenue Accumulated Surplus



FINANCIAL PLAN OVERVIEW



Succession Planning was initially funded in 2007, from surplus. The funds are most frequently used to provide a number of months of overlap for key employees in critical positions (retiree and replacement on the job at the same time). The period of overlap allows the replacement to get training and knowledge transfer so they have the best chance possible to hit the ground running. 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	2012	2013	2014	2015	2016
Opening Balance	383,536	128,536	0	0	0
Allocation					
Operations Centre	-220,000	-95,000			
Other	-35,000	-33,536			
Closing Balance	128,536	0	0	0	0

2.6. CAPITAL PROGRAM

The five-year Capital Works Program is \$129 million; 2012 planned capital projects are \$20 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 B** beginning on **page 165**. Projects carried forward from previous years will be included in a Financial Plan amendment in the spring of 2012.

Figure 9: Proposed Capital Spending by Category (in thousands)

Category	2012	2013	2014	2015	2016	Total
Drainage	679	1,243	1,404	1,645	1,996	6,965
Government Services	858	850	4,850	172	350	7,080
Highways	7,047	11,720	9,907	8,717	26,669	64,061
Park Acquisition	3,016	600	200	3,044	3,197	10,057
Park Improvement	461	1,550	3,331	965	819	7,126
Protective Services	1,320	1,604	350	250	1,750	5,274
Recreation Services	36	0	0	130	0	166
Sewage	1,257	1,975	2,583	886	1,006	7,705
Technology	1,423	949	536	941	1,217	5,067
Water	3,972	5,628	2,486	2,038	1,845	15,969
Total Capital Program	20,069	26,119	25,647	18,788	38,848	129,471

FINANCIAL PLAN OVERVIEW



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.

Figure 10: Proposed Capital Funding Sources (in thousands)

Funding Source	2012	2013	2014	2015	2016	Total
Development Cost Charges	6,290	9,656	6,885	7,155	10,830	40,815
General Revenue	2,672	2,004	2,802	3,054	2,880	13,412
Capital Works Reserve	1,135	400	500	0	0	2,035
Infrastructure Sustainability Reserve	1,396	1,994	2,755	3,590	4,587	14,322
Fire Dept Capital Reserve	70	950	350	250	1,750	3,370
Equip Replacement Reserves	2,580	2,079	1,095	1,256	1,435	8,444
Parkland Acquisition Reserve	200	200	200	200	200	1,000
Sewer Capital	676	1,626	1,242	739	819	5,102
Water Capital	2,091	2,570	1,682	1,267	1,215	8,825
Grants, LAS, 3rd Parties	2,295	4,250	3,846	1,213	14,843	26,446
Recycling Reserve	325	390	40	65	290	1,110
Gaming Reserve	200	0	0	0	0	200
Land Reserve	0	0	4,250	0	0	4,250
Police Services Reserve	139	0	0	0	0	139
Total Capital Program	20,069	26,119	25,647	18,788	38,848	129,471

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 reprioritization and/or the use of financing may be required if DCC collections do not match the planned capital expenditures. 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.

Reserves are a key funding source for capital as they allow for strategic financial planning, and can temper rate increases to taxpayers. The reserve balances and projections for key reserves are shown in **Section 8 Reserves on page 56**. 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 2012 planned projects funded by General Revenue is 13%. There are other reserves that receive inflows from General Revenue but the use of these reserves is for specific purposes.

FINANCIAL PLAN OVERVIEW



The Capital Program includes over \$26 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 (in thousands)

Projects Funded by Others	2012	2013	2014	2015	2016	Total
Abernethy Way	0	2,502	0	0	8,418	10,920
Abernethy (216-500M E Blackstock)	0	0	750	0	0	750
Bikeway Program	50	50	50	50	50	250
Drainage	0	200	0	0	0	200
Local improvement projects	1,000	1,000	1,000	1,000	1,000	5,000
122nd Reconstruction & Road Enhancement	156	0	0	0	0	156
132nd Multi-Use Pathway	0	0	0	0	2,000	2,000
Whonnock Lake Canoe Facility	0	0	1,980	0	0	1,980
River Road Sidewalks, Curbs and Gutters	0	0	0	0	3,000	3,000
Lougheed Hwy Cycle Track: Laity to 216	500	0	0	0	0	500
Retaining Wall 23000 Blk Abernethy	300	0	0	0	0	300
Other	289	498	66	163	375	1,390
Total Project Funded by Others	2,295	4,250	3,846	1,213	14,843	26,446

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 2011, Council approved a financial plan for 2011 through 2015. This is used as a basis to create a 2012-2016 Financial Plan. The following table reconciles the changes to the previously adopted financial plan.

FINANCIAL PLAN OVERVIEW



Figure 12: Reconciliation of 2011-2015 Financial Plan to 2012-2016 Proposed Financial Plan

General Revenue Fund (GRF) (rounded to thousands)	2012	2013	2014	2015
GRF Surplus in May 2011 Adopted Financial Plan Bylaw	79,000	89,000	86,000	183,000
Gaming Revenue Adjustments (no net impact)				
Gaming Revenue	500,000			
Gaming Revenue Allocation (as per Council Policy):				
Emerging Issues (Admin)	-40,000			
Neighbourhood Change (CDPR)	-75,000			
Downtown Security (CDPR)	-50,000			
Upkeep in Town Centre (CDPR)	-50,000			
Family Friendly Events in Memorial Peace Park (CDPR)	-10,000			
Capital	-275,000			
Growth Adjustments (no net impact)				
Property Tax Revenue: 2012 Real Growth to 1.70%	-322,000	-322,000	-322,000	-322,000
Claw back of Growth Funding to offset revenue shortfall				
Parks Maintenance	65,000	65,000	65,000	65,000
Pitt Meadows cost share - Parks Mtce	-13,000	-13,000	-13,000	-13,000
Fire Department Capital Replacement	50,000	50,000	50,000	50,000
Operations - Asset Maintenance	65,000	65,000	65,000	65,000
Software Maintenance	20,000	20,000	20,000	20,000
Divisional - Indirect Growth Costs	135,000	135,000	135,000	135,000
GRF Surplus after Gaming and Growth Adjustments	79,000	89,000	86,000	183,000
Corporate Wide Adjustments				
Fuel - Equipment	-55,000	-60,000	-66,000	-71,000
Salary & Benefit Assumptions	-9,000	2,000	-54,000	-61,000
Grant In Lieu of Property Taxes	58,000	55,000	65,000	75,000
Transfer to Reserves - Carbon Tax Refund	-43,000	-52,000	-52,000	-52,000
Grant Revenue: Carbon Tax Refund Increase	32,000	41,000	41,000	41,000
Transfers and Other Revenue Adjustments	-16,000	-15,000	-14,000	-14,000
Training	-4,000	-3,000	-3,000	-3,000
Inflation Contingency Reduction	38,000	40,000	42,000	44,000
GRF Surplus After Corporate Wide Adjustments	80,000	97,000	45,000	142,000

FINANCIAL PLAN OVERVIEW



Figure 12: Reconciliation of 2011-2015 Financial Plan to 2012-2016 Proposed Financial Plan (cont.)

General Revenue Fund (GRF) (rounded to thousands)	2012	2013	2014	2015
GRF Surplus After Corporate Wide Adjustments	80,000	97,000	45,000	142,000
Corporate & Financial Services (C&FS) Adjustments				
Insurance Costs Reduction	32,000	32,000	32,000	32,000
Property Rental Revenue Reduction	-12,000	-12,000	-12,000	-12,000
Investment Revenue	10,000	20,000	40,000	40,000
Fire Department Operating Costs Increases covered by Fire Department Property Tax Levy				
Software Maintenance	-144,000	-164,000	-164,000	-164,000
Software Mtce Recovery Charge to Utilities	50,000	50,000	50,000	50,000
Adjust Capital Works Reserve Transfer to Balance 2014			60,000	-60,000
Transfer To Equipment Replacement for Info. Serv.	107,000	107,000	107,000	107,000
RCMP Contract	-227,000	-302,000	-119,000	437,000
Police Services Reserve	227,000	302,000	119,000	0
Pitt Meadows Cost Share	-19,000	-19,000	-19,000	-19,000
GRF Surplus after C&FS Adjustments	104,000	111,000	139,000	553,000
Community Development, Parks & Recreation (CDPR) Adjustments				
CDPR Adjustments and Growth Funding Distribution	-3,000	-9,000	-16,000	-2,000
Library Contract	-38,000	-40,000	-42,000	-44,000
GRF Surplus after CDPR Adjustments	63,000	62,000	81,000	507,000
Public Works & Development Services (PW&D) Adjustments				
Operations Maintenance - Labour & Equipment	-17,000	-17,000	-14,000	-21,000
Cottonwood Landfill Monitoring Costs	-25,000	-25,000	-25,000	-25,000
GRF Surplus After PW&D Adjustments	21,000	20,000	42,000	461,000
Other Adjustments & Rounding	9,279	-12,762	-34,443	-75,889
GRF Surplus after PW&D Adjustments	30,279	7,238	7,557	385,111

The preceding table reconciles the changes to the previously adopted financial plan. It demonstrates that even with projected growth of 1.7% and an annual 4% (including 1% for infrastructure) tax increase, there is little room for additional discretionary spending and not all areas requiring support can be accommodated.

FINANCIAL PLAN OVERVIEW



2.8. INCREMENTAL ADJUSTMENTS

In view of the tough economic times, staff were directed to only bring forward requests for incremental funding where it was critical to operations and/or represented health or life safety risks. As a result, incremental requests are at a minimum. There are however two major pieces of work directed by Council that must be provided for: The Commercial/Industrial Strategy and consideration of a provision for amenities in our Zoning Bylaw. While staff will do much of the work, the services of external professionals will also be required. We recommend that \$100,000 be set aside from Accumulated Surplus for these items.

Figure 13: Incremental Adjustments

	2012	2013	2014	2015	2016
General Revenue Surplus (from Fig. 12)	30,279	7,238	7,557	385,111	946,886
Zoning Amenities Report	25,000				
Commercial/Industrial Study	75,000				
Funding from Accumulated Surplus	-100,000				
General Revenue Operating Surplus	30,279	7,238	7,557	385,111	946,886

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 5.9% in 2012, 18.6% in 2013, 6.5% in 2014, 6.0% in 2015, and 4.5% in 2016. The regional rate increase was 14% in 2011.

In addition, the Regional District is making significant capital expenditures including a pump station and new water main 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 projects is approximately \$9 million. The bills for these projects have been paid for the last few years with additional payments expected over the next few years as the projects are completed. We plan to cover 80% of the costs with Development Cost Charges and the balance funded through the Water Utility. Interest costs associated with borrowing for this project may also need to be funded by the Water Utility. The current accumulated surplus in the District's Water Revenue Fund is approximately \$3.6 million. We have the capacity to pay for the upcoming projects over the five year planning horizon and will have to closely monitor our water rates to ensure they are adequate.

We recommend that we continue to use accumulated surplus to stabilize water fee increases to our citizens. It is recommended that the water rates be increased by 9% per year, which is consistent with last year's financial plan.

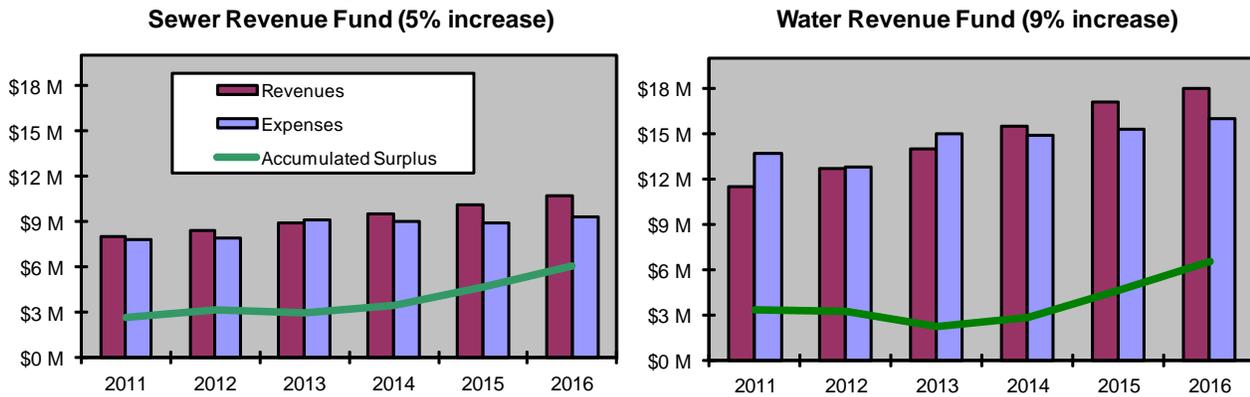
FINANCIAL PLAN OVERVIEW



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. Any cost impact that new waste-water regulations have on capital investment requirements will be addressed at the regional level with member municipalities paying their respective portions.

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 in 2013 through 2016. The increase for 2012 is 6% due to increased fuel and vehicle costs and increased labour-related contract costs associated with expanding the collection area.

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 2012-2016 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 2012-2016 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.

FINANCIAL PLAN OVERVIEW



Previously Approved Borrowing

The District of Maple Ridge is now authorized to borrow for several projects. 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. The projects are:

240 Street Bridge over Kanaka Creek (\$4,680,000)

In 2008, borrowing was approved for the bridge over Kanaka Creek on 240 Street. This was constructed in 2010, and was funded through existing DCC funds. External borrowing would only occur if DCC funds near depletion. It is expected that external borrowing for this project will not be necessary.

Fire Hall #4 Construction (\$6,000,000)

With the renovation of Fire Hall #1 complete and costs finalized, attention can now be turned to the construction of Fire Hall #4. The design work is underway and construction is expected soon. 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 59**.

Park/School Site Acquisition (\$10,671,185)

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 2012.

Cemetery Expansion (\$3,320,000)

Debt payments associated with the land purchases for cemetery expansion are funded through increased cemetery fees, which were recently approved. Two of the three properties have been purchased and external borrowing has been initiated for \$2.22 million.

River Road Drainage Work (\$2,675,000)

Major drainage work on River Road was 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 58**. This work is complete and external borrowing has been initiated.

Animal Shelter (\$900,000)

The construction of this building is complete. 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 contribution of land, and the increase in dog licence fees which will service the debt. The approved borrowing of up to \$900,000 was authorized over a term of 25 years. Due to dog licence fees being increased several years ago, less borrowing is needed and the term has been shortened significantly. The borrowing that has been initiated is \$625,000 to be paid back over 15 years.

Borrowing Considerations 2012-2016

The following table summarizes additional debt contemplated in the 2012-2016 Financial Plan.

Figure 15: Capital Projects Proposed for Debt Financing

Project	Years	Borrow	Term	Main Fund	Annual Payments	Issue Costs	Total Interest	Total Cost
Regional Water Supply								
Pump Station	2010 - 2012	2,900,000	20	DCC/WCF	215,000	21,750	1,400,000	4,321,750
West Main	2010 - 2014	6,300,000	20	DCC/WCF	465,000	47,250	3,000,000	9,347,250
		<u>9,200,000</u>			<u>680,000</u>	<u>69,000</u>	<u>4,400,000</u>	<u>13,669,000</u>

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 Water projects. The costs are funded approximately 80% through DCCs and 20% through the Water Utility.

FINANCIAL PLAN OVERVIEW



Metro Vancouver was contacted to see if they would borrow on our behalf as they are constructing the capital works, however, they do not provide such a service. The District will need to go through the borrowing process to seek borrowing approval to ensure that the authority to externally borrow exists. This project will be internally financed through other DCC funds (roads, drainage, parks) unless those funds are also depleted. If external borrowing is required, the interest component of the debt payments cannot be funded through DCCs, unless permission is granted by the Ministry. If external borrowing is required and the Ministry does not allow interest charges to be covered through DCCs then the Water Utility would fund the interest costs.

Borrowing Capacity

Under Community Charter legislation⁵, 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 2010 Annual Report the available debt servicing capacity is about \$14.9 million.

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^{6,7} 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

Town Centre Incentive Program

A strong and vibrant Town Centre is a key component of the vision for our community. Council's Strategic Plan, the award-winning Smart Growth on the Ground plan, and the Town Centre Area Plan all support this vision. In November 2010, Council approved the framework for an incentive program to encourage accelerated private sector investment in residential and commercial projects in the town centre to help achieve Council's vision.

The Town Centre Investment Incentive Program is a three-year program, providing qualifying applications with access to priority processing, upfront fee reductions, partnering agreements, revitalization tax exemptions, façade improvement grants, reduced parking requirements, and incentives for green building and renewable energy projects. The program will run until December 30, 2013, with the total funding available through partnering agreements capped at \$500,000. While the program will reduce Municipal revenues in the short-term, the community benefit and future tax revenues from new construction outweigh this over a longer-term horizon.

The partnering agreement cap was established to recognize funding capacity limitations when the program was launched. At that time, potentially eligible development projects at various stages of application would consume this

⁵ B.C. Reg. 254/2004, Municipal Liabilities Regulation, Community Charter.

⁶ Community Charter, Division 3, section 178. Short Term Capital Borrowing.

⁷ B.C. Reg. 368/2003, Municipal Liabilities Regulation, Community Charter.

FINANCIAL PLAN OVERVIEW



amount, leaving no funding for future projects. Following an evaluation of financial capacity as we finalize our year end results, Council may wish to consider raising the funding cap by an additional \$200,000 to support the incentive program beyond the existing capacity.

As of mid November, the District has received almost 100 inquiries about the program. We have received sixteen projects for processing with combined construction values in excess of \$22 million. Thirteen of these have progressed to the building permit stage and we expect a fourteenth project to be at this stage very soon. The fourteen projects have an estimated construction value in excess of \$14.6 million.

The following provides details about the projects and associated incentives:

Location	Development	Construction Value (est.)	Incentives Provided	
22347 Lougheed Hwy	Renovation	\$50,000	Fee Reduction	\$489
			Annual Tax Exemption*	\$675
22780 Lougheed Hwy	Renovation	\$25,000	Fee Reduction	\$349
			Annual Tax Exemption*	\$335
11566-224 St	4 Storey Apartments	\$4,000,000	Fee Reduction	\$20,841
			Partnership Agreement	\$31,094
			Annual Tax Exemption*	\$20,000
22856 Lougheed Hwy	Renovation	\$113,000	Fee Reduction	\$964
			Annual Tax Exemption*	\$1,500
11796 Fraser St	Renovation	\$180,000	Fee Reduction	\$1,452
			Annual Tax Exemption*	\$2,500
22286 Dewdney Trunk	Renovation	\$80,000	Fee Reduction	\$726
			Annual Tax Exemption*	\$1,100
11900 Haney Place	Renovation	\$1,998,000	Fee Reduction	\$6,206
			Annual Tax Exemption*	\$28,750
11771-225 St	Renovation	\$20,000	Fee Reduction	\$112
			Annual Tax Exemption*	\$265
22550 Dewdney Trunk	Renovation	\$20,000	Fee Reduction	\$214
			Annual Tax Exemption*	\$265
22624 Lougheed Hwy	Renovation	\$36,500	Fee Reduction	\$186
			Annual Tax Exemption*	\$485
22320 Lougheed Hwy	Renovation	\$30,000	Fee Reduction	\$296
			Annual Tax Exemption*	\$400
22766 Lougheed Hwy	Renovation	\$150,000	Fee Reduction	\$1,213
			Annual Tax Exemption*	\$2,000
11990 Haney Place	Renovation	\$1,900,000	Fee Reduction	\$7,199
			Annual Tax Exemption*	\$27,000

* Annual tax exemption numbers are estimates only and will apply for three years. Final amounts will depend on assessed values of the improvements at the time of completion as determined by BC Assessment and property tax rates.

The project nearing building permit stage is for the construction of a six storey building (43 units residential over commercial) at 22308 Lougheed Highway with an estimated construction value of \$6,000,000. Council has approved a partnering agreement for this project in the amount of \$41,076; eligible fee reductions will be calculated when the permit is issued. Annual tax exemptions are estimated at \$35,000.

FINANCIAL PLAN OVERVIEW



The following summarizes the total incentives listed above:

Incentive	Total	Year 2 & 3
Fee Reductions	40,247	
Partnership Agreements (capped at \$500,000)	72,170	
Estimated Annual Tax Exemptions	120,275	240,550

Funding for Strategic Initiatives that have emerged

For the past several years, the budget guidelines have included 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.

In 2011 and 2012, the aggregate impact of the above three items on the general purpose tax increase to the average home is 5.0% and 4.9%. In 2013, this drops to 4.5% as the annual rate of increase in the Fire Service Improvement levy starts to come down as we approach the end of the implementation of the Fire Services master plan. This allows for the phased implementation of the following initiatives that we have been working on over the past few years, while still keeping tax increases within the Council approved budget guidelines.

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.

To reiterate, the recommendations surrounding the storm water levy and the parks and leisure service tax are being implemented using the tax room created by the reduction in the Fire Service Improvement Levy.

These levies do not generate funding until 2013. As there are some pressing needs in these areas, Council approved the following transitional funding in the last financial plan. Our drainage rehabilitation and maintenance program is underfunded. The drainage levy, that is to begin in 2013, will generate \$170,000 in the first year. In the last financial Plan \$150,000 was set aside in each of 2011 and 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 \$90,000 has been set aside in each of 2011 and 2012 to assist with the implementation of the highest priority items.

Financial Support for Agriculture

In 2011, Municipal Council directed that where a rural land use is converted to a non-residential use, 10% of the increase in municipal taxes from the land value be set aside to support agriculture. We have been advised by BC Assessment that there were no such conversions in 2011.

Ridge Meadows Youth & Advocacy Association

This organization appeared at the Council workshop on August 29, 2011 and spoke about their financial pressures. They have an annual budget of about \$95,000 and the municipalities of Maple Ridge and Pitt Meadows contribute \$26,500. The association cited several examples of municipalities that provide far greater funding than we do. The group also spoke about the value that they add to the community and the savings that accrue to the police budget as a result of the work that they do.

By way of background, this program began over 15 years ago. One of its aims was to have a more efficient and effective way of dealing with young people that are in difficulty with the law. A key benefit would be reduced court costs. The municipality was approached for seed money to get the program going until permanent funding from other sources could be secured. We provided the seed money and have not been able to absolve ourselves of that commitment due to the difficulties that the group has had in securing other funding.

FINANCIAL PLAN OVERVIEW



It should be noted that the value of the work of Ridge Meadows Youth & Advocacy Association is not in question. The services that they provide are important to our community. The question is around who should pay. According to the submission from the association, the largest portion of the work results in savings to the judicial system. The judicial system is the responsibility of the Provincial government. There are some savings in police costs and this is one of the main reasons we have continued funding about 30% of the program costs. To increase the municipal contribution would be the acceptance of senior government downloading.

The nature of policing is such that they respond when other systems break down. Most of these systems are the responsibility of senior government and Council should urge them to fulfill their responsibilities.

It should be noted that the Provincial Government is reviewing its handling of gaming revenues and Council may wish to advocate for the use of that provincial revenue for programs such as this.

Gaming Revenue

With the opening of the community gaming centre, the municipality has been receiving additional revenues. The Host Financial Assistance Agreement between the District of Maple Ridge and the Province of British Columbia requires the municipality to use funds received under the agreement for public benefit. The allocation of funds should be in alignment with Council's Vision for the community. These funds should not be viewed as a long term source of revenue to support ongoing programs. Rather, and respecting the nature of the revenue stream, it should be used to fund non-recurring items, particularly those of a capital nature. There may be instances where certain programs are more directly related to the revenue stream (ex: security). Consideration may be given to funding these items from the Gaming Revenue stream, as long as it is understood that reductions in the revenue stream will require an offsetting reduction in the program.

Earlier this year, Municipal Council considered the matter of gaming revenue and adopted a policy around how this funding is to be allocated. A summary of the allocation follows:

Of the first \$500,000 (the "base"):

Minor Capital Improvements in the Town Centre Area	20%	Any annual funds remaining at year-end will be transferred to the Capital Improvement Fund
Minor Capital Improvements , District-wide	20%	
Downtown Security Presence	10%	
Neighbourhood Initiatives/Social Capital	15%	
Increased maintenance and upkeep in Town Centre Area	10%	
Memorial Peace Park Events	2%	
Emerging Priorities	8%	
Capital Improvement Fund	15%	

Of the revenue exceeding the base:

Capital Improvement Fund	<i>Revenue exceeding the base will flow to Capital Improvement Fund, a General Revenue reserve account to be used for Capital Improvements approved by Council.</i>
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Over the past few months, the role of the Community Network Coordinator became uncertain as it is funded from non-municipal resources. The function is integral to the community services that we help coordinate. As a result, staff have allocated \$25,000 from the Neighbourhood Initiatives / Social Capital envelope to make sure that this role can continue.

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. The minimum guaranteed revenues under the current contract are included in the financial plan. The contract expires in 2013 and the use of such revenues should be considered in a policy framework, recognizing that resource extraction-related revenues are non-renewable.

FINANCIAL PLAN OVERVIEW



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 and Carbon Neutrality - Council has made several policy-level commitments to sustainability, including:
 1. Sustainability Action Plan - Developed and endorsed by Council in 2007, this plan identifies opportunities for the District to operate in a more sustainable manner. Establishing a reserve to fund sustainable initiatives was among 20 actions identified in the plan; however, no dedicated funding stream has been identified.
 2. Corporate Strategic Plan - This plan envisions a sustainable community working toward carbon neutrality. Numerous projects have moved the organization in the right direction, and grant funding continues to be aggressively pursued to continue on this path.
 3. Climate Action Charter - 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, which come from sources such as municipal vehicles, from electricity and natural gas use in buildings. Purchasing offsets to achieve carbon neutrality is not recommended at this time as it would result in taxpayer money flowing to outside organizations, and this would be an annual requirement in order to remain carbon neutral. 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. Offsetting corporate GHG emissions would cost \$65,000 annually, as a minimum.

On the funding side, the BC Carbon Tax was introduced in 2008. Municipal signatories to the Climate Action Charter are eligible for a rebate associated with carbon taxes paid. The rebate generates about \$33,000 annually, and there is currently \$103,000 in reserve. The District has held these funds for initiatives that will permanently reduce corporate greenhouse gas emissions.
- d) 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 2011 taxation year was approximately \$410,000. 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 about 5.6%.

FINANCIAL PLAN OVERVIEW



Figure 16: "Average Home" Tax Increase

	2011	2012	Increase	%
Municipal Property Taxes				
General Purpose	\$ 1,461.00	\$ 1,519.44	\$ 58.44	4.00%
Fire Service Improvement Levy	136.21	155.67	19.46	14.29%
	\$ 1,597.21	\$ 1,675.11	\$ 77.90	4.88%
Fees				
Recycling	\$ 64.30	\$ 68.16	\$ 3.86	6.00%
Water	413.65	450.90	37.25	9.01%
Sewer	284.90	297.40	12.50	4.39%
Municipal, Recycling, Utilities & Fire	\$ 2,360.06	\$ 2,491.56	\$ 131.50	5.57%

While the aggregate impact to the average home is \$131.50 or 5.57%, it is important to emphasize its components:

Increase:	\$131.50
Fire Service Improvement Levy	-19.46
Water & Sewer (Largely determined by GVRD)	-49.75
Infrastructure Sustainability	-14.61
Net Change, after allowing for above	<u>\$ 47.68</u>

Within this change of \$47.68, several large increases have been accommodated, including an 8% increase in our policing costs.

We regularly review the tax charges to the Residential Class. The 2011 residential house survey which compares single family homes shows that our taxes remain among the lowest in the region and when the taxes are combined with annual utility rates, Maple Ridge is tied with Langley-Township as being the lowest among the municipalities surveyed. 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, 77% of the taxes that we collect come from home owners.

In spring of 2011, Council adopted the Business Planning & Budget Guidelines that were used to develop the 2012-2016 Financial Plan. These guidelines called for a property tax increases of 3% for general purposes, 1% for capital and infrastructure, an increase of \$700,000 in the Fire Service Improvement Levy in 2012 and \$350,000 in 2013, an annual increase of 0.5% starting in 2013 for a Parks and Recreation Improvements, an annual increase of 0.3% starting in 2013 for Storm Sewer (drainage) Improvements 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 2011, while the tax for municipal portion was about \$1,600 the total bill including utilities was \$2,800. 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.

FINANCIAL PLAN OVERVIEW



Figure 18: Capital Fund Balance Projections

Accumulated Surplus and Funds Balance as at December 31, 2011

	General	Sewer	Water	Reserve Funds	Total
Operating Surplus	5,750,719	2,508,311	3,176,352	-	11,435,382
Reserve Accounts	21,083,247	3,026,786	3,652,884	-	27,762,917
Reserve Funds	-	-	-	25,144,547	25,144,547
Funds Balance	26,833,966	5,535,097	6,829,236	25,144,547	64,342,846
Equity in Capital Assets	566,526,923	119,059,516	96,533,666	-	782,120,105
Accumulated Surplus	593,360,889	124,594,613	103,362,902	25,144,547	846,462,951

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

Funds committed to previously approved work but not yet part of the 2012-2016 Financial Plan

	General	Sewer	Water	Reserve Funds	Total
Reserve Accounts	7,562,301	2,917,913	3,563,856	-	14,044,070
Reserve Funds	-	-	-	4,612,723	4,612,723
Adjustment	7,562,301	2,917,913	3,563,856	4,612,723	18,656,793

The above was approved in 2011 but not yet complete and will be included in the 2012 budget amendment in May.

Adjusted Funds Balance

	General	Sewer	Water	Reserve Funds	Total
Operating Surplus	5,750,719	2,508,311	3,176,352	-	11,435,382
Reserve Accounts	13,520,946	108,873	89,028	-	13,718,847
Reserve Funds	-	-	-	20,531,824	20,531,824
	19,271,665	2,617,184	3,265,380	20,531,824	45,686,053

Planned Fund Changes

	2012	2013	2014	2015	2016
General	(97,944)	1,159,903	1,682,255	2,316,062	2,568,275
Sewer	455,716	(194,778)	405,737	1,172,167	1,344,808
Water	1,701,728	(672,111)	588,935	1,804,902	1,935,816
Reserve Funds	680,614	624,695	1,669,696	2,442,025	1,368,011
	2,740,114	917,709	4,346,623	7,735,156	7,216,910

Planned Fund Balances

	2012	2013	2014	2015	2016
General	19,173,721	20,333,624	22,015,879	24,331,941	26,900,216
Sewer	3,072,900	2,878,122	3,283,859	4,456,026	5,800,834
Water	4,967,108	4,294,997	4,883,932	6,688,834	8,624,650
Reserve Funds	21,212,438	21,837,133	23,506,829	25,948,854	27,316,865
	48,426,167	49,343,876	53,690,499	61,425,655	68,642,565

Equity in Capital Assets

Beginning Balance	782,120,105	799,173,460	821,604,042	842,860,152	856,524,052
Capital Planned	\$20,068,602	\$26,119,004	\$25,646,930	\$18,787,735	\$38,848,498
Developer Contributed	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000
Amortization	(18,015,247)	(18,688,422)	(19,390,820)	(20,123,835)	(20,123,835)
	799,173,460	821,604,042	842,860,152	856,524,052	890,248,715

Accumulated Surplus	847,599,627	870,947,918	896,550,651	917,949,707	958,891,280
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FINANCIAL PLAN OVERVIEW



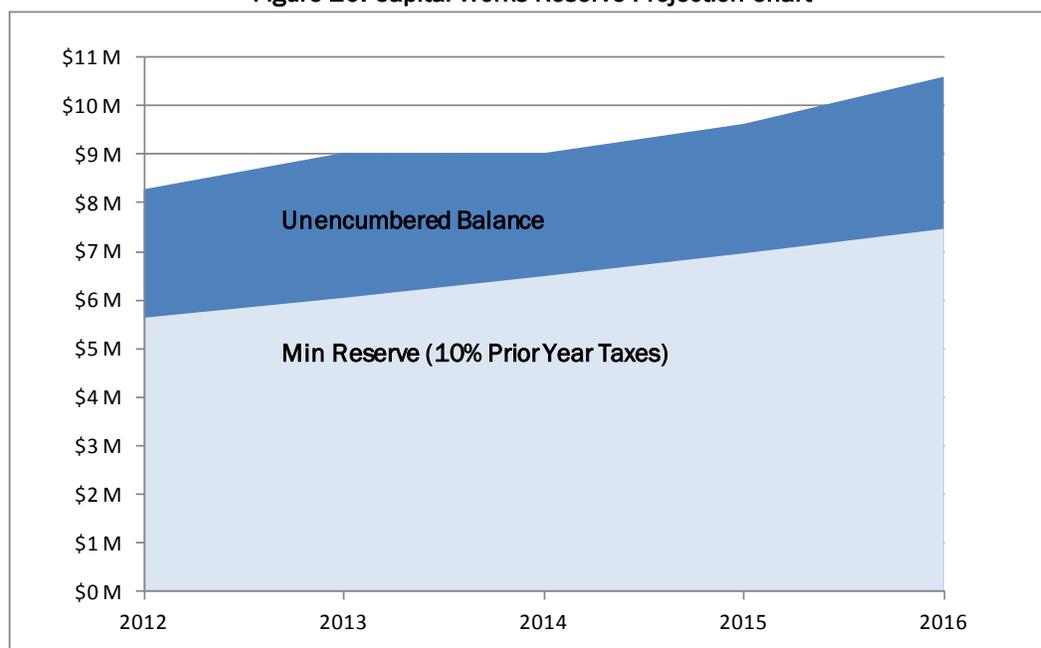
8.1. CAPITAL WORKS RESERVE

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 anticipated 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. 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 19: Capital Works Reserve Projection

	2012	2013	2014	2015	2016
Opening Balance	8,624,133	8,279,008	9,029,854	9,024,686	9,625,224
Inflows					
Taxation, General Revenue & Other Inflows	971,103	1,004,824	1,040,718	1,078,925	1,119,594
Communication Tower Rent Revenue	40,000	40,000	40,000	40,000	40,000
Repayment of Energy Retrofit	65,000	65,000	65,000	65,000	65,000
Balance of General Revenue Funding for GCF	-90,000	0	-60,000	60,000	0
Outflows					
Planned Capital Expenditures	-1,135,000	-400,000	-500,000		
Balance of GCF funded Capital	-115,193	668,650	36,742	-15,759	372,295
Debt (River Road Drainage 2.65M)	-81,035	-627,628	-627,628	-627,628	-627,628
Estimated Ending Balance	8,279,008	9,029,854	9,024,686	9,625,224	10,594,485
Min Reserve (10% Prior Year Taxes)	5,626,176	6,035,236	6,479,903	6,948,525	7,451,183
Unencumbered Balance	2,652,832	2,994,619	2,544,783	2,676,699	3,143,302

Figure 20: 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 following table 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.

FINANCIAL PLAN OVERVIEW



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 estimated \$40 million needed each year to fund the replacement of our infrastructure.

Figure 21: Infrastructure Sustainability Allocation of Funding

	2012	2013	2014	2015	2016
Inflows:					
Property Tax Increase Infrastructure 1%	2,360,030	2,920,218	3,583,436	4,294,618	5,057,247
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
Drainage Levy 0.3% Tax Increase	0	168,056	367,021	580,375	809,164
Allocation:					
Core Building Replacement Fund	-450,000	-450,000	-450,000	-450,000	-450,000
Dyke Mtce	-10,000	-10,000	-10,000	-10,000	-10,000
Drainage Mtce (overhead brushing)	-40,000	-40,000	-40,000	-40,000	-40,000
Enviromental Support	-30,000	-30,000	-30,000	-30,000	-30,000
Bio Filtration Pond Mtce	-60,000	-60,000	-60,000	-60,000	-60,000
Building Infrastructure Planned	-715,000	-886,750	-960,000	-1,020,000	-1,100,000
Fire Dept. - Equipment Replacement	-123,395	-153,000	-175,000	-200,000	-225,000
Highways Capital Planned	-1,189,419	-1,493,524	-1,955,457	-2,439,993	-2,971,411
Drainage ISR Capital Planned	-287,216	-331,944	-432,979	-569,625	-690,836
Drainage Levy Capital Planned	0	-168,056	-367,021	-580,375	-809,164
Major Equipment/Systems Reserve	-45,000	-55,000	-60,000	-65,000	-70,000
Ending Balance	0	0	0	0	0

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 E** Infrastructure Funding Strategy highlight the impact that the 1% tax increase has on the infrastructure deficit.

8.3. FIRE DEPARTMENT CAPITAL ACQUISITION RESERVE

Each year 2% of general taxation is transferred to the reserve to build the financial capacity required to respond to increasing the fire protection capacity needed as the community grows. The balance in this reserve was drawn down over the past few years to fund the construction and renovation of Fire Hall No. 1.

Figure 22: Fire Department Capital Acquisition Reserve Projection

\$ rounded to the nearest thousand	2012	2013	2014	2015	2016
Opening Balance	722,000	1,799,000	1,439,000	1,793,000	2,382,000
Interest Earnings	16,000	40,000	32,000	40,000	54,000
Inflow: Taxation/General Revenue	1,233,000	1,350,000	1,472,000	1,599,000	1,730,000
	0	0	0	0	0
Planned Capital Expenditures	-70,000	-950,000	-350,000	-250,000	-1,750,000
Fire Hall #4 Debt Payments	-102,000	-800,000	-800,000	-800,000	-800,000
Unencumbered Balance	1,799,000	1,439,000	1,793,000	2,382,000	1,616,000

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

FINANCIAL PLAN OVERVIEW



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

\$ rounded to the nearest thousand	2012	2013	2014	2015	2016
1 Ton Van	70,000				
Fire Hall #4 Engine		625,000			
Fire Hall #4 Rescue 4		325,000			
Fire Hall #5 Land Acquisition			350,000		
Fire Hall #5 Construction Phase 1				250,000	
Fire Hall #5 Construction Phase 2					1,750,000
Total	70,000	950,000	350,000	250,000	1,750,000

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 24: Fire Department Equipment Replacement Reserve Projection

\$ rounded to the nearest thousand	2012	2013	2014	2015	2016
Opening Balance	1,264,000	651,000	501,000	1,045,000	1,650,000
Interest Earnings	28,000	15,000	11,000	24,000	37,000
General Revenue	316,000	336,000	358,000	381,000	405,000
Sustainability Funding	123,000	153,000	175,000	200,000	225,000
Less: Planned Capital Expenditures					
Engine 2-2 Replacement	-705,000				
Rescue 2 Replacement	-375,000				
SCBA Replacement		-654,000			
Ending Balance	651,000	501,000	1,045,000	1,650,000	2,317,000

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 25: Commercial Operation

	2012	2013	2014	2015	2016
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	-689,158	-662,294	-634,356	-605,300	-575,082
Closing Balance	557,055	583,919	611,857	640,913	671,131

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 cushion if vacancies persist and allows funding to be put towards the infrastructure replacement to address maintenance costs as the buildings age.

10. Conclusions

The District can expect \$4.2 million in new general revenue in 2012, primarily from growth in the tax base and a 4% tax increase. \$3 million goes to labour costs including RCMP and Fire services. Infrastructure sustainability issues receive \$525,000 of the new revenue. The balance is required to deal with inflationary pressures. This leaves minimal room for enhancements. Items that are not certain at this time, such as the amount of growth in property tax revenue and the increase in labour costs, can be revisited in future Financial Plan Bylaw amendments.

Despite the current funding capacity limitations, our financial reserves approach \$57 million, and another \$37 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, about \$41 million, is planned to be drawn down in 2011 largely to fund 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 has been 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.

Five-Year Operating Plan Overview

2012 Revenues and Expenditures

Financial Plan Summary – Revenues & Expenditures

Key Account Balances

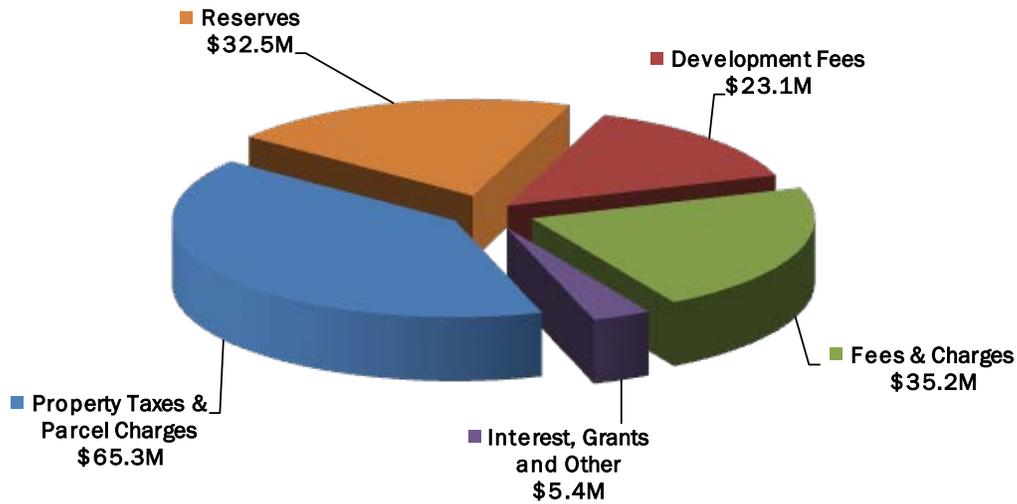
2011 Base Budget Increases

Staffing History and Forecast

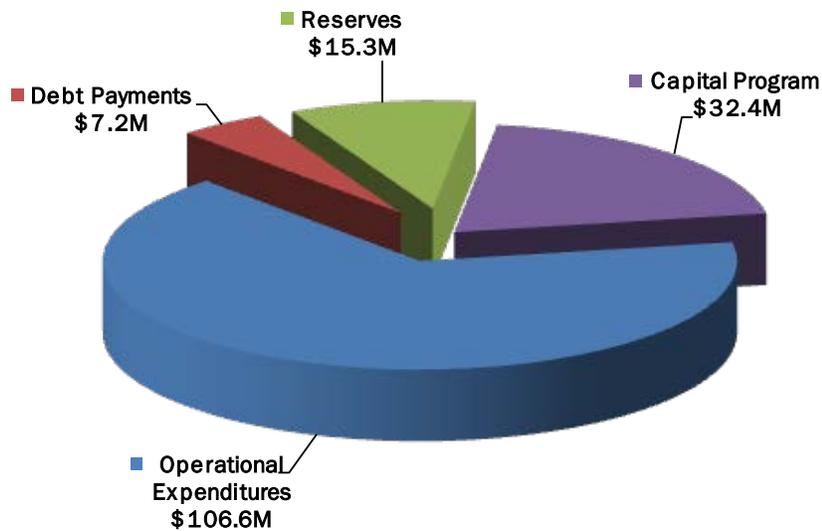
2012 REVENUES AND EXPENDITURES



Projected Revenues \$161.5 Million



Projected Expenditures \$161.5 Million



Administration	\$ 3.5M
Amortization	18.0M
Fire Protection	8.5M
Police Services	19.0M
Corporate & Financial Services	6.4M
Parks, Recreation and Gen. Gov. Prop.	19.9M
Public Works & Development Services	13.4M
Sewer	7.3M
Water	<u>10.7M</u>
	\$106.6M

FINANCIAL PLAN SUMMARY – REVENUES & EXPENDITURES



All Figures Represent \$'000 (thousands)

All Figures Represent \$'000 (thousands)	Actual 2010	Actual 2011	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015	Budget 2016
Revenues								
Property taxes	57,103	61,066	60,849	65,314	69,934	74,780	79,975	85,503
User fees and other revenue	31,649	33,162	33,592	35,161	37,083	39,264	41,590	43,155
Senior government transfers	8,689	12,818	27,359	3,417	5,488	3,585	2,933	16,327
Development revenue	7,412	3,921	30,509	4,925	13,550	13,240	11,535	15,449
Interest income	3,937	3,474	2,012	2,032	2,052	2,072	2,072	2,072
Contributed tangible capital assets	20,766	21,582	12,250	15,000	15,000	15,000	15,000	15,000
Property Sales	-	-	-	-	-	4,250	-	-
	129,555	136,023	166,571	125,849	143,107	152,191	153,105	177,506
Expenses								
Protective services	26,763	28,793	29,662	30,423	32,134	33,664	35,132	36,938
Transportation services	15,281	16,153	16,581	17,157	17,737	18,366	18,990	19,676
Recreation and culture	19,251	19,730	20,987	23,198	23,991	25,171	26,238	27,311
Water Utility	10,603	10,582	12,678	12,609	14,265	15,186	16,109	16,948
Sewer Utility	8,341	8,799	9,624	9,309	9,621	10,054	10,485	10,925
General government	12,814	12,816	15,381	12,656	13,011	13,691	14,106	14,733
Planning, other	3,638	3,665	3,929	4,206	4,245	4,364	4,487	4,612
	96,691	100,538	108,842	109,558	115,004	120,496	125,547	131,143
Annual Surplus	32,864	35,485	57,729	16,291	28,103	31,695	27,558	46,363
Other Items								
Borrowing proceeds	0	0	0	7,926	1,274	0	0	0
Amortizations expense funded by capital equity	16,780	17,268	17,370	18,015	18,688	19,391	20,125	20,930
Capital expenditures, principle payments & other	(29,505)	(23,645)	(81,584)	(24,492)	(32,147)	(31,739)	(24,947)	(45,076)
Contributed tangible capital assets	(20,766)	(21,582)	(12,250)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Transfers to (from) Reserves and Surplus	(\$627)	\$7,526	(\$18,735)	\$2,740	\$918	\$4,347	\$7,736	\$7,217

KEY ACCOUNT BALANCES



KEY REVENUE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	Actual				
	2007	2008	2009	2010	2011
Revenue & Taxation					
Taxes - General Revenue (16000-4000)	-42,624	-46,171	-49,638	-52,869	-56,414
Grants in Lieu - Provincial (16000-4060)	-709	-694	-740	-684	-1,077
Grants in Lieu - Other (16000-4060)	-965	-1,045	-1,102	-1,167	-1,163
MFA Discharge (12400-4380)	-112	-55	-1	-5	-93
Investment Interest (15000-4295)	-1,532	-2,664	-3,178	-2,706	-2,663
Gain/Loss - Property For Resale (15000-4298)	-9	-500	-265	-396	-672
Surplus Transferred In (15000-4520)	-1,832	-549	-1,091	-169	-119
Prov. Grant (Unconditional) (10000-4253)	-926	-941	-942	-923	-1,314
Recycling Fees (51000-4220)	-144	-202	-86	-85	-75
Dog Licences (26000-4340)	-185	-268	-282	-303	-234
Property Management					
Commercial Lease Revenue-Tower (multiple)	-288	-1,100	-1,153	-1,135	-1,090
Parking Revenue-Tower Commercial (11800-4310)	-45	-150	-150	-156	-144
Common Cost Recovery - Tower (11800-4310)	-178	-250	-332	-295	-301
Protective Services					
Towing and contract revenue (21000-4230)	-76	-63	-	-	-
False Alarm Fines (21000-4240)	-149	-93	-119	-184	-127
PM Cost Share - RCMP Contract (21000-4258)	-738	-847	-890	-937	-956
Sale of Service (21000-4650)	-40	-47	-43	-69	-29
Recreation					
Planet Ice-Ice Rentals (47600-4500)	-148	-165	-165	-156	-170
Leisure Centre Admissions (47500-4110)	-774	-814	-822	-857	-847
Lessons/Prog Fees - Swimming (47500-4320)	-319	-354	-388	-388	-387
Corporate Fitness Revenue (47500-4321)	-137	-110	-91	-90	-95
L.C. - General Program Revenue (47500-4322)	-119	-113	-122	-101	-116
Development Services					
Building Permits (24000-4445)	-2,257	-2,401	-1,418	-1,946	-1,470
Business Licences (53300-4342)	-559	-595	-576	-600	-595
Application Fees - Rezoning (53110-4120)	-93	-80	-91	-128	-199
Application Fees - Subdivision (53110-4122)	-79	-74	-71	-103	-108
Application Fees - Dev Permit (53110-4124)	-131	-122	-119	-107	-193
Subdivision Inspection Fees (32110-4220)	-481	-810	-363	-428	-600
Public Works					
Sales - Gravel (33100-4510)	-	-292	-500	-500	-500
GVTA Grant - Roads (33100-4260, 4261)	-425	-497	-1,171	-262	-758

KEY ACCOUNT BALANCES



	Budget				
2011	2012	2013	2014	2015	2016
-56,262	-60,530	-64,799	-69,485	-74,512	-79,903
-1,023	-1,112	-1,189	-1,199	-1,209	-1,219
-1,162	-1,162	-1,172	-1,172	-1,172	-1,172
-	-	-	-	-	-
-1,015	-1,025	-1,055	-1,075	-1,075	-1,075
-	-	-	-	-	-
-529	-25	-25	-	-	-
-942	-942	-942	-942	-942	-942
-100	-100	-100	-100	-100	-100
-280	-280	-280	-280	-280	-280
-1,147	-1,147	-1,193	-1,193	-1,193	-1,193
-157	-157	-157	-157	-157	-157
-364	-364	-374	-374	-374	-374
-10	-10	-10	-10	-10	-10
-48	-48	-48	-48	-48	-48
-1,034	-1,052	-1,048	-1,069	-1,090	-1,116
-	-	-	-	-	-
-146	-153	-156	-159	-162	-165
-815	-826	-856	-867	-883	-897
-350	-350	-360	-360	-360	-360
-115	-115	-115	-115	-115	-115
-142	-142	-167	-167	-167	-167
-1,734	-1,734	-1,734	-1,734	-1,734	-1,734
-575	-575	-575	-575	-575	-575
-111	-113	-115	-115	-115	-115
-111	-113	-115	-116	-116	-116
-153	-156	-159	-161	-161	-161
-315	-315	-315	-315	-315	-315
-500	-500	-500	-500	-500	-500
-863	-863	-863	-863	-863	-863

KEY ACCOUNT BALANCES



KEY EXPENDITURE ACCOUNTS

All figures represent \$'000 (thousands)

Account Category (G/L#)	Actual				
	2007	2008	2009	2010	2011
Legislative Services					
Grants & Donations (80B) (13000-6180)	116	503	66	55	57
Training - Council (13000-6400)	-	1	7	-	-
Fire Department					
Fire Fighting Salaries (22000-5501)	1,802	2,414	3,381	3,979	4,425
Paid on Call Relief Wages (22000-5505)	190	301	451	432	453
Paid on Call Wages (22000-5600)	617	565	689	544	506
Contract (Emergency 911) (22000-7007)	87	80	115	101	128
Hall #4 - Paid on Call (22041-5600)	-	-	-	-	-
Police Services					
Centralized Dispatch (21140-7051)	970	1,009	1,059	917	917
Regular Members Contract (21200-7007)	8,777	9,977	10,933	11,679	12,654
Corporate Services					
Insurance (12101-6210)	676	669	650	695	657
Recruiting Costs (12102-7065)	94	82	27	55	82
Fiscal Services					
Contribution to Core Reserve (10000-9020)	5,702	5,793	5,757	5,777	5,953
Transfers to Capital Works Res (10000-9400)	632	1,084	855	1,171	1,332
Transfers to Fire Dept Cap Acq (10000-9400)	1,026	833	1,006	1,069	1,163
Transfers to General Capital (10000-9400)	-347	50	-314	301	16
Transfers to General Capital (10000-9410)	10,410	1,086	2,166	2,710	2,172
Contribution to Self-Insurance (12400-9021)	45	45	45	45	45
Transfers to Equip Replc-Ops (33100-9400)	756	869	920	990	1,089
Other					
Fraser Valley Regional Library (47200-7007)	2,068	2,112	2,197	2,220	2,470
Consulting - Engineering (32100-7005)	219	157	143	112	49
Recycling Contract (51000-7007)	899	870	936	1,209	1,099
GVRD Water Purchases (71000-7380)	4,183	4,387	5,410	5,564	5,966
GVRD Sewer Admin Fees (61000-6005)	2,630	2,928	2,861	2,950	3,198

KEY ACCOUNT BALANCES



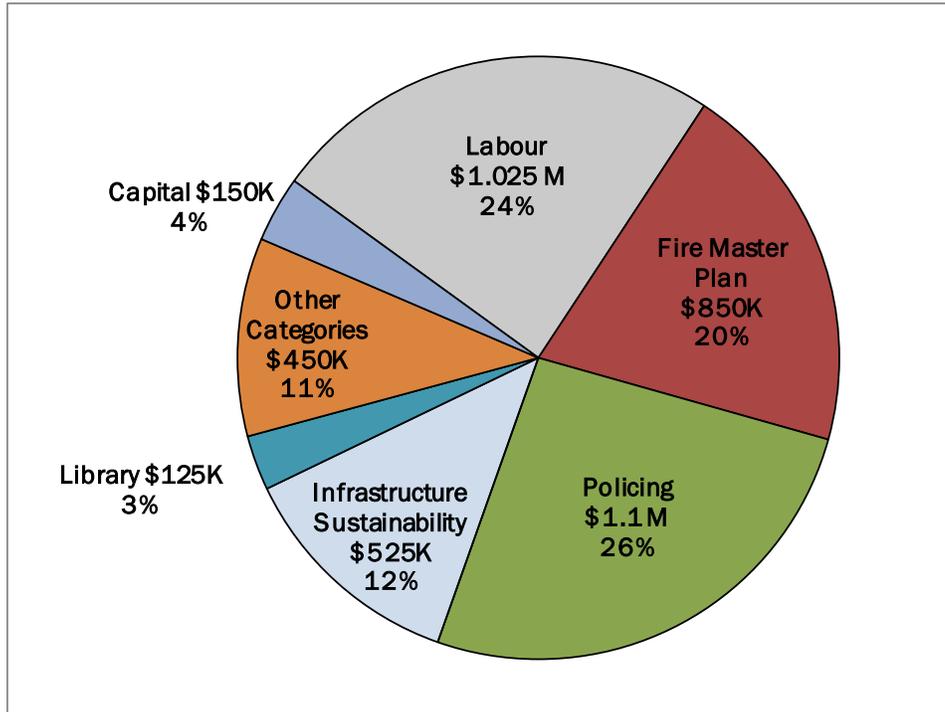
	Budget				
2011	2012	2013	2014	2015	2016
62	62	62	62	62	62
39	16	16	16	16	16
4,554	5,317	5,546	5,920	6,361	6,806
410	474	572	595	629	629
450	463	476	488	501	501
121	123	124	126	128	130
-	-	-	-	-	-
917	917	917	917	917	945
13,405	14,283	15,317	16,203	16,988	18,069
777	785	771	776	780	785
49	49	49	49	49	49
6,053	5,953	5,953	5,953	5,953	5,953
748	759	1,578	922	1,028	1,397
1,059	486	551	672	799	930
-	-	-	-	-	-
2,861	2,543	2,004	2,802	3,054	2,880
45	45	45	45	45	45
1,083	1,155	1,261	1,312	1,366	1,421
2,375	2,494	2,659	2,792	2,932	3,078
83	86	88	90	93	93
1,129	1,161	1,311	1,343	1,376	1,410
6,788	7,698	8,750	9,500	10,250	10,925
3,229	3,373	3,523	3,726	3,924	4,119

2012 BASE BUDGET INCREASES



The 2012 property tax increase is the result of the following service enhancements and capital projects:

Conceptual Overview of Distribution of New Revenue - \$4.2 million in 2012



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 \$ thousands)

	2012	2013	2014	2015	2016
General Revenue Surplus (from Fig. 12)	30,279	7,238	7,557	385,111	946,886
Zoning Amenities Report	25,000				
Commercial/Industrial Study	75,000				
Funding from Accumulated Surplus	-100,000				
General Revenue Operating Surplus	30,279	7,238	7,557	385,111	946,886

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 2012 through 2014. The years 2005 - 2011 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 2011	Full Staffing (budget)		
	2005	2006	2007	2008	2009	2010	2011		2012	2013	2014
CAO											
CAO Administration	6.9	7.0	6.4	7.0	6.7	7.4	7.4	8.0	7.6	7.0	7.0
Economic Development	2.0	2.6	2.7	2.8	3.3	4.0	4.1	4.0	4.0	4.0	4.0
Human Resources	4.0	4.3	5.0	5.0	5.6	5.8	5.8	5.5	5.5	5.5	5.5
	<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>17.3</u>	<u>17.5</u>	<u>17.1</u>	<u>16.5</u>	<u>16.5</u>
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES											
CDPR Administration	2.5	2.2	2.3	3.0	3.1	3.0	2.0	2.0	2.0	2.0	2.0
Parks & Facilities	31.1	32.8	36.4	37.6	41.5	41.8	45.2	44.5	46.5	46.5	46.5
Recreation	46.3	44.4	47.0	48.0	46.8	47.2	46.3	48.1	47.9	47.9	47.9
Community Services	7.9	9.1	9.4	10.8	11.3	12.1	11.1	11.5	11.5	11.5	11.5
	<u>87.9</u>	<u>88.6</u>	<u>95.1</u>	<u>99.4</u>	<u>102.5</u>	<u>104.1</u>	<u>104.6</u>	<u>106.1</u>	<u>107.9</u>	<u>107.9</u>	<u>107.9</u>
CORPORATE & FINANCIAL SERVICES											
CFS Administration	1.5	1.5	1.8	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Clerks	6.3	6.5	6.5	6.9	7.0	7.9	8.2	9.4	9.4	9.4	9.4
Finance	16.5	16.6	17.7	17.3	16.4	16.5	17.7	17.6	17.6	17.6	17.6
Fire Department	12.0	24.1	29.6	35.4	41.6	48.6	51.9	54.4	57.5	59.0	59.0
Information Services	12.1	12.6	13.2	13.4	14.3	14.1	14.5	15.0	16.0	16.0	16.0
Police Services	33.3	35.6	37.0	38.6	42.4	42.1	44.0	44.0	44.5	44.5	44.5
	<u>81.7</u>	<u>96.9</u>	<u>105.8</u>	<u>113.6</u>	<u>123.6</u>	<u>131.2</u>	<u>138.3</u>	<u>142.4</u>	<u>147.0</u>	<u>148.5</u>	<u>148.5</u>
PUBLIC WORKS & DEVELOPMENT SERVICES											
PWD Administration	2.5	2.5	2.9	2.4	3.0	3.0	1.9	2.0	2.0	2.0	2.0
Engineering	22.1	24.2	24.8	23.9	24.2	25.4	25.0	28.0	28.0	28.0	28.0
Licenses, Permits & Bylaws	22.4	22.9	24.1	26.0	28.6	29.8	30.1	30.5	30.5	30.5	30.5
Planning	13.2	14.7	16.1	16.1	16.6	16.6	16.6	17.0	17.0	17.0	17.0
Operations	69.1	66.7	69.7	69.2	70.6	68.1	71.6	74.3	74.3	74.3	74.3
	<u>129.3</u>	<u>130.9</u>	<u>137.6</u>	<u>137.6</u>	<u>143.0</u>	<u>142.9</u>	<u>145.2</u>	<u>151.8</u>	<u>151.8</u>	<u>151.8</u>	<u>151.8</u>
	<u>311.8</u>	<u>330.3</u>	<u>352.5</u>	<u>365.4</u>	<u>384.7</u>	<u>395.5</u>	<u>405.4</u>	<u>417.7</u>	<u>423.8</u>	<u>424.7</u>	<u>424.7</u>

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

STAFFING HISTORY AND FORECAST



Budgeted Full-Time Equivalent Staff per Department

The 2012 estimate of **424** full-time equivalent staff is an increase of 6 from 2011. Changes are outlined below:

Division	New Permanent Positions and Position Changes
CHIEF ADMINISTRATIVE OFFICER'S OFFICE	
Human Resources	Change: Human Resources Assistant and Payroll Coordinator have been excluded from the union
Sustainability & Corporate Planning	Research Technician is time duration for part of 2012, funded largely by a grant
COMMUNITY DEVELOPMENT, PARKS & RECREATION SERVICES	
Community Services	Change: Recreation Programmer reclassified to Youth Programmer
Parks & Facilities	Change: Parks Superintendent replaced by Manager Parks Planning & Development Added: Building Services Supervisor, Trails Maintenance Worker
Recreation	Change: Aquatics Leader III replaced by a Coordinator Aquatics Change: Customer Service Supervisor reclassified to Promotional Assistant
CORPORATE & FINANCIAL SERVICES	
Clerk's Fire Department	Change: Legislative Clerk reclassified to Clerk III Added: The staffing increases in 2012 reflects hiring part way through 2011
Information Services	Added: Additional hiring is subject to funding availability Change: Junior Systems Analysts are now System Analysts II Change: Information Service Support Specialist is now Network Analyst
RCMP	Added: Network Analyst Removed: Bylaw Enforcement/RCMP Liaison (0.5 FTE in this area) Added: Manager Police Services - Operations Change: Manager Police Services to Senior Manager Police Services - Finance & Administration
PUBLIC WORKS & DEVELOPMENT SERVICES	
Engineering Licences, Permits & Bylaws	Change: Engineer Trainee is now Engineering Technologist I Removed: Bylaw Enforcement/RCMP Liaison (0.5 FTE in this area) Removed: Licence Inspector/Bylaw Officer, part-time Added: Licence Inspector/Bylaw Officer
Operations	Change: Apprentice Mechanic is now Tradesperson II - Mechanic Change: Storekeeper IA is now Storekeeper 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, provides overall leadership and direction for the administration of the District, and works with outside agencies. The primary role of the CAO is to provide policy options and recommendations to Council and to ensure that Council's priorities are implemented. A summary of some of our 2011 accomplishments in the division is shown below, followed by efficiency and effectiveness initiatives which were undertaken by all areas, and the business challenges relevant to the 2012-2016 planning period.

The subsequent pages in the CAO section provide information on the departments reporting to this division, including staffing, 2012 workplan highlights, performance measurements, and budgets. Departments within this section include Administration, Communications, Human Resources, Strategic Economic Initiatives, and Sustainability and Corporate Planning.

Select 2011 Division Accomplishments

- Promoted Town Centre enhancements, which included the 224 Street and Lougheed Highway infrastructure project, comprehensive spring cleanup, landscaping, banners, maintenance and painting of public amenities and upgrade to the 'Beast' clock.
- Delivered Personal Emergency Preparedness seminars to more than 600 citizens and conducted two ShakeOut BC drills with staff.
- Completed award-winning Joint Disaster Response and Emergency Evacuation plans incorporating geographic information system (GIS) mapping.
- Achieved Certificate of Recognition (COR) Health and Safety Audit.
- Supported first employee 'E-Day' and conducted third iteration of employee surveys to keep a finger on the pulse of the organization.
- Delivered the "Be a Voter" initiative in conjunction with the Clerks department.
- Implemented a Communications Strategy, including the roll out of a social media presence, bi-monthly Maple Ridge This Month newspaper advertisement, and a quarterly eNewsletter.
- Created an internal Communications Committee to create strong cross functional capacity.
- Hosted the successful Real Estate Investment Network (REIN) tour.

Efficiency/Effectiveness Initiatives

- Application of Business Planning Guidelines ensures all District programs align with the community Vision.
- Received \$90,000 in grant funding for energy related initiatives.
- Conducted a SEE-IT performance reporting review with area high school students to tell us how well we are communicating our performance.

- Developed an interactive tool for the public to explore projects that are part of the Town Centre Investment Incentive Program.
- Changed the funding model of employee health and dental benefits to a partially self-insured model generating savings of \$80,000 in the first eight months.

Business Perspective

- Continue to provide excellence in service delivery with a focus on cost containment while balancing the demands of a growing community.
- Build on the momentum of Town Centre successes to increase residential density and commercial development.
- Place a high priority on corporate and community-wide emergency planning.
- Strengthen the effectiveness of District communications through strong integration of content on our website, print advertising, social media, and publications.
- Online, 24/7 access to information and data to support the District's financial performance is increasingly becoming the expectation of many of our citizens.
- Ensure that the District is seen as a desirable workplace to attract and retain staff who will execute Council's vision.
- Increasingly, projects and program delivery are requiring a great deal of cross departmental involvement and management.
- The community continues to be a favoured location for the film industry, outdoor recreation, and festivals.
- The capital projects list exceeds available funding. We will continue to aggressively pursue grant opportunities, have our matching funds in place, and maintain a list of 'shovel ready' projects that are part of our planning.
- The District demonstrates sustainable leadership to the community for economic, environmental, and social interests while protecting our community's interests. This includes building awareness among decision-makers in our organization as to how behaviours and decisions impact energy costs, the waste stream, and greenhouse gas emissions. A position specifically geared to this issue is supported in part through a grant from BC Hydro for 2012.
- Our community, along with other municipalities, is dealing with issues around sustainability, carbon neutrality, and climate change. We will continue to work with other communities to leverage resources, ideas and develop programs to meet these broad challenges. Where legislative authority is a limit to our ability to deal with these issues, we will work with senior government to find solutions to achieve our community vision.



Services Provided

The Administration Division of the Office of the CAO 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 organizational and operating procedures.

The Communications Department provides advice and assistance to Council and staff in the organization. The department's activities include disseminating timely and accurate information, ensuring customers and employees have ample opportunities for input/participation, and developing communications strategies for specific issues. The department is also responsible for assisting with the advertising and promotion of District programs and events and creating and supporting a consistent identity for communications.

The Sustainability & Corporate Planning Department helps guide the organization and the community to a more sustainable future by ensuring strategic alignment throughout the organization. The department's responsibilities include providing Council and the Corporate Management Team with information for strategic planning purposes, and ensuring a framework is followed to align District policies and activities with this direction. Within this framework are activities such as corporate-wide business planning and performance measurement and reporting. Projects, research, and policy development of a corporate-wide nature are also undertaken.

Performance Measurement

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 2012 is to maintain electricity consumption in the Municipal Hall at 2011 levels and reduce electricity consumption in the Office Tower by 5% from 2011 levels.

2012 Workplan Emphasis

Work with Council will continue on the strategic direction and priorities for the community to ensure the delivery of excellent service to our citizens. This work will include supporting cross departmental initiatives on Community Development, Bear Aware, and Economic Development. 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.

The Manager Corporate Communications will develop a Communications Strategy to profile significant project announcements, evolve the District website to improve citizen access to information and online services, and review and refine corporate branding.

The Manager Strategic Economic Initiatives will issue a Request for Proposal for development of municipal lands in the Town Centre and continue implementing the Economic Development strategy.

The Manager of Sustainability and Corporate Planning will conduct a Citizen Satisfaction and Strategic Planning Survey and review the Town Centre Incentive Program. Continued advancement towards realizing our sustainability principles and goals will be emphasized and monitored. Opportunities for obtaining grant funding for District infrastructure and initiatives will be fully utilized.

We will build the depth of Emergency Operations Centre personnel and provide training to new recruits.

HIGH-LEVEL COMMUNITY GOALS

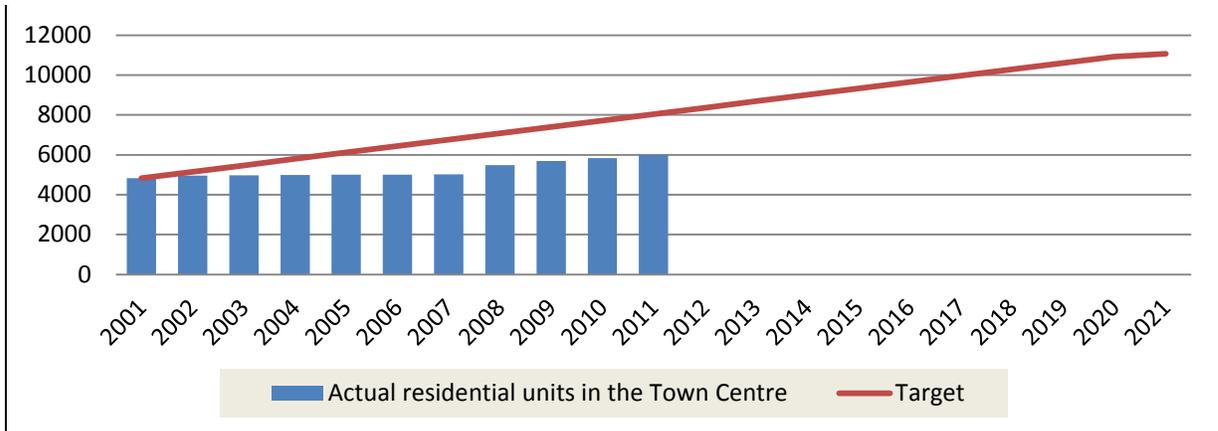
Increase Residential Density in the Town Centre

Target Statement

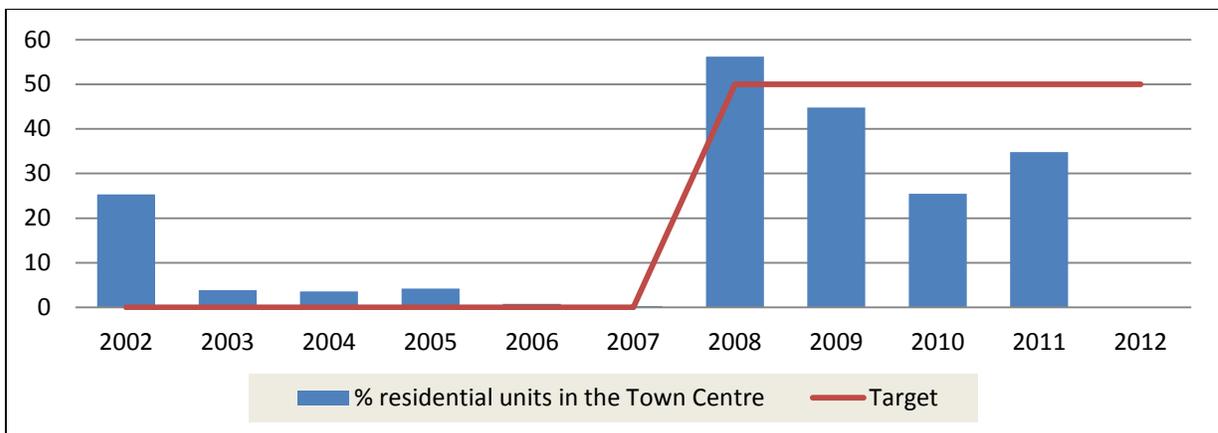
Encourage residential development in the Town Centre. According to projections in the District’s Official Community Plan, 50% of the community’s population growth should occur in the Town Centre.

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.



Status Report

During 2011, 160 apartment units were added in the Town Centre. These units signify growth in Town Centre residential units of 2.7%. Of all residential units in Maple Ridge during this year, 34% were located in the Town Centre. The Town Centre Area Plan goal is to capture 50% of all residential development.



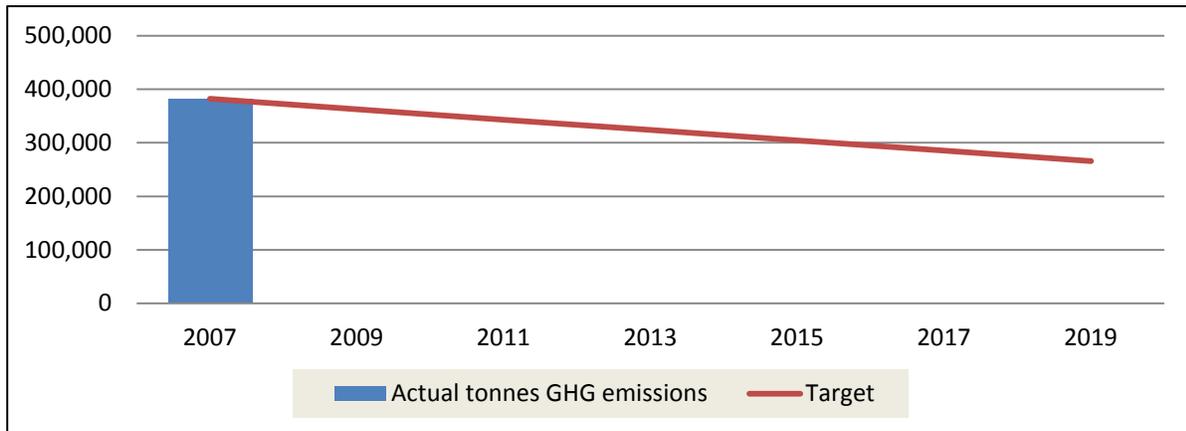
Reduce Community Greenhouse Gas Emissions – Community GHG Emissions

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.



Status Report

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. Note: 2010 CEEI Reports are planned for release in the first quarter of 2012.

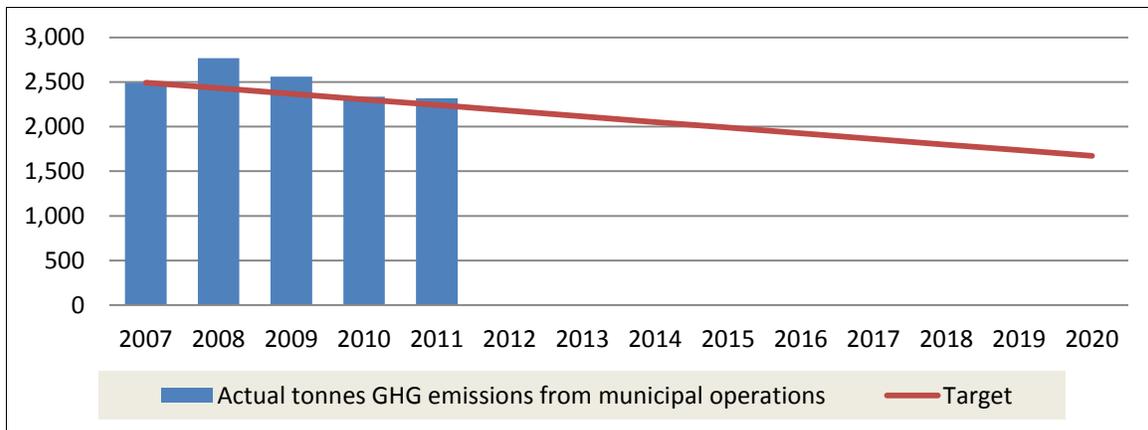
Reduce Community Greenhouse Gas Emissions – Carbon Neutral Municipal Operations

Target Statement

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

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.”



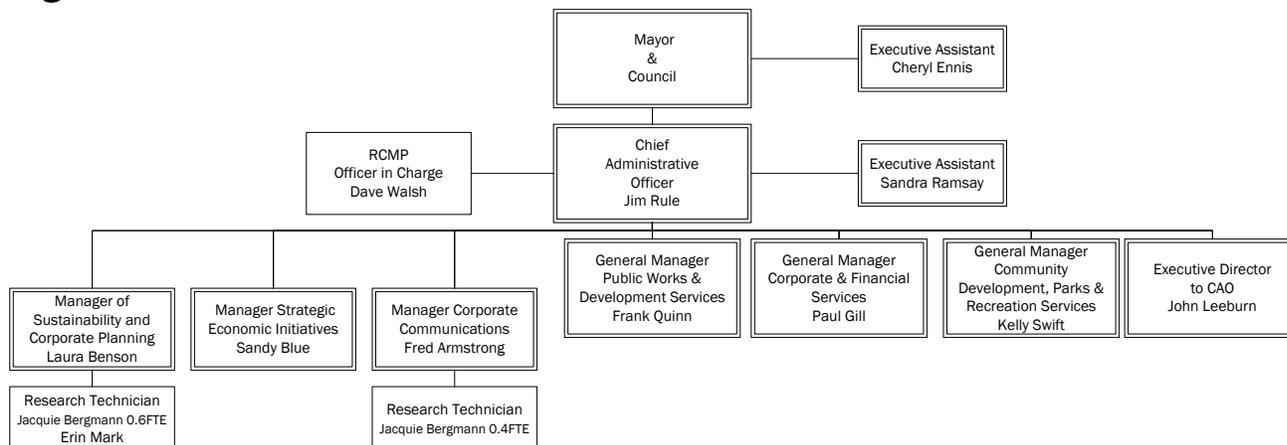
Status Report

These are preliminary results for 2011. These numbers do not include a complete accounting of kilowatt hours (kWh) data which was not available at the time this report was completed.

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 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
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	1.0
Manager Corporate Communications	1.0	1.0	1.0	1.0	0.7	0.5	1.0	1.0	1.0	1.0
Manager of Sustainability & Corporate Planning	-	-	-	0.9	1.0	1.0	0.9	1.0	1.0	1.0
Policy Analyst	0.9	1.0	1.0	0.1	-	-	-	-	-	-
Executive Assistant	3.0	3.0	2.0	2.0	2.0	2.0	1.9	2.0	2.0	2.0
Research Technician	-	-	0.4	1.0	1.0	1.9	1.6	1.6	1.0	1.0
Full-Time Equivalent	6.9	7.0	6.4	7.0	6.7	7.4	7.4	7.6	7.0	7.0

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Conventions & Conferences (12100-6051)	15	8	19	19	-	0%	19	19	19	19
Lease Expense (11000-6230)	107	117	122	122	-	0%	122	122	122	122
Memberships (12100-6270)	28	28	29	29	-	0%	29	29	29	29
Other (multiple)	30	37	15	15	-	0%	15	15	15	15
Prov. Grant (Conditional) (12101-102-4252)	-54	-28	-50	-	50	-100%	-	-	-	-
Salaries (12101-5500)	572	611	645	560	-85	-13%	578	596	615	634
Studies & Projects (10000-6380)	22	42	154	117	-37	-24%	77	77	77	77
TOTAL ADMINISTRATION	719	815	932	860	-72	-8%	838	857	876	895

* Includes Administration as well as Sustainability & Corporate Planning functions

Comments:

- **Salaries** – The 2011 budget includes a onetime funding for Energy and Emissions Plan & Performance Reporting.
- **Special Projects** – The 2011 budget contained funding committed to specific projects that were to be completed in 2011. However, many were not completed in 2011 and will need to be added to the 2012 budget in future amendments.

OFFICE OF THE CAO – ADMINISTRATION including COMMUNICATIONS and SUSTAINABILITY



Financial Plan – Legislative Services

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Committee Costs (13000-6045)	-	-	4	4	-	0%	4	4	4	4
Conventions & Conferences (13000-6051)	18	17	21	21	-	0%	21	21	21	21
Grants & Donations (13000-6180)	55	57	62	62	- 1	-1%	62	62	62	62
Miscellaneous (13000-6275)	7	9	8	8	-	0%	8	8	8	8
Public Relations (13000-7060)	6	6	11	11	-	0%	11	11	11	11
Salaries (13000-5500)	448	459	481	493	12	3%	519	548	561	573
Training (13000-6400)	-	-	39	16	- 24	-61%	16	16	16	16
Utilities - Telephone (13000-6520)	3	3	7	7	-	0%	7	7	7	7
TOTAL LEGISLATIVE	537	551	632	620	- 12	-2%	646	676	689	701

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 2011 budget included accumulation of previous two years unspent training funds.

Financial Plan – Communications

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Advertising (12105-6010)	14	25	30	30	-	0%	30	30	30	30
Consulting (12105-7005)	9	27	63	29	- 34	-54%	29	29	29	29
Miscellaneous (12105-6275/6280)	5	4	8	8	-	0%	8	8	8	8
Publicity & Promotions (12105-6330)	7	5	20	20	-	0%	20	20	20	20
Salaries (12105-5500)	64	126	124	129	5	4%	134	138	142	147
TOTAL COMMUNICATIONS	98	187	246	216	- 29	-12%	220	225	229	233

Comments:

- Consulting – Funding for onetime costs was included in the 2011 budget.
- Salaries – 2010 actual costs are lower due to a vacancy.



Services Provided

The Human Resources Department is a team of seven employees dedicated to providing a comprehensive series of services to the more than 600 full and part-time staff members of the District of Maple Ridge 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, we make sure the organization is focused on the overall vision and goals by ensuring each employee has an individual Performance Plan that defines and describes the their role in achieving the department’s workplan. Human Resources facilitates many focus groups that provide employees with 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.

Individual Performance Plans provide an opportunity for the employee and their supervisor to identify growth and development needs. 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 ongoing service of the team.

To promote efficiency, accountability, productivity and the well being of our staff, Human Resources administers the Attendance Support program, Employee Assistance programs, Occupational Health and Safety programs, Employee Recognition programs

and employee welfare benefits administration. This team is also responsible for the administration of the payroll system, including the tracking of attendance and vacations.

2012 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 demonstrate that people are our most valuable resource by taking action on the priority items identified in the employee surveys we conducted in 2011.

We will support the Public Works & Development Services Division’s implementation of the Customer Service Standards that were developed in 2011.

Following the graduation of more than 50 employees from programs offered by the British Columbia Institute of Technology and Vancouver Community College, we will engage staff throughout the organization to help determine the next focus areas for our cohort training model.

We will negotiate new collective agreements with our Canadian Union of Public Employees (CUPE) and the International Association of Fire Fighters (IAFF) bargaining units.

We will enhance our employee health and safety program by getting our ‘Return to Work Program’ certified by WorkSafe BC.

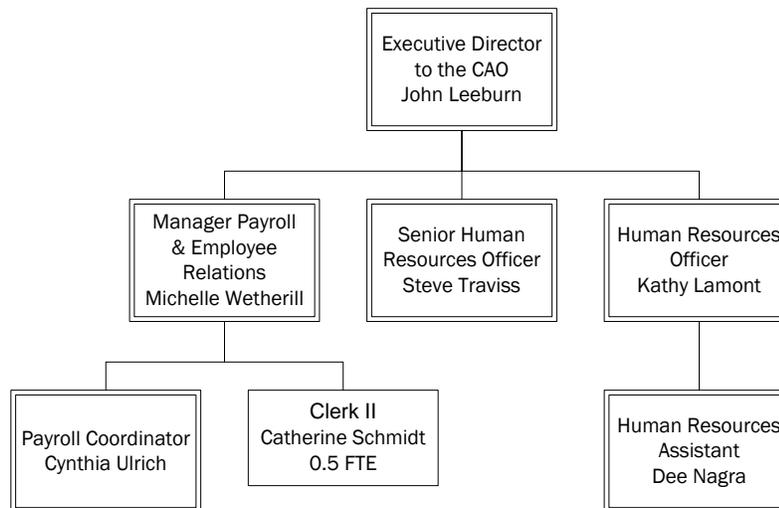
We will work with employees to ensure they are obtaining the education and experiences they need to be ready to compete for future vacancies.

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 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Mgr Payroll & Employee Relations	-	-	0.4	0.4	1.0	1.0	1.0	1.0	1.0	1.0
Senior Human Resources Officer	0.8	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0	1.0
Human Resources Officer	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Personnel Officer	1.0	1.0	1.1	1.0	1.0	-	-	-	-	-
Payroll Coordinator	-	-	-	-	0.3	1.1	1.1	1.0	1.0	1.0
Human Resources Assistant	-	-	-	0.5	1.0	1.0	1.1	1.0	1.0	1.0
Payroll Clerk	1.0	1.0	0.9	0.5	0.1	-	-	-	-	-
Human Resources Clerk	1.0	1.0	1.0	1.0	0.7	-	-	-	-	-
Clerk II	0.2	0.1	0.3	0.6	0.6	0.7	0.6	0.5	0.5	0.5
Other	-	0.2	0.3	-	-	-	-	-	-	-
Full-Time Equivalent	4.0	4.3	5.0	5.0	5.6	5.8	5.8	5.5	5.5	5.5

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Consulting (12102-7005)	18	12	19	19	-	0%	19	19	19	19
Program Costs (multiple)	179	235	226	226	-	0%	226	226	226	226
Miscellaneous (12102-6275)	9	11	13	13	-	0%	13	13	13	13
Recruiting Costs (12102-7065)	55	82	49	49	-	0%	49	49	49	49
Salaries (12102-5500)	861	775	711	750	39	5%	785	818	851	885
Studies & Projects (12102-6380)	1	1	384	-	-384	-100%	-	-	-	-
Training (multiple)	230	185	216	228	12	5%	235	243	252	261
TOTAL HUMAN RESOURCES	1,353	1,300	1,617	1,284	-333	-21%	1,327	1,367	1,409	1,452

Comments:

- **Recruiting Costs** – Vacancies in some senior positions resulted in additional recruiting costs.
- **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.



Services Provided

Invest Maple Ridge provides information and resources to help citizens start or grow their business. We market investment opportunities in Maple Ridge to our priority sectors – Advanced Technology, Education, Tourism, and Agriculture. Our 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.

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 companies to ensure that Maple Ridge continues to attract productions.

We will partner with the Province and Invest North Fraser partners on the BC Jobs Plan Pilot to create new high value jobs in key sectors over the next 18 months. This will include an economic summit on the tourism sector to build awareness and interest in Maple Ridge as a place to make your tourism business investment.

2012 Workplan Emphasis

We will continue to use the Town Centre Investment Incentive Program to build awareness of downtown Maple Ridge as a place to invest in commercial and mixed use projects. Our marketing will include a prominent online presence using search engine optimization, social media, and electronic communications.

We will implement a ‘Business Connections’ business visitation program with focus on key employers and sectors for retention and expansion.

We will issue an “Expression of Interest” for development of municipal lands in the Town Centre and continue implementing the Economic Development strategy.

To increase efficiency we will work with the Information Services Department to repatriate the *investmapleridge.ca* website to the District website, *mapleridge.ca*, and investigate the possibility of including available real estate on the website.

Performance Measurement

KEY PERFORMANCE MEASURES (mapleridge.visiblestrategies.com)

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

HIGH-LEVEL COMMUNITY GOALS

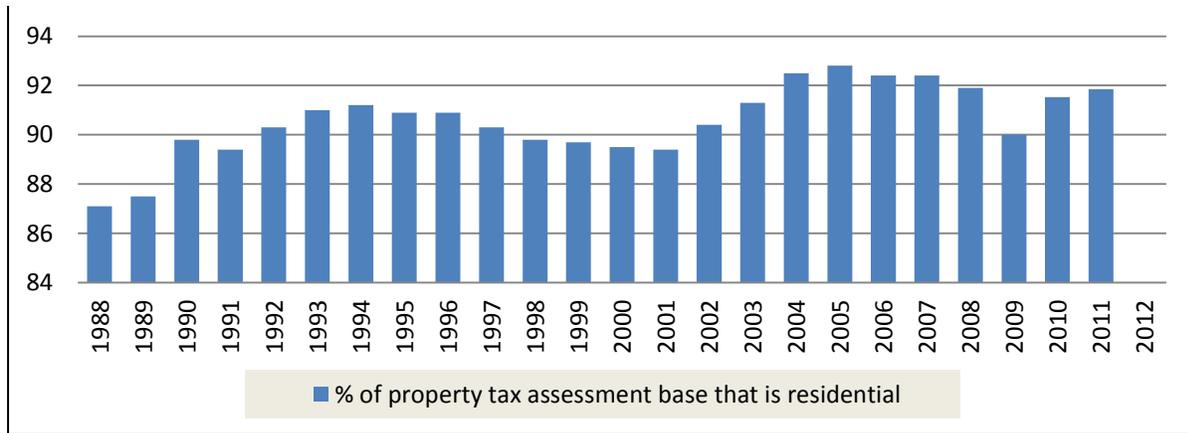
Diversify the Tax Base – Residential Tax Assessment Base

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

2011 saw an increase in the average market value in the Residential Class of about 5.5% while the commercial classes saw an average market value increase just under 2%. The result was a minor reduction in the proportion of the assessment base attributed to the residential class. Growth in the Residential sector was also slightly stronger than in the commercial sector with the end result being an increase in the assessment base attributed to the residential class.

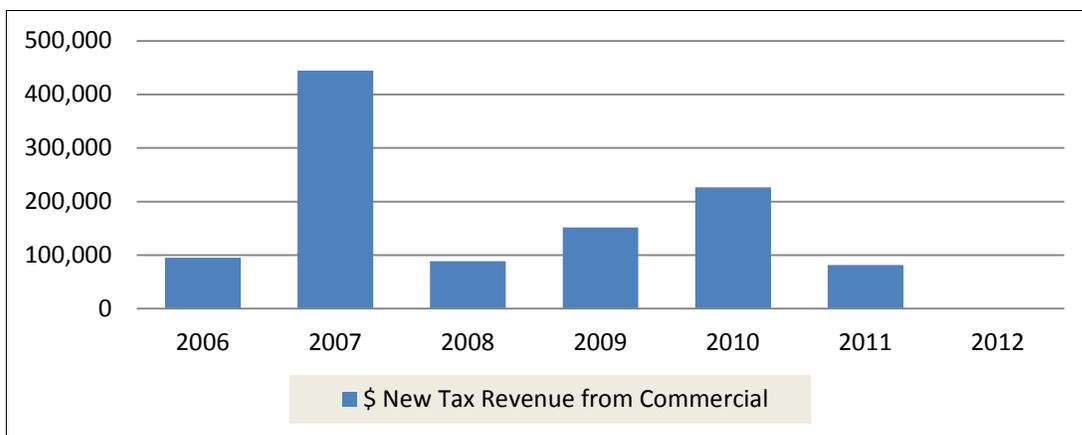
Diversify the Tax Base – Increase Commercial Tax Base

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 taxes to fund most of the programs and facilities citizens and businesses enjoy. Attracting commercial enterprises means less reliance on residential property taxes to fund these important programs and facilities, leading to a more economically sustainable community. Property taxes collected from new commercial taxpayers is an indicator of the District’s economic viability. For the breakdown of the type of industry, go to the information tab.



Status Report

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



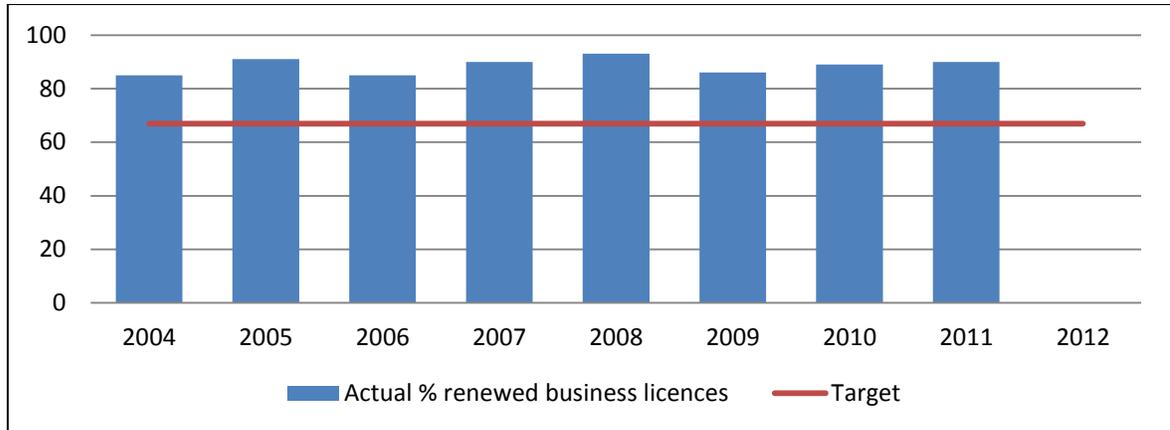
Business Licence Renewals

Target Statement

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

Overview

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



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

Status Report

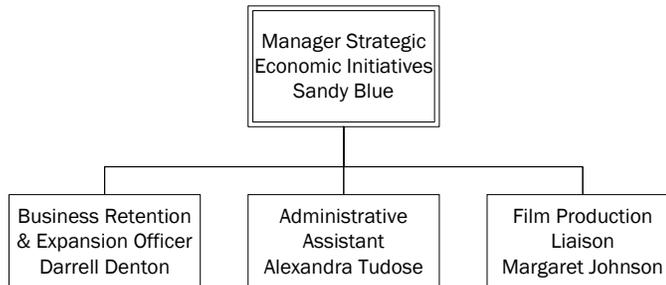
Number of business licences issued in 2011:

Commercial:	1,517
Home-Based:	1,525
Non-Residential:	<u>1,217</u>
Total Business Licences:	4,259

Total Revenue \$595,161

Of the businesses licensed in 2010, 93% of commercial licences and 88% of home based licences were renewed in 2011.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Manager Strategic Economic Initiatives	-	-	-	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Business Retention & Expansion Officer	1.0	1.0	0.7	-	0.6	1.0	1.1	1.0	1.0	1.0
Administrative Assistant	1.0	0.8	1.0	1.0	0.7	0.9	1.0	1.0	1.0	1.0
Film Production Liaison	-	0.7	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0
Full-Time Equivalent	2.0	2.5	2.7	2.8	3.3	4.0	4.1	4.0	4.0	4.0

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Contributions from Others (multiple)	-164	-164	-164	-194	-30	18%	-198	-203	-208	-208
Federal Grant (Conditional) (12106-4250)	-39	-2	-	-	-	-	-	-	-	-
Miscellaneous Income (12106-4390)	-7	-15	-	-	-	-	-	-	-	-
Permits (12106-4445)	-7	-8	-5	-5	-	0%	-5	-5	-5	-5
Sale of Service (12106-4600)	-8	-8	-10	-10	-	0%	-10	-10	-10	-10
Total Revenue	-225	-196	-179	-209	-30	17%	-213	-218	-223	-223
Expense										
Advertising (multiple)	115	59	62	63	1	1%	63	63	63	63
Other Expenses	37	30	8	8	-1	-6%	8	8	8	8
Contract (12106-7007)	37	36	35	35	-	0%	35	35	35	35
Conventions & Conferences (12106-6051)	22	23	16	16	-	0%	16	16	16	16
Grants & Donations (12106-6180)	164	197	205	219	14	7%	223	203	208	208
Salaries (12106-5500/5600)	319	331	321	333	12	4%	344	355	367	378
Total Expense	694	676	647	673	26	4%	689	680	696	708
TOTAL STRATEGIC ECONOMIC INITIATIVES	469	480	469	465	-4	-1%	475	461	473	484

Comments:

- Contribution from Others /Grants & Donations – This is the Business Improvement Area Levy and associated expenses. Business facade improvement program ends in 2013.

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

A summary of some 2011 accomplishments in the division is shown below, followed by efficiency and effectiveness initiatives which were undertaken by all areas, and the business challenges relevant to the 2012-2016 planning period.

Subsequent pages in the CDPR section provide information on the departments reporting to this division, including staffing, 2012 workplan highlights, performance measurements, and budgets. The departments within this section are Administration, Community Services (including Social Planning), Parks & Facilities, and Recreation.

Select 2011 Division Accomplishments

- Implemented Cultural Mapping Process, public art policies were finalized, and the installation of Public Art at the Leisure Centre was completed.
- Many parks initiatives were completed: Memorial Park Peace Tree partnership with the Downtown Maple Ridge Business Improvement Association, acquisition of Raymond Park property, Pitt Meadows Youth Action Park design and development, North Alouette Regional Greenway Bridge (NARG), Vernon Trail Bridge, water service at the fairgrounds, field re-surfacing at Cliff Park, four new washrooms installed at Maple Ridge Park, Webster's Corner Park development, tennis court resurfacing, planning and development of core area park, and the 224 Street and Memorial Peace Park development and expansion.
- The British Columbia Recreation and Parks Association (BCRPA) "Facility Excellence Award" was given to the Greg Moore Youth Centre, more than 30 neighbourhood celebration grants were issued, and the "Enabling Accessibility" grant was implemented.
- Provided support to Haney Farmers Market: sustainability planning and 2011 pilot project, expanded Youth Leadership/Mentorship programming and active sports programming for youth.
- Many ceremonies and celebrations were held: Hosted 1st annual Sports & Recreation Expo, Maple Ridge Supportive Housing, NARG Bridge Opening, South Bonson Community Centre Grand Opening, Greg Moore Youth Centre 10th Anniversary, and Leisure Centre 30th Anniversary, as well as expanded family events in Memorial Peace Park.

Efficiency/Effectiveness Initiatives

- Continued implementation the Service Quality Program.

- Utilized grant funding to implement barrier-free noon hour and afterschool recreation programming.
- Conducted and reported on 2011 Parks & Leisure Services citizen satisfaction survey.
- Reported on the scope, benefits, and efficiencies of Master Agreement with School District No. 42.
- Participated in voluntary aquatic lifesaving audit to incorporate best practices into operations.
- Restructured field rental fees and revised artificial turf replacement fund.
- Replaced heating ventilation roof top unit at Operations Centre resulting in energy efficiency.
- Water circulation and deck replacement at outdoor pool; stopping the egress of heated, treated water, resulting in reduced gas consumption.
- Pitt Meadows Arena upgrade was completed resulting in considerable improvements to energy efficiency.

Business Perspective

- Maple Ridge and Pitt Meadows residents indicate a good level of satisfaction with Parks & Leisure Services measured by the 2010 Parks & Leisure Services Satisfaction Survey.
- Participation and interest in outdoor recreation opportunities continue to grow combined with an increasing interest in urban gardening and environmental protection.
- Citizens increasingly want services located within their own neighbourhoods demonstrated by the popularity of active kids clubs, Seed Grants, community gardens, dog parks, and other neighbourhood initiatives.
- Neighbourhood organizations are looking for increased communication concerning projects in their neighbourhood and are eager to participate in the planning process.
- The senior population is growing in size and diversity and has expressed interest in a broader range of services than previously provided. At the same time, this population offers a growing opportunity for volunteer engagement.
- The size and number of festivals continue to grow and, in some cases, has created competition for park and facility space on key event weekends.
- Incidence of poverty continues to grow and is compounded by a loss of service at the local level due to cuts to Provincial grant funding. These funding cuts, which affect social services and the sports, recreation, and arts sectors, are anticipated to continue. Notable, however, is the strength of community networks and connections that enable a quick and coordinated response when decisions are out of synch with community priorities, e.g., the response to Community Living BC's decision to discontinue funding to Supported Work Programs in the community.



Services Provided

The Community Development, Parks & Recreation Services (CDPR) Administration Division's role is to ensure planning and coordination of resources in the management and development of parks, facility operations, and delivery of recreation and cultural services in addition to providing opportunities that build individual, neighbourhood and community capacity by connecting citizens and groups, sharing information, developing resources and facilitating planning that supports community-driven efforts to build community capacity and assets.

Identified community needs are addressed by a variety of approaches from the direct provision of services to establishing partnerships that 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 inquiries and requests for assistance from staff, Council, and the public.

2012 Workplan Emphasis

We will facilitate a planning session with stakeholders that host activities and events in the Town Centre to encourage continued collaboration and development of these key events. We have identified a number of tools and resources that will support the sustainability of fee for service partners, such as the Maple Ridge/Pitt Meadows Arts Council, Ridge Meadows Seniors Society, and Maple Ridge Historical Society, and we will work to expand them in 2012.

As we work to increase our emphasis on neighbourhood development, we will establish a strategy to support capacity building at the neighbourhood level and will facilitate the development of systems that increase communication among municipal departments about neighbourhood projects to improve the flow of information to and from neighbourhoods. In addition, we will continue to refine tools that support the function of the Maple Ridge/Pitt Meadows Parks & Leisure Services Commission as well as administrative systems, policies, and procedures that ensure the efficient function of the department. In this regard, policy work will include the development of sponsorship guidelines and an implementation schedule for the 2010 Parks, Recreation, and Cultural Plan

Performance Measurement

HIGH-LEVEL COMMUNITY GOALS

Citizens Who are Satisfied with Parks and Leisure Services

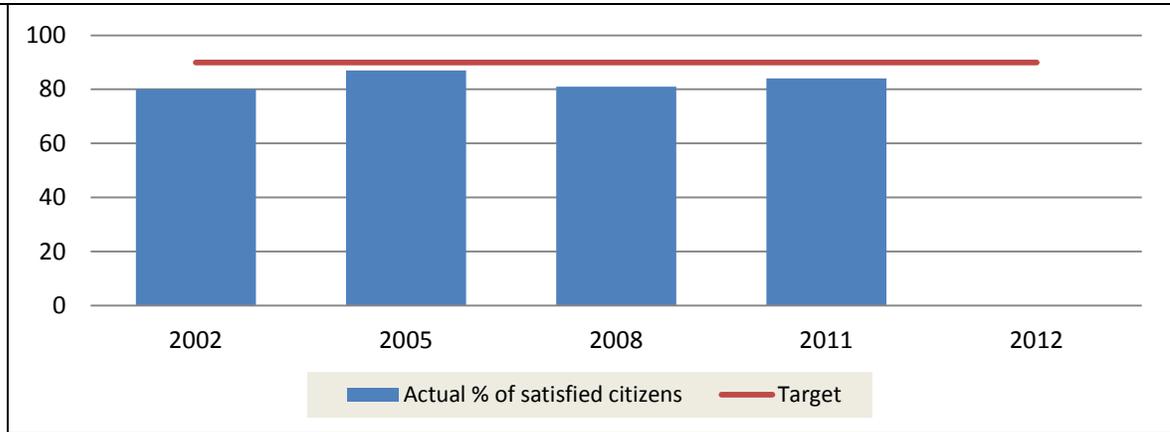
Target Statement

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.

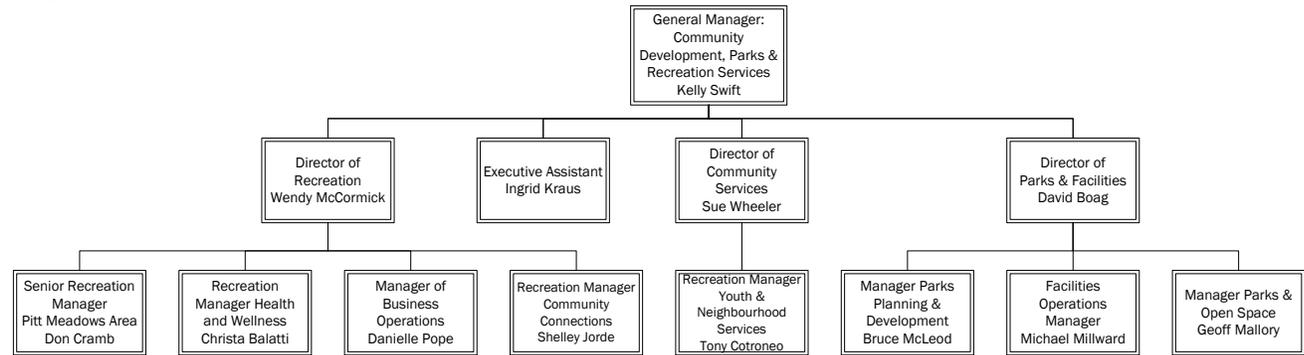
CDPR – ADMINISTRATION



Status Report

Percentage of citizens who are satisfied (rated as Excellent or Good) with Parks & Leisure Services.
 Source: Parks and Recreation Survey conducted by Justason Marketing 2011.

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 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)								Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
GM Community Dev, Parks & Rec.	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Executive Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Emergency Program Assistant	0.5	0.2	0.3	1.0	1.1	1.0	-	-	-	-	
Full-Time Equivalent	2.5	2.2	2.3	3.0	3.1	3.0	2.0	2.0	2.0	2.0	

CDPR – ADMINISTRATION



Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Contributions from Others (40000-4820)	-	-35	-	-	-	-	-	-	-	-
Conventions & Conferences (41200-6051)	10	12	12	13	1	10%	13	13	13	13
Other Outside Services (41000/41200-7051)	5	27	20	5	-15	-77%	5	35	5	5
PM - Cost Recovery (41200-4236)	-66	-73	-70	-70	1	-1%	-71	-81	-77	-79
Grants & Donations (41200-6180)	-	2	15	75	60	400%	-	-	-	-
Salaries (41200-5500)	270	266	368	296	-72	-20%	535	916	1,342	1,796
Special Projects (40000-6385)	85	18	126	154	28	22%	70	70	70	70
Supplies (41200-6300)	1	-	3	2	-2	-50%	2	2	2	2
TOTAL CDPR-ADMIN	305	217	473	474	1	0%	553	953	1,354	1,806

Comments:

- Other Outside Services – A Citizen's Satisfaction Survey is carried out every three years.
- Grants & Donations – Neighbourhood development initiatives.
- PM - Cost Recovery (multiple) – Cost share with Pitt Meadow based on proportion of the population in Pitt Meadows relative to Maple Ridge.
- Salaries – The budget is in line with the wage and benefit cost contingency. In 2012 through 2016 there is funding to address costs associated with Parks & Recreation Master Plan.
- Special Projects – The 2011 budget contained funding for the Fraser Riverfront Master Plan. 2011 includes work on the Leisure Center plus ongoing funding for the Public Art Program.

Financial Plan – CDPR Support

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Bank Charges (47500-6030)	33	36	32	36	4	13%	36	36	36	36
Insurance (41210-6210)	88	99	103	111	8	7%	111	111	111	111
Miscellaneous (multiple)	22	24	26	30	4	15%	30	30	30	30
Salaries (multiple)	2,023	2,307	2,504	2,685	182	7%	2,770	2,857	2,946	3,037
Service Severance Costs (41400/42000-5150)	41	54	72	72	-	0%	72	72	72	72
SS Allocation (41000-5425)	-2,389	-2,698	-2,463	-2,637	-175	7%	-2,707	-2,781	-2,858	-2,936
Supplies (multiple)	37	23	41	31	-10	-24%	29	29	29	29
Supplies - Software (41100-6280)	79	79	89	89	-	0%	89	89	89	89
Vehicle Costs (41100/41400-6430)	55	59	35	37	2	5%	38	38	39	40
TOTAL CDPR-SUPPORT	-12	-17	438	452	14	3%	465	479	493	507

Comments:

- Miscellaneous (multiple) – Increased association membership budgets to reflect increasing costs.
- Salaries – Salary increases are due to regular increases plus the addition of Parks Planning Technician mid 2011.
- 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 four functions: Children's Services, Youth Services, Neighbourhood Development, and Social Planning.

Children's Services provides recreation program services for preschool children (0 - 5 years), school age children (6 - 12 years), throughout Maple Ridge and Pitt Meadows.

Youth Services provides recreational programming for youth (13 - 18 years) throughout Maple Ridge and Pitt Meadows. This area also oversees the Greg Moore and Pitt Meadows Youth Centres and the programming of Thomas Haney School Yard and Pitt Meadows Youth Action Parks.

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

Community Services recognizes the important role 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.

Social Planning under the direction of the Social Planning Advisory Committee supports and promotes initiatives focused on improving the social well-being of the community. Work is concentrated in four focus areas: building community capacity through Social

Services Network Development; encouraging and promoting Community Solutions initiatives; Community Building efforts, programs and activities; and by encouraging socially sustainable practices for current and future citizens.

2012 Workplan Emphasis

We will continue work in children and youth recreation programming to expand active opportunities, to incorporate nutritional education components, and to expand outdoor adventure and leadership opportunities.

We will continue to work with School District No. 42 to increase recreation program access to schools.

We will continue to support Neighbourhood Champions to encourage leadership development and to provide opportunities for them to network and mentor each other. We will support the Champions with their efforts to establish a neighbourhood network, promoting active based programming and more recreational opportunities in their neighbourhood. We will connect Champions and our experts in the District to design and implement a mechanism for communication within the community.

We will continue to support the implementation of the Port Haney Neighbourhood Change project action plan.

We will continue to support Neighbourhood School Gardens, the Haney Farmers Market Society, and Golden Ears Food Education and Strategy Table (FEAST) to educate and promote urban agriculture and the importance of eating locally.

Work will begin with the Alouette Home Start Society to establish an operating plan and neighbourhood advisory groups for the Alouette Heights supportive housing project and Route 29 Youth Transitioning housing.

Performance Measurement

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.”

HIGH-LEVEL COMMUNITY GOALS

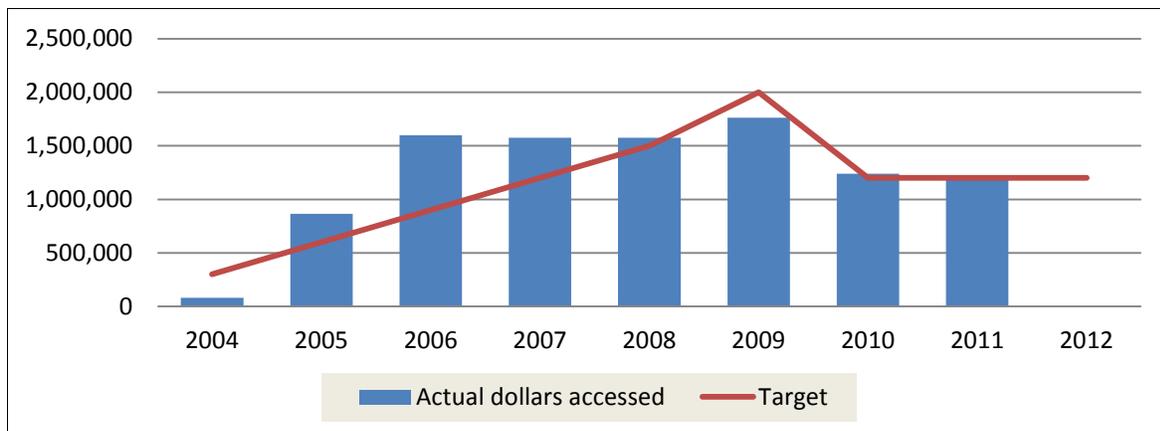
Support the Community Social Service Network

Target Statement

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

Overview

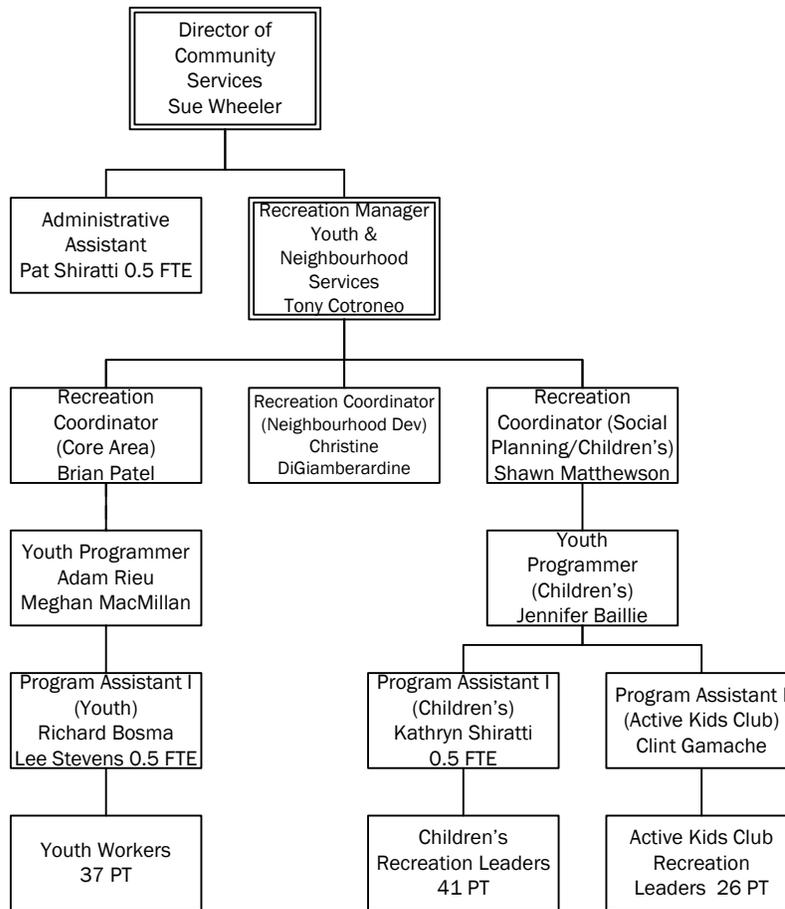
District Social Planning staff identify, promote and support various partnerships and networks with community agencies, Provincial Ministries, not-for-profits, community groups and volunteers to provide local government and community services in a cost-efficient, effective and timely manner. The level 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

The decreases in 2011 were not as significant as expected as some of the provincial gaming funding was restored following considerable community consultation.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Director of Community Services	-	0.1	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Manager Youth & Neighbourhood Services	-	-	-	-	-	-	0.7	1.0	1.0	1.0
Recreation Manager - Central	1.0	0.9	-	-	-	-	-	-	-	-
Recreation Coordinator	1.4	2.0	2.2	3.0	3.2	3.2	3.2	3.0	3.0	3.0
Youth Program Supervisor	-	-	-	-	0.6	1.0	-	-	-	-
Youth Programmer	-	-	-	-	-	-	2.9	3.0	3.0	3.0
Recreation Programmer	2.0	2.1	1.9	1.8	1.4	1.1	-	-	-	-
Administrative Assistant	-	-	-	-	0.5	0.5	0.5	0.5	0.5	0.5
Program Assistant II	0.6	0.7	-	0.7	2.0	-	-	-	-	-
Program Assistant I	2.9	3.4	4.3	4.3	2.6	5.3	2.8	3.0	3.0	3.0
Full-Time Equivalent	7.9	9.2	9.4	10.8	11.3	12.1	11.1	11.5	11.5	11.5



Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Salaries (52500-5500)	80	86	85	88	3	4%	91	93	96	99
SS Allocation (52500-5425)	48	54	49	53	3	7%	54	56	57	59
Studies & Projects (multiple)	16	36	89	10	- 79	-89%	10	10	10	10
TOTAL SOCIAL PLANNING	143	176	223	151	- 72	-33%	155	159	164	168

Comments:

- Studies & Projects – Funding for onetime costs was included in the 2011 budget for a variety of Social Planning Action Committee and neighbourhood building initiatives that were not completed in 2010, and were carried forward.

Financial Plan – Youth

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Lease Revenue (45022-4310)	- 8	- 5	- 8	- 8	-	0%	- 8	- 8	- 8	- 8
Other Grant (Conditional) (45025-4258)	- 83	- 85	- 31	- 31	-	0%	- 31	- 31	- 31	- 31
PM - Cost Recovery (45020/52400-4236)	- 183	- 207	- 209	- 208	1	-1%	- 216	- 225	- 234	- 243
Programs (multiple)	- 426	- 421	- 348	- 339	9	-3%	- 339	- 338	- 337	- 335
Prov. Grant (Conditional) (45020/45025-4252)	- 65	- 42	-	-	-	-	-	-	-	-
Prov. Grant (Unconditional) (45021-4253)	- 21	- 16	- 13	- 13	-	0%	- 13	- 13	- 13	- 13
Total Revenue	- 787	- 776	- 609	- 598	10	-2%	- 606	- 614	- 622	- 629
Expense										
Maintenance - General (multiple)	22	23	25	25	0	0%	25	25	25	25
Program Costs (multiple)	465	441	340	349	10	3%	358	367	376	386
Salaries (multiple)	976	940	824	851	117	14%	878	905	933	961
SS Allocation (45020-5425)	143	162	148	185	37	25%	190	195	200	206
Supplies (45022-6300)	2	3	4	4	-	0%	4	4	4	4
Vehicle Charges (45026-6410)	12	13	14	15	1	6%	15	15	16	16
Total Expense	1,621	1,582	1,353	1,428	164	12%	1,468	1,510	1,553	1,597
TOTAL YOUTH	834	806	744	829	174	23%	862	896	932	968

Comments:

- Programs/Program Costs – Additional programs increased Program Revenue and Program Costs.
- Grants & Donations – SEED Community Grants.
- Salaries – Budget adjustment transferred a Coordinator in 2011 budget to CDPR Support Services.



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, South Bonson Community 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 municipal hall, fire halls, and public safety buildings, as well as rental and leased properties throughout the community.

The department is 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.

2012 Workplan Emphasis

We will facilitate a neighbourhood planning process to provide input into the development of new park sites in 2012, including two Silver Valley parks and Firefighters Park. We will also add fitness circuits to the Core Area Park, Webster's Corner Park, and Hoffmann Park.

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 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.
- Natural gas consumption at the Leisure Centre is anticipated to maintain 2010 levels, which is a 44% decrease from 2007 levels.
- Our target for 2012 is to reduce electricity consumption in the Randy Herman Building by 5% from 2011 values and in the Leisure Centre by 3% from 2011 values.

We will implement several outdoor recreation improvements by providing central access to water taps at the cemetery, park washroom fixtures will be changed to low flow devices, and installation or upgrades to drainage will be undertaken on sports fields and ball diamonds. New play equipment will be installed at Albion Sports Complex, Whonnock Lake Park, and Belle Morse Park. Improvements will be made to the dog off-leash areas at North Bonson Park, Albion Sports Complex, Webster's Corner, and Volker Park.

We will manage, enhance, and maintain the trail network in an environmentally friendly manner by developing and implementing an equestrian and multi-use trails inspection and management plan. We will also manage habitat enhancement and wildlife interface areas with the creation of a Bear Aware program, recycling program, invasive species management program, and a re-greening tree replacement program.

We will carry out several building improvements including the renovation of the second floor women's washroom at the Leisure Centre, installation of a security camera at the RCMP building, and we will conduct a tender process for replacement of the RCMP building roof as well as for the municipal alarm monitoring program. Maintenance work will be carried out on several heritage buildings including the replacement of flooring in Haney House.

HIGH-LEVEL COMMUNITY GOALS

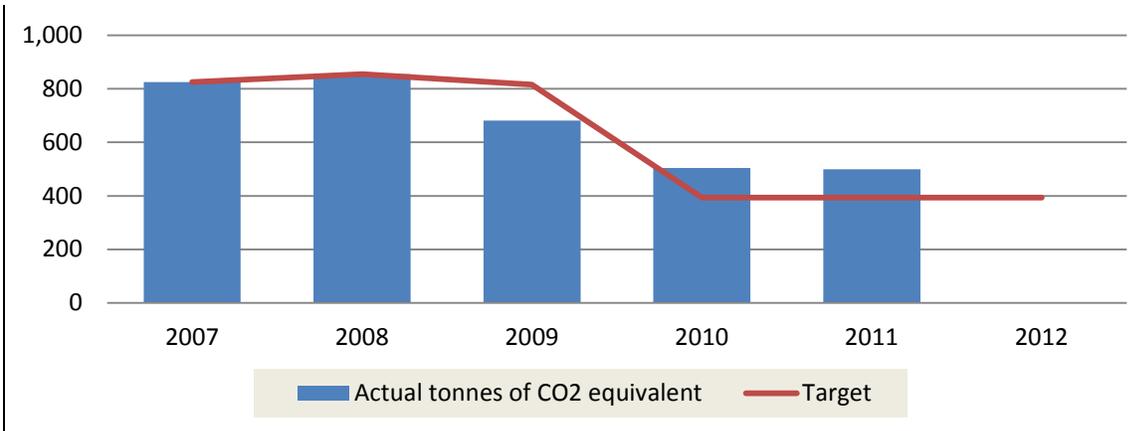
Reduce Greenhouse Gas (GHG) Emissions

Target Statement

To reduce greenhouse gas emissions by 54% from the 2008 baseline. Since the Leisure Centre's emissions are caused by using electricity and natural gas, reducing emissions means we will be using less energy and saving money.

Overview

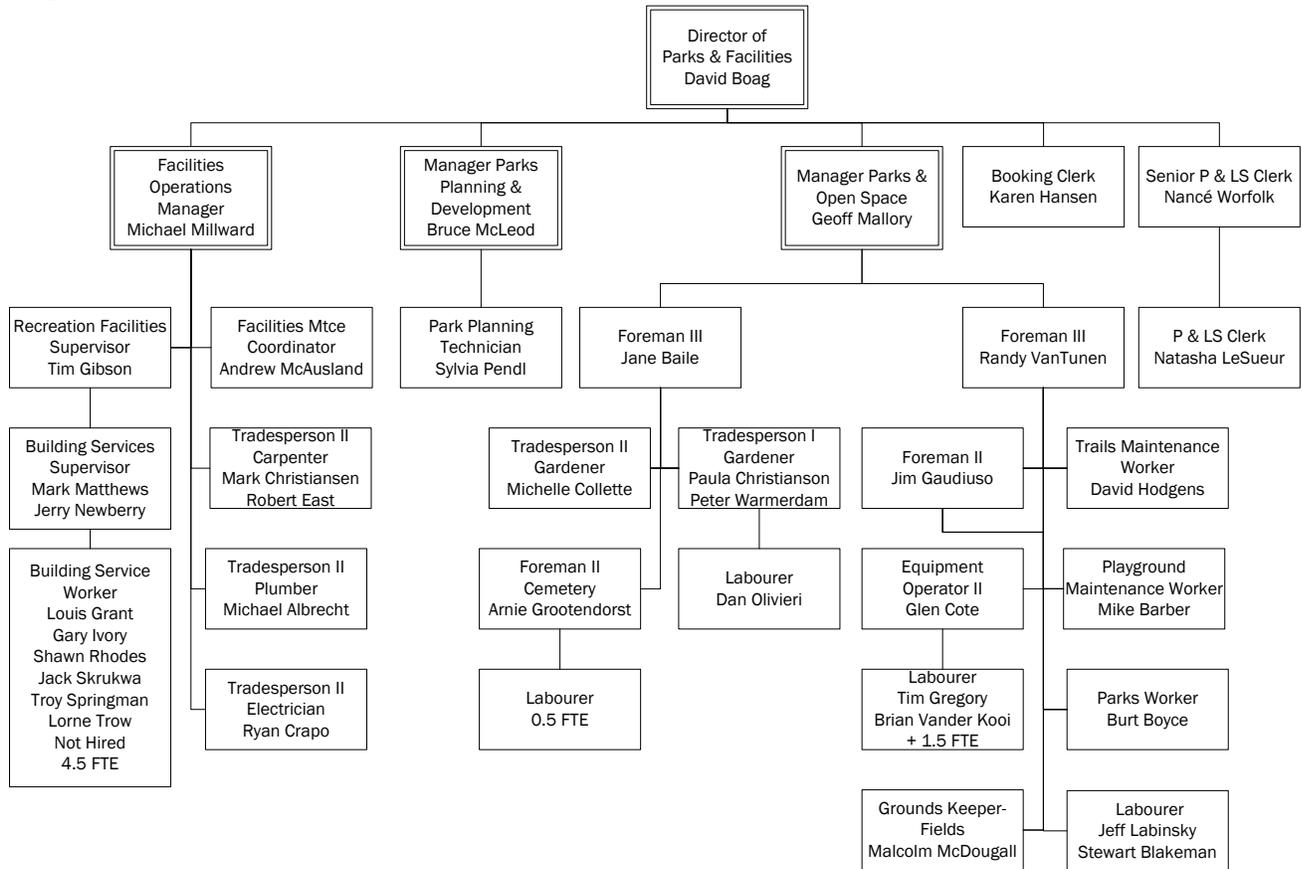
The Leisure Centre is a multi-use facility which features a 6-lane 25-metre competition pool, a 4-lane 25-metre teach pool, a leisure pool, toddlers pool, large swirl pool, water slide, warm wading pool, sauna, steam room and a hot tub. There is also full size gym and weight room.



Status Report

Preliminary results for 2011 indicate higher than expected emissions levels. This may be due to a number of factors including cold weather.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)								Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
Director Parks & Facilities	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Facilities Operations Manager	1.0	0.3	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Manager Parks Planning and Dev't	-	-	-	-	-	-	-	1.0	1.0	1.0	
Manager Parks & Open Space	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Parks Superintendent	-	-	-	-	0.9	1.0	0.8	-	-	-	
Park Planning Technician	-	-	-	-	-	-	0.4	1.0	1.0	1.0	
Facilities Maintenance Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0	
Recreation Facilities Supervisor	-	-	-	0.6	1.0	1.0	1.1	1.0	1.0	1.0	
Building Services Supervisor	1.0	1.0	1.0	1.0	1.1	1.1	1.3	2.0	2.0	2.0	
Sr. Parks & Leisure Services Clerk	-	-	-	-	0.2	1.0	1.0	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	1.0	
Booking Clerk	-	-	-	-	-	-	1.0	1.0	1.0	1.0	
Foreman III	2.0	2.0	2.0	2.0	1.9	1.9	2.3	2.0	2.0	2.0	
Tradesperson II - Carpenter	1.0	1.0	1.7	1.8	1.9	1.9	2.2	2.0	2.0	2.0	
Tradesperson II - Electrician	-	-	-	-	0.8	1.0	1.1	1.0	1.0	1.0	
Tradesperson II - Plumber	-	-	0.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Foreman II	1.0	1.0	1.7	1.2	0.9	1.0	0.9	1.0	1.0	1.0	
Tradesperson II - Gardener	0.8	1.0	0.3	-	-	0.2	1.1	1.0	1.0	1.0	
Foreman II - Cemetery	1.0	1.0	1.0	0.9	1.0	1.0	1.2	1.0	1.0	1.0	
Equipment Operator IVA	-	-	-	-	-	-	0.2	-	-	-	
Grounds Keeper - Fields	-	-	-	-	-	-	0.6	1.0	1.0	1.0	
Tradesperson I - Carpenter	-	0.5	0.1	-	-	-	-	-	-	-	
Tradesperson I - Gardener	1.0	1.8	1.7	1.7	1.9	1.7	1.1	2.0	2.0	2.0	

CDPR – PARKS & FACILITIES



Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Equipment Operator II	1.0	1.0	0.9	1.0	1.0	1.0	2.3	1.0	1.0	1.0
Trails Maintenance Worker	-	-	-	-	-	-	0.5	1.0	1.0	1.0
Labourer	4.8	4.3	7.8	7.6	7.5	6.8	5.9	7.0	7.0	7.0
Parks Worker	-	-	-	0.7	1.0	1.0	0.8	1.0	1.0	1.0
Playground Maintenance Worker	1.0	1.0	-	0.7	1.0	1.0	1.1	1.0	1.0	1.0
Truck Driver II	1.0	1.0	1.0	0.1	-	-	-	-	-	-
Building Service Workers	10.4	11.3	10.9	11.6	12.3	13.3	12.2	11.5	11.5	11.5
Full-Time Equivalent	31.1	32.8	36.4	37.6	41.5	41.8	45.2	46.5	46.5	46.5

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Lease Revenue (43500/43300-4310)	-172	-163	-175	-201	-26	15%	-201	-217	-217	-221
SS Allocation (43500-5425)	24	27	25	26	2	7%	27	28	29	29
User Fees (multiple)	-76	-94	-61	-49	12	-19%	-50	-51	-52	-52
Total Revenue	-224	-231	-211	-224	-13	6%	-224	-240	-240	-243
Expense										
Maintenance - General (multiple)	2,256	2,494	2,407	2,502	94	4%	2,561	2,677	2,791	2,906
Other Outside Services (10000-7051)	83	114	176	176	-	0%	126	126	126	126
PM - Cost Recovery (multiple)	-508	-593	-590	-633	-43	7%	-659	-686	-714	-741
SS Allocation (multiple)	478	540	493	527	35	7%	541	556	572	587
Total Expense	2,309	2,554	2,485	2,572	87	3%	2,569	2,672	2,774	2,877
TOTAL PARKS	2,085	2,324	2,274	2,348	74	3%	2,345	2,432	2,534	2,634

Comments:

- Maintenance - General – The expenses in this account are mainly labour and equipment charges.
- Other Outside Services – Increase in the security costs for the downtown.

Financial Plan – Facilities

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Insurance (11000-6210)	20	20	23	24	1	6%	24	24	24	24
Maintenance (multiple)	298	330	337	374	37	11%	374	375	375	375
Salaries (11000-5500)	60	67	64	65	1	2%	67	69	71	73
SS Allocation (11500-5425)	263	297	271	284	13	5%	291	299	307	316
Taxes - Rental Properties (10000/11500-4530)	21	20	62	65	2	4%	67	69	71	71
TOTAL FACILITIES	662	734	757	811	54	7%	823	836	849	860

Comments:

- Maintenance (multiple) – The majority of the increase is due to janitorial and power costs at Fire Hall No. 1 and Fire Hall No. 3. The balance of the increase is regular wage increases.
- Taxes - Rental Properties – Property taxes on leased properties are budgeted here, but the actual expenses are incurred in various cost centres.

Financial Plan – Library

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Contract (47200-7007)	2,220	2,470	2,375	2,532	157	7%	2,659	2,792	2,932	3,078
Lease Expense (47200-6230)	14	14	14	14	-	0%	14	14	14	14
Maintenance - Buildings (47200-8060)	183	186	171	172	1	1%	172	172	172	172
Operating Capital (47200-9050)	5	3	6	6	-	0%	6	6	6	6
Rentals (47200-4310/4500)	-1	-0	-2	-2	-	0%	-2	-2	-2	-2
SS Allocation (47200-5425)	43	49	49	53	3	7%	54	56	57	59
TOTAL LIBRARY	2,464	2,722	2,614	2,776	161	6%	2,904	3,038	3,180	3,328

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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Infrastructure (multiple)	1,263	1,249	1,316	1,255	- 61	-5%	1,377	1,450	1,510	1,590
TOTAL INFRASTRUCTURE	1,263	1,249	1,316	1,255	- 61	-5%	1,377	1,450	1,510	1,590

Comments:

- The funding for this area has been increased significantly. The additional funding is being provided through a property tax increase to fund the maintenance of our assets.

Financial Plan – Cemetery

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Fees (52100-4220)	- 156	- 134	- 192	- 192	-	0%	- 192	- 192	- 192	- 192
Plots (52100-4450)	- 216	- 166	- 279	- 279	-	0%	- 279	- 279	- 279	- 279
Interest (52100-4372)	- 9	- 15	- 9	- 9	-	0%	- 9	- 9	- 9	- 9
Total Revenue	-381	-315	-480	-480	0	0%	-480	-480	-480	-480
Expense										
Maintenance - General (52100-8056)	180	183	193	201	8	4%	207	212	218	224
Purchases (52100-7380)	9	3	10	10	-	0%	10	10	10	10
SS Allocation (52100-5425)	60	67	62	66	4	7%	68	70	71	73
Total Expense	248	254	265	277	12	5%	285	292	300	308
TOTAL CEMETERY	- 132	- 61	- 214	- 202	12	-6%	- 195	- 188	- 180	- 172

Comments:

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



Services Provided

The Recreation Department cooperation with the Parks & Facilities 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, Ridge Meadows Seniors Society, Maple Ridge Historical Society, 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 & Theatre, community halls, and the curling club.

Services include delivering recreation and education programs in arts and culture, aquatics, fitness, skating and more either through drop-in or pre-registered delivery models. A number of community services are also provided, such as recreation access programs, volunteer development, festival development, and community planning tables for healthy community initiatives. Customer service functions include facility/arena bookings, program registration and membership, and admission processing.

The Joint Services 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.

Performance Measurement

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.
- Create a community culture where active living is part of daily life and promote through the provision of active programs and facilities, active campaign messaging, and the development of active resources such as the Outdoor Trail and Walking Guide.
- Ensure that a broad range of opportunities are accessible to citizens to participate in, including both indoor and outdoor leisure, recreation, and social pursuits.

2012 Workplan Emphasis

We will continue to provide opportunities for physical activity and exercise, appreciation of nature, and outdoor recreation by producing trail guides promoting no-cost active opportunities, promoting community use of outdoor fitness circuits at Webster's Corner, Core Area Park, and Hoffmann Park, and developing a fee structure and allocation policy for community organizations who use outdoor facilities.

We will provide a variety of aquatic programs, ensure that indoor recreation facilities and programs meet the needs of the community, and offer ice programs that benefit our residents while ensuring fair and equitable use of facilities.

We will develop a guide for non-profit recreation service providers on how to access low/no cost promotional opportunities, conduct a customer feedback survey, and review and update the Service Quality Plan.

We will also work with the Sports Council to develop a vision and grow their membership and complete the implementation of recommendations from the Life Saving Society Aquatic Audit.

HIGH-LEVEL COMMUNITY GOALS

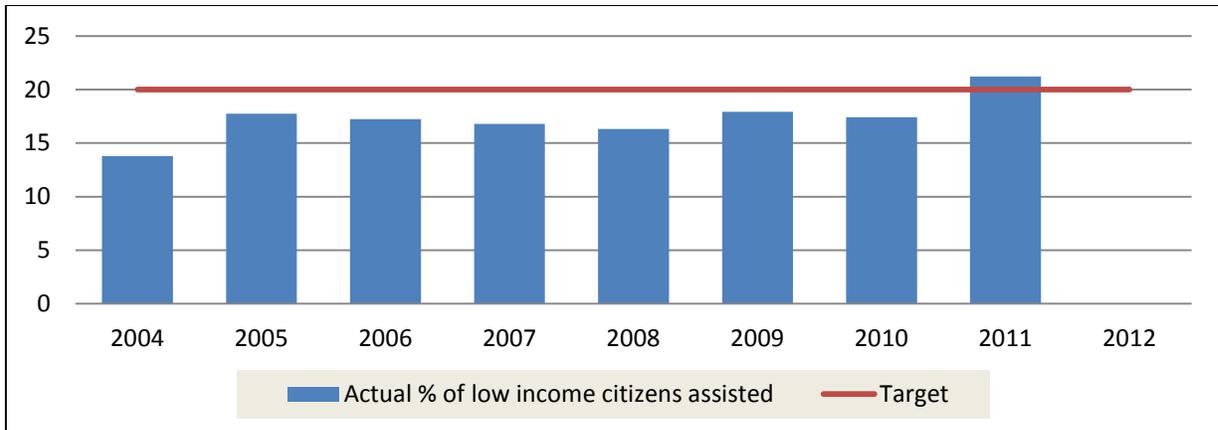
Low Income Citizens Accessing Recreation Services

Target Statement

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

Overview

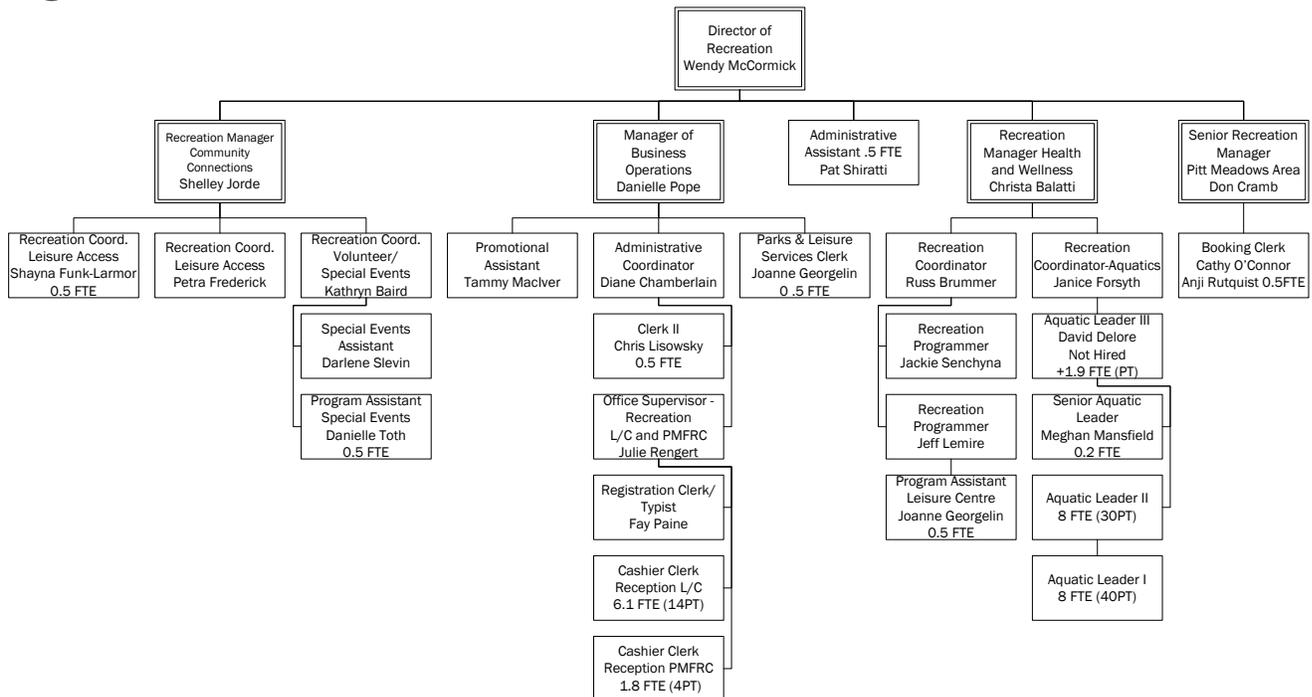
Parks & Leisure Services offers a number of low-cost recreation opportunities to ensure that services are accessible to all citizens. In addition, the department oversees the Participation Program, which provides reduced admission and registration fees to families with a low-income. The department also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



Status Report

In 2011, 2,536 subsidy memberships were provided to low-income citizens, representing 21.2% of the low-income population.

Organization Chart



CDPR – RECREATION



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Director of Recreation	-	0.1	1.0	1.0	1.0	0.5	1.0	1.0	1.0	1.0
Manager Marketing & Customer Serv.	1.0	0.9	-	-	-	-	-	-	-	-
Sr. 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
Recreation Mgr Health & Wellness	1.0	1.0	1.0	1.0	1.0	0.7	1.0	1.0	1.0	1.0
Recreation Mgr Community Connect.	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Manager of Business Operations	-	-	-	-	-	-	0.6	1.0	1.0	1.0
Administrative Coordinator	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Coordinator	3.6	4.0	4.2	3.3	3.8	3.6	4.3	4.4	4.4	4.4
Technical Support Supervisor	1.0	0.5	1.0	-	-	-	-	-	-	-
Office Supervisor	-	-	-	-	0.6	1.0	1.1	1.0	1.0	1.0
Aquatic Leader III	4.9	4.9	4.2	3.4	3.3	4.1	4.0	3.9	3.9	3.9
Recreation Programmer	1.4	1.0	1.9	2.0	2.1	2.3	0.9	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	0.5
Promotional Assistant	-	-	-	-	-	-	1.8	1.0	1.0	1.0
Special Events Assistant	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Senior Aquatic Leader	-	-	-	-	-	-	0.1	0.2	0.2	0.2
Customer Service Supervisor	3.0	2.5	3.0	3.0	2.3	1.0	-	-	-	-
Working Supervisor Building Services	1.0	-	-	-	-	-	-	-	-	-
Booking Clerk	1.7	1.4	1.8	2.0	2.0	2.8	1.9	1.5	1.5	1.5
Parks & Leisure Services Clerk	-	-	-	-	0.7	0.6	-	0.5	0.5	0.5
Program Assistant	-	-	0.1	0.6	0.3	0.9	1.6	1.0	1.0	1.0
Clerk II	0.3	-	0.7	0.7	0.7	0.7	0.7	0.5	0.5	0.5
Cashier Clerk Receptionist	8.1	8.1	8.6	8.3	8.1	7.6	6.7	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
Aquatic Leader II	8.8	7.1	9.1	9.2	8.6	8.7	6.9	7.5	7.5	7.5
Aquatic Leader I	6.7	8.6	6.8	8.0	7.8	7.2	8.2	8.0	8.0	8.0
Other	-	0.3	-	-	0.1	-	-	-	-	-
Full-Time Equivalent	46.3	44.4	47.0	48.0	46.8	47.2	46.3	47.9	47.9	47.9

Contract staff are not represented.

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Admin Fee (47500-4100)	-11	-10	-9	-9	-	0%	-9	-9	-9	-9
Admissions (47500-4110/4111)	-875	-865	-841	-862	-21	2%	-882	-893	-909	-923
Lease Revenue (47500-4310)	-54	-62	-57	-57	-	0%	-57	-57	-57	-57
Lessons / Program Fees (47500-4320)	-388	-387	-350	-360	-10	3%	-360	-360	-360	-360
Programs (multiple)	-233	-265	-296	-296	-25	8%	-296	-296	-296	-296
Rentals (multiple)	-108	-98	-84	-102	-18	22%	-102	-102	-102	-102
Total Revenue	-1,669	-1,688	-1,636	-1,685	-74	5%	-1,705	-1,717	-1,733	-1,746
Expense										
Cost of Goods Sold (47500-7300)	6	4	9	9	0	1%	9	9	9	9
Equipment (47500-7340)	11	14	15	15	-	0%	15	15	15	15
Maintenance (47500-8057/8056)	419	428	387	389	3	1%	389	389	389	389
PM - Cost Recovery (47500-4236)	-360	-334	-402	-411	-10	2%	-424	-439	-453	-467
Program Costs (multiple)	489	370	423	436	13	3%	442	446	444	444
Publicity & Promotions (47500-6330)	83	53	63	63	-	0%	63	63	63	63
SS Allocation (47500-5425)	436	492	449	468	19	4%	481	494	507	521
Supplies (multiple)	64	89	77	77	-	0%	77	77	77	77
Wages (multiple)	1,879	1,834	1,939	2,004	64	3%	2,064	2,127	2,191	2,257
Total Expense	3,027	2,950	2,961	3,050	90	3%	3,116	3,181	3,243	3,308
TOTAL LEISURE CENTRE	1,358	1,262	1,324	1,365	16	1%	1,411	1,464	1,510	1,562

Comments:

- Programs – Program Fees were increased slightly.
- Rentals – Rental rates were increased.
- Program Costs (multiple) – Growth related increases in several fitness programs offered to the public.

Financial Plan – Outdoor Pools

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Admissions (47400/47410-4110)	-17	-15	-33	-33	-	0%	-33	-33	-33	-33
Lessons / Program Fees (47400-4320)	-12	-6	-	-	-	-	-	-	-	-
PM - Cost Recovery (47410-4236)	-21	-26	-22	-23	-1	5%	-24	-24	-25	-26
Total Revenue	-51	-47	-55	-56	-1	2%	-56	-57	-58	-58
Expense										
Maintenance - General (47400/47410-8056)	44	45	41	41	0	1%	41	41	41	42
Program Costs (47410-6325/6500)	23	27	24	25	1	3%	26	27	27	28
SS Allocation (47400-5425)	48	54	49	53	3	7%	54	56	57	59
Salaries (47410-5500/5600)	26	26	27	28	3	11%	29	30	31	32
Total Expense	140	151	141	147	8	5%	150	153	157	160
TOTAL OUTDOOR POOLS	89	104	87	91	7	8%	94	96	99	102

Comments:

- None.

CDPR – RECREATION



Financial Plan – Seniors

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Contract (45010/47300-7007)	208	212	212	218	6	3%	224	230	236	236
Lease Revenue (47300-4310)	-20	-20	-20	-20	-	0%	-20	-20	-20	-20
Maintenance - General (47300-8056)	10	-	15	15	0	3%	16	16	17	17
PM - Cost Recovery (47300-4236)	-50	-52	-54	-56	-2	3%	-58	-59	-61	-61
SS Allocation (47300-5425)	60	67	62	66	4	7%	68	70	71	73
TOTAL SENIORS	208	208	214	223	9	4%	229	236	243	245

Comments:

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

Financial Plan – Heritage

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Admissions (48000-4110)	-	-	-2	-2	-	0%	-	-	-	-
Contract (48000-7007)	198	205	204	208	4	2%	212	216	220	225
Maintenance - General (multiple)	34	46	34	34	0	1%	34	34	34	34
PM - Cost Recovery (48000-4236)	-51	-57	-54	-55	-1	3%	-56	-57	-58	-59
SS Allocation (48000-5425)	30	34	31	33	2	7%	34	35	36	37
TOTAL HERITAGE	211	228	212	217	5	2%	224	228	232	236

Comments:

- None.

Financial Plan – Special Services

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Lessons / Program Fees (45010/45015-4320)	-44	-48	-40	-40	-	0%	-40	-40	-40	-40
PM - Cost Recovery (45010-4236)	-38	-41	-43	-44	-1	2%	-45	-46	-48	-49
Program Costs (45015-6325/6326)	49	47	46	44	-1	-3%	45	47	48	49
Programs - Subsidized Admiss. (45015-6329)	1	2	13	13	-	0%	13	13	13	13
Prov. Grant (Conditional) (45010-4252)	-38	-43	-43	-43	-	0%	-43	-43	-43	-43
Salaries (multiple)	131	143	134	137	3	2%	140	143	146	148
SS Allocation (45010-5425)	84	94	86	92	6	7%	95	97	100	103
Supplies (multiple)	15	13	21	18	-3	-13%	18	18	18	18
TOTAL SPECIAL SERVICES	159	167	174	178	4	3%	183	189	194	199

Comments:

- None.

Financial Plan – Arts

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Contract (multiple)	622	653	646	666	19	3%	683	694	707	707
Lease Revenue (47700-4310)	-80	-80	-80	-80	-	0%	-80	-80	-80	-80
Maintenance - General (47700-8056)	12	13	7	7	0	2%	7	7	7	8
PM - Cost Recovery (47700-4236)	-126	-138	-123	-128	-4	4%	-132	-134	-137	-138
SS Allocation (47700-5425)	84	94	86	92	6	7%	95	97	100	103
TOTAL ARTS	511	543	536	557	21	4%	573	585	597	599

Comments:

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

CDPR – RECREATION



Financial Plan – Pitt Meadows Heritage Hall & South Bonson

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Admissions (47610-4110)	-32	-51	-24	-31	-7	31%	-31	-31	-31	-31
PM - Cost Recovery (46550-4236)	-	-17	-32	-33	-1	2%	-33	-34	-34	-35
Program Fees (46550-4230)	-	-4	-10	-10	-	0%	-10	-10	-10	-10
Rentals (46550-4500)	-	-8	-44	-44	-	0%	-44	-44	-44	-44
Total Revenue	-32	-80	-110	-118	-8	7%	-118	-119	-119	-120
Expense										
Maintenance - Buildings (46550/47010-8060)	134	177	181	184	3	2%	241	245	249	254
PM - Cost Recovery (41210-4236)	-30	-27	-31	-31	0	-1%	-32	-33	-34	-35
Program Costs (46550-6325)	1	13	62	62	-	0%	62	62	62	62
SS Allocation (47610/46000-5425)	54	88	55	59	4	7%	61	63	64	66
Wages (46550-5600)	6	8	70	73	2	3%	21	21	22	23
Total Expense	166	259	337	346	10	3%	352	358	363	369
TOTAL PM HERITAGE HALL & SOUTH BONSON	134	179	227	229	2	1%	234	239	244	249

Comments:

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

Financial Plan – Arenas

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Admissions (multiple)	-37	-35	-41	-43	-2	5%	-44	-44	-45	-45
Lease Revenue (47010/47100-4310)	-	-	-27	-27	-	0%	-27	-27	-27	-27
Lessons / Program Fees (47010/47600-4320)	-85	-95	-58	-58	-	0%	-58	-58	-58	-58
PM - Cost Recovery (47100/47600-4236)	-124	-201	-153	-159	-6	4%	-168	-187	-187	-187
Pitt Meadows Arena Revenue (47010-4325)	-1,035	-815	-1,000	-1,000	-	0%	-1,000	-1,000	-1,000	-1,000
Rentals (multiple)	-195	-188	-181	-190	-9	5%	-193	-197	-200	-204
Total Revenue	-1,477	-1,334	-1,459	-1,476	-17	1%	-1,489	-1,512	-1,516	-1,520
Expense										
Lease Expense (47010-6230)	45	-	68	68	-	0%	68	68	68	68
Maintenance - General (47100/47600-8056)	20	20	20	20	-	0%	20	20	20	20
Program Costs (multiple)	1,756	1,991	1,890	1,930	40	2%	1,975	2,073	2,073	2,073
SS Allocation (47100/47600-5425)	84	94	86	92	6	7%	95	97	100	103
Total Expense	1,905	2,105	2,065	2,111	46	2%	2,158	2,259	2,262	2,265
TOTAL ARENAS	428	771	606	635	29	5%	669	747	746	745

Comments:

- Lease Revenue – The actuals for lease revenue are in Lessons/Program Fees.
- 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.

CDPR – RECREATION



Financial Plan – Special Events

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Miscellaneous Income (45030-4390)	-7	-1	-1	-1	-	0%	-1	-1	-1	-1
PM - Cost Recovery (45030-4236)	-48	-55	-50	-52	-2	4%	-54	-55	-57	-58
Programs - Special Events (45030-4325)	-1	-3	-1	-1	-	0%	-1	-1	-1	-1
Prov. Grant (Conditional) (45030-4252)	-45	-2	-2	-2	-	0%	-2	-2	-2	-2
Salaries (45030-5500)	120	121	117	121	4	4%	125	129	133	137
Special Events (45030-6360)	96	64	60	62	1	2%	53	54	54	54
SS Allocation (45030-5425)	84	94	86	92	6	7%	95	97	100	103
TOTAL SPECIAL EVENTS	199	219	209	219	10	5%	215	221	227	232

Comments:

- Special Events/Prov. Grant (Conditional) – 2010 Actual costs and revenues included onetime costs/grants for the Olympic Torch Relay.

Financial Plan – Pitt Meadows Family Recreation Centre

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Fees (41250-4220)	-1	-2	-1	-2	-1	67%	-2	-2	-2	-2
Lease Revenue (41250-4310)	-27	-27	-18	-26	-8	43%	-26	-26	-26	-26
PM - Cost Recovery (41250-4236)	-150	-140	-139	-145	-6	4%	-148	-152	-156	-160
Program Fees (multiple)	-111	-110	-129	-133	-4	3%	-135	-136	-138	-139
Rentals (41250-4501/4502)	-50	-49	-55	-57	-2	4%	-58	-58	-59	-59
Total Revenue	-340	-328	-342	-362	-21	6%	-368	-374	-380	-386
Expense										
Contract (46500-7007)	12	11	15	15	-	0%	15	15	15	15
Maintenance - General (multiple)	217	248	213	218	5	2%	222	226	231	235
Program Costs (multiple)	99	78	106	103	-2	-2%	103	103	103	103
Salaries (41250-5500/5503)	149	106	161	167	6	4%	172	178	183	189
SS Allocation (41250-5425)	340	384	351	369	18	5%	379	389	400	411
Supplies (multiple)	22	14	18	18	-	0%	18	18	18	18
Wages (41250-5601/5602)	32	33	-	29	29		30	31	32	33
Total Expense	871	874	864	920	56	7%	940	961	983	1,005
TOTAL PMFRC	531	546	522	558	35	7%	572	587	603	619

Comments:

- Maintenance - General – The budget increase is reflective of general organization-wide increase in the salary component of this account.
- Salaries – The 2011 Budget variance is due to an unfilled position.
- Wages – The cost of the After School Program was not budgeted prior to 2012.

The Corporate & Financial Services Division (CFS) guides the District's financial, governance, and technology activities, and provides support to the Police and Fire departments. A summary of some of our 2011 accomplishments is shown below, followed by efficiency and effectiveness initiatives, and the business challenges relevant to the 2012-2016 planning period.

The subsequent pages will provide information on the departments in this division, including staffing, 2012 workplan highlights, performance measurements, and budgets. The departments within this division are Administration, Clerk's, Emergency Services, Finance, Information Services, Fire, and Police.

Select 2011 Division Accomplishments

- Conducted the 2011 Municipal election and delivered the "Be a Voter" initiative in conjunction with the Communications department.
- Renewed agreements with the SPCA for operation of the new animal shelter and with E-Comm for police dispatch.
- Fire prevention initiatives including the Fire & Safety inspection program and public education.
- Proactive policing, including crime reduction strategies, and implementation of the Bar Watch program.
- Published and distributed the Budget document, Annual Report, Citizens Report, and online newsletter, and provided reports to set context for 2012-2016 business planning sessions.
- Continued work on the Town Centre Investment Incentives Program, including the acquisition of strategic properties.

Efficiency/Effectiveness Initiatives

- Implemented financial/accounting changes as mandated by legislation and received a "Clean" external auditor opinion.
- Extensive records management work was done, including the restoration and rebinding of archived minutes from the late 1800s and early 1900s.
- Entered into new agreements for our banking and audit services with improved pricing.
- Audio/visual equipment was upgraded in the Council Chambers.
- Implemented website improvements including Council meetings video, Facebook and Twitter, election results tabulation and reporting, expanded online services, and narrated presentations.
- Using senior RCMP staff to supervise General Duty watches, utilizing integrated teams, civilianizing police positions, engaging RCMP volunteers, and utilizing Community Safety Officers and Auxiliary Officers.
- Improvements were made to our financial and property systems to get the best value.

Business Perspective

- Our investment in our people is starting to pay dividends; people recently appointed to positions are growing into their roles and positioning us well for our future needs.
- Possibility of a second dip in the economy creates a need to remain conservative in our financial planning.
- Contract management should include the Finance Department in the earliest stages of development.
- Public Sector Accounting Board changes continue to present challenges as new accounting standards must be adopted. Involvement in proposed standards is critical during the development phase.
- Increased involvement in capital and development related programs require expanded knowledge base for Finance Department staff.
- The Records Centre is nearing capacity and the archive facility is aging and at capacity. Social media and other technologies present additional records management challenges.
- Advances in technology are changing the manner in which the public will vote in local government elections in the future.
- Support from Provincial agencies for people requiring assistance beyond the three days provided by Emergency Social Services (ESS) is lacking and the Federal Government is reducing funding of the Joint Emergency Preparedness Program grant by 35%.
- Although ESS volunteer recruitment has increased greatly due to the new volunteer support software, there are difficulties retaining volunteers for ESS when there are no emergency events.
- External customers have expectations of greater access to the District through the Internet including an increased variety and quality of channels of communication and access to data resources.
- Technology infrastructure changes require increasing Finance Department commitments and 24/7 computer support is critical to the Fire Department.
- Changing weather conditions are increasing the potential for property damage claims and increasing the number of incidents the Fire Department will be required to attend.
- Uncertainty in the delivery of ambulance care and an increase in the aging population of Maple Ridge puts a burden on the Fire Department, yet there is a need to continue to motivate paid-on-call firefighters as the number of emergency calls they respond to decreases due to hiring of career members.
- RCMP resources are impacted by the complexity/multi-jurisdictional nature of crime, the Golden Ears Bridge in terms of traffic and accessibility to criminals and gang activity, legislative requirements with case law, Crown Counsel requirement for disclosure impacts transcription typing, economic impact on crime, and a focus to get prolific chronic offenders off the street.
- RCMP recruitment challenges as levels of officer experience decreases due to retirements.



Services Provided

The Corporate & Financial Services (CFS) Administration Division 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.

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.

2012 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 2012-2016 Business Planning process, and producing the Business Plan Guidelines for 2013-2017.

We will assist with the Town Centre Investment Incentive Program and support the Emergency Operations Centre Preparation Plan.

We will assist the Fire Department with the continued roll-out of the Master Plan by working with the Fire Chiefs to develop plans for Fire Hall No. 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.

Performance Measurement

HIGH-LEVEL COMMUNITY GOALS

Best Practices in Infrastructure Management

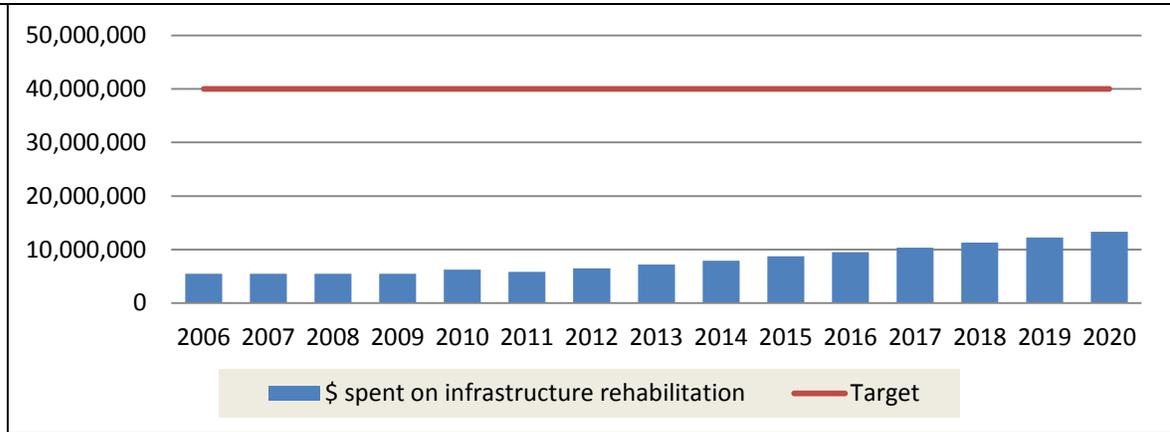
Target Statement

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

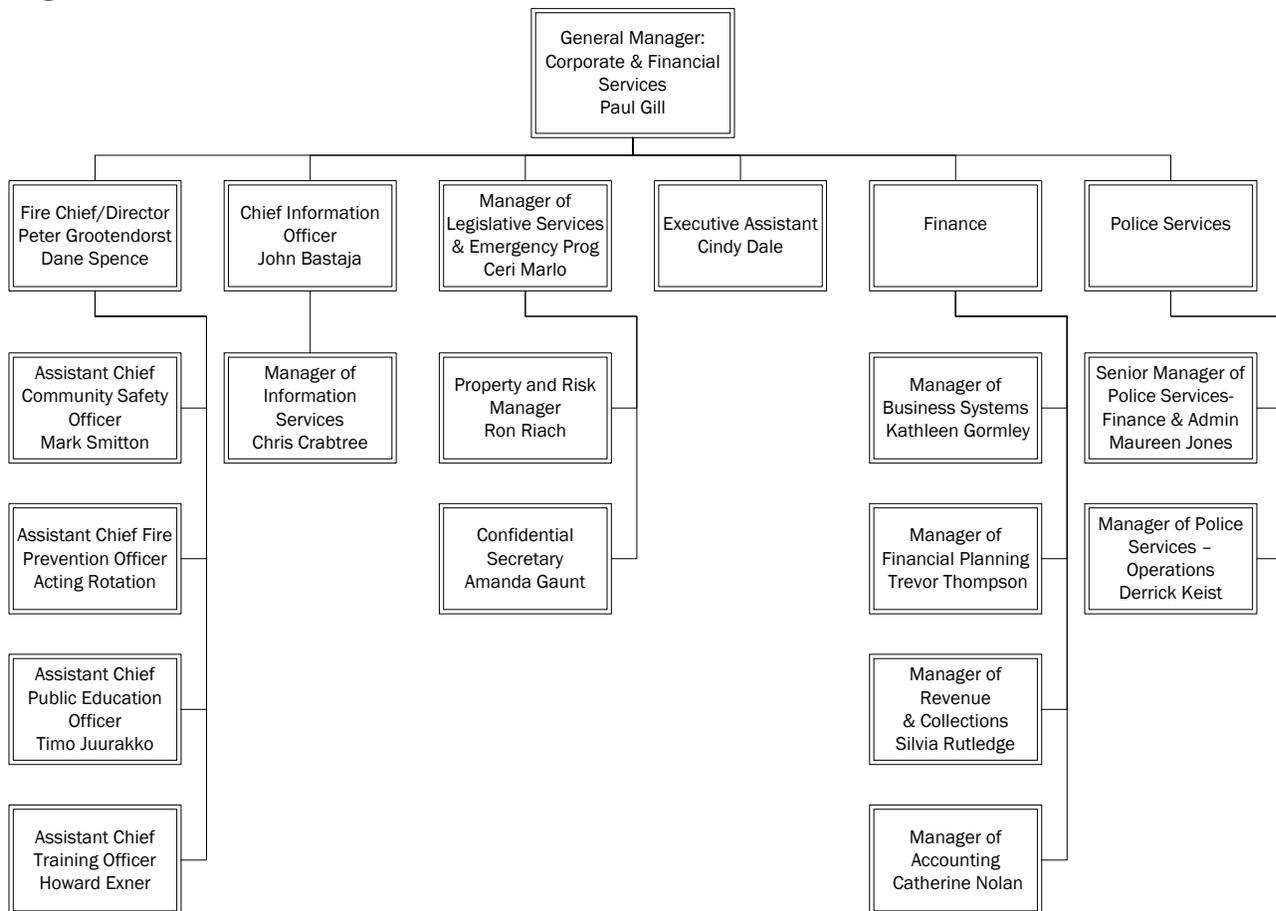
Overview

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.

CFS – ADMINISTRATION



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 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
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	0.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-Time Equivalent	1.5	1.5	1.8	2.0	2.0	2.0	2.0	2.0	2.0	2.0

CFS – ADMINISTRATION



Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Conventions & Conferences (12000-6051)	12	13	25	25	-	0%	25	25	25	25
Legal (41000-7030)	11	10	-	-	-	-	-	-	-	-
Memberships (12000-6270)	0	1	1	1	-	0%	1	1	1	1
Miscellaneous (12100-6275)	3	1	2	2	-	0%	2	2	2	2
Salaries (12000-5500)	200	208	231	271	40	17%	322	394	465	537
TOTAL CFS ADMIN	227	234	258	299	40	16%	350	421	492	564

Comments:

- Salaries – This account includes funding allocated to this Division to address costs associated with growth.
- Legal – Legal fees budgeted in Clerks but expenses charged to department incurring the expense.



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.

We are the liaison between the District's contract legal service providers, Council and staff, and are responsible for providing Council with up-to-date legislative, statutory, and procedural information in the increasingly complex legal environment in which local governments operate.

We administer the Corporate Records Management Program and are responsible for compliance with Freedom of Information and Protection of Privacy legislation.

We conduct the triennial general local and school district elections as well as by-elections and referenda.

We are responsible for the acquisition and disposal of all of the District's 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 our department.

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.

2012 Workplan Emphasis

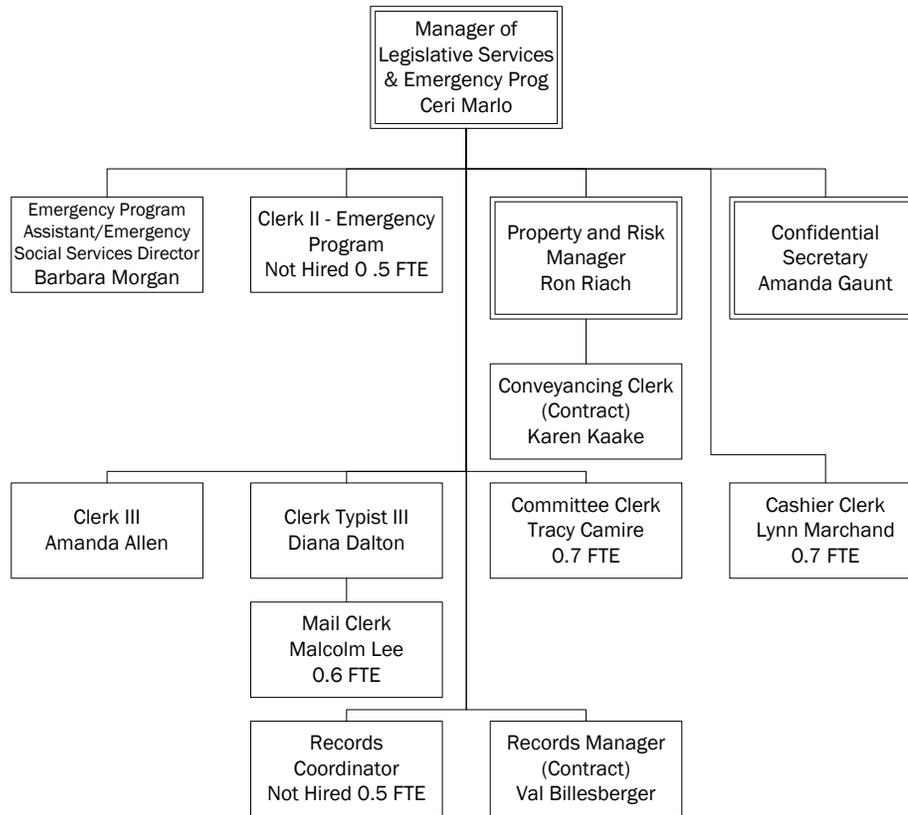
We will work with the Information Services Department to improve the audio visual capabilities of the Blaney Room to enable better communication of issues being addressed at meetings.

We will reduce or eliminate the production of hard copies of Council agenda packages and enhance support of Council through technology.

We will investigate new technologies to enhance the accessibility of the electoral process.

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

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Manager of Legislative Services	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Municipal Clerk	1.0	1.0	-	-	-	-	-	-	-	-
Property and Risk Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Confidential Secretary	1.0	1.0	0.8	1.0	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	1.0
Committee Clerk	0.5	0.6	0.5	0.7	0.7	0.7	0.6	0.7	0.7	0.7
Clerk III	-	-	-	-	-	-	0.9	1.0	1.0	1.0
Clerk Typist III	1.2	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Legislative Clerk	1.1	1.4	1.2	1.4	1.2	1.8	0.5	-	-	-
Clerk II – Emergency Program	-	-	-	-	-	-	-	0.5	0.5	0.5
Mail Clerk	0.6	0.6	0.7	0.8	0.8	0.7	0.7	0.6	0.6	0.6
Cashier Clerk	-	-	0.2	-	0.3	0.7	0.5	0.7	0.7	0.7
Other	-	-	-	-	-	-	-	0.4	0.4	0.4
Full-Time Equivalent	6.4	6.6	6.5	6.9	7.0	7.9	8.2	9.4	9.4	9.4

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

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Fees (11800/35000-4220)	-156	-144	-157	-157	-	0%	-157	-157	-157	-157
Lease Revenue (multiple)	-1,520	-1,456	-1,665	-1,669	-4	0%	-1,673	-1,673	-1,673	-1,673
Rentals (multiple)	-127	-135	-146	-129	18	-12%	-117	-117	-117	-117
Salaries Recovery (14000-5400)	-	-	-25	-25	-	0%	-25	-25	-25	-25
Total Revenue	-1,802	-1,736	-1,993	-1,980	14	-1%	-1,972	-1,972	-1,972	-1,972
Expense										
Advertising / Elections (multiple)	1	77	77	2	-75	-97%	2	77	2	2
Other Exp (multiple)	74	105	64	54	-10	-16%	54	54	54	54
Insurance (multiple)	728	764	830	818	-13	-2%	825	829	833	838
Insurance Recovery (12101-6209)	-359	-374	-433	-451	-19	4%	-458	-458	-458	-458
Legal (12000/12103-7030)	80	55	226	176	-50	-22%	176	176	176	176
Maintenance - Buildings (11800-8060)	448	605	445	445	-	0%	445	445	445	445
Maintenance - General (14000-8056)	22	74	42	37	-5	-12%	37	37	37	37
Postage & Courier (12101-6305)	44	35	42	43	1	3%	45	45	45	45
Salaries (multiple)	555	574	660	683	23	4%	703	724	746	767
Stationery (12000-6370)	18	12	27	27	-	0%	27	27	27	27
Studies & Projects (12103/14000-6380)	21	29	61	23	-38	-63%	23	23	23	23
Taxes - Rental Properties (multiple)	42	47	61	50	-1	-2%	50	50	50	50
Total Expense	1,673	2,004	2,102	1,906	-186	-9%	1,927	2,027	1,978	2,004
TOTAL CLERKS	-130	269	108	-74	-173	-159%	-45	55	7	32

Comments:

- **Rentals** – Future years' budgets decline as properties demolished to make new parks.
- **Advertising** – Funding for elections is included every 3 years.
- **Legal** – Legal fees budgeted in Clerks, but expenses charged to department incurring the expense.
- **Studies & Projects** – Funding for onetime costs was included in the 2011 budget (Silver Valley Land Sale - Strategy Development).



Services Provided

The Joint Municipal Emergency Program (JMEP) 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, the Director of Operations and Development Services, and the Emergency Program Assistant.

Emergency Program Coordinators are responsible for planning and developing the EMC response program within the guidelines of the British Columbia Emergency Response Management System (BCERMS). They also provide input into the coordination of JMEP initiatives with each municipality. In addition to the EMC, representatives from municipal departments and volunteers are involved. Meetings and training of the EMC, Emergency Operations Centre (EOC) staff, and Emergency Social Services (ESS) volunteers are held on a regular basis jointly and separately.

Performance Measurement

KEY PERFORMANCE MEASURES (mapleridge.visiblestrategies.com)

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

HIGH-LEVEL COMMUNITY GOALS

Emergency Services Volunteers

Target Statement

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

Overview

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

An Emergency Program manual and supplementary support manuals are kept up-to-date and distributed to the appropriate departments within the two municipalities.

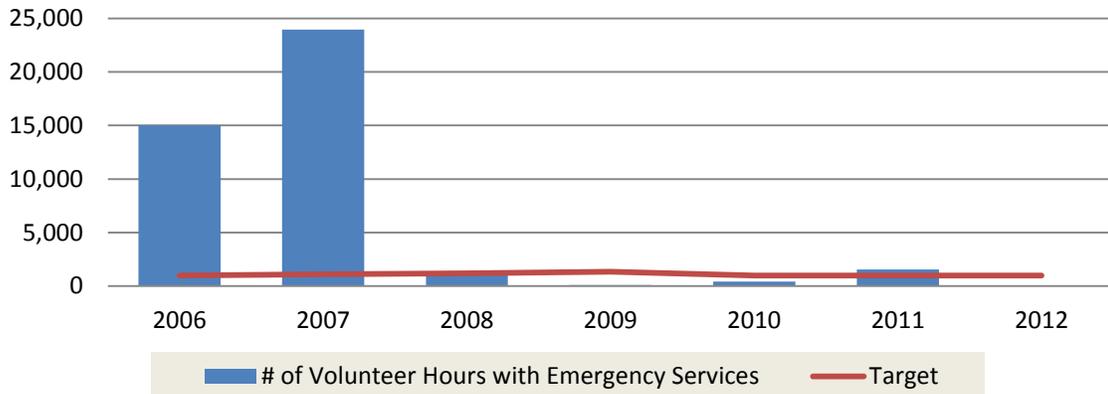
2012 Workplan Emphasis

We will build depth in each position on the EOC by identifying personnel for positions and providing introductory training to new recruits.

In cooperation with Human Resources, we will develop and implement a program to raise awareness of all staff of the emergency program and determine the needs, focus, and next steps for business continuity within the District in the event of a disaster.

We will conduct a tabletop exercise to test the Farm Animal Carcass Emergency Plan.

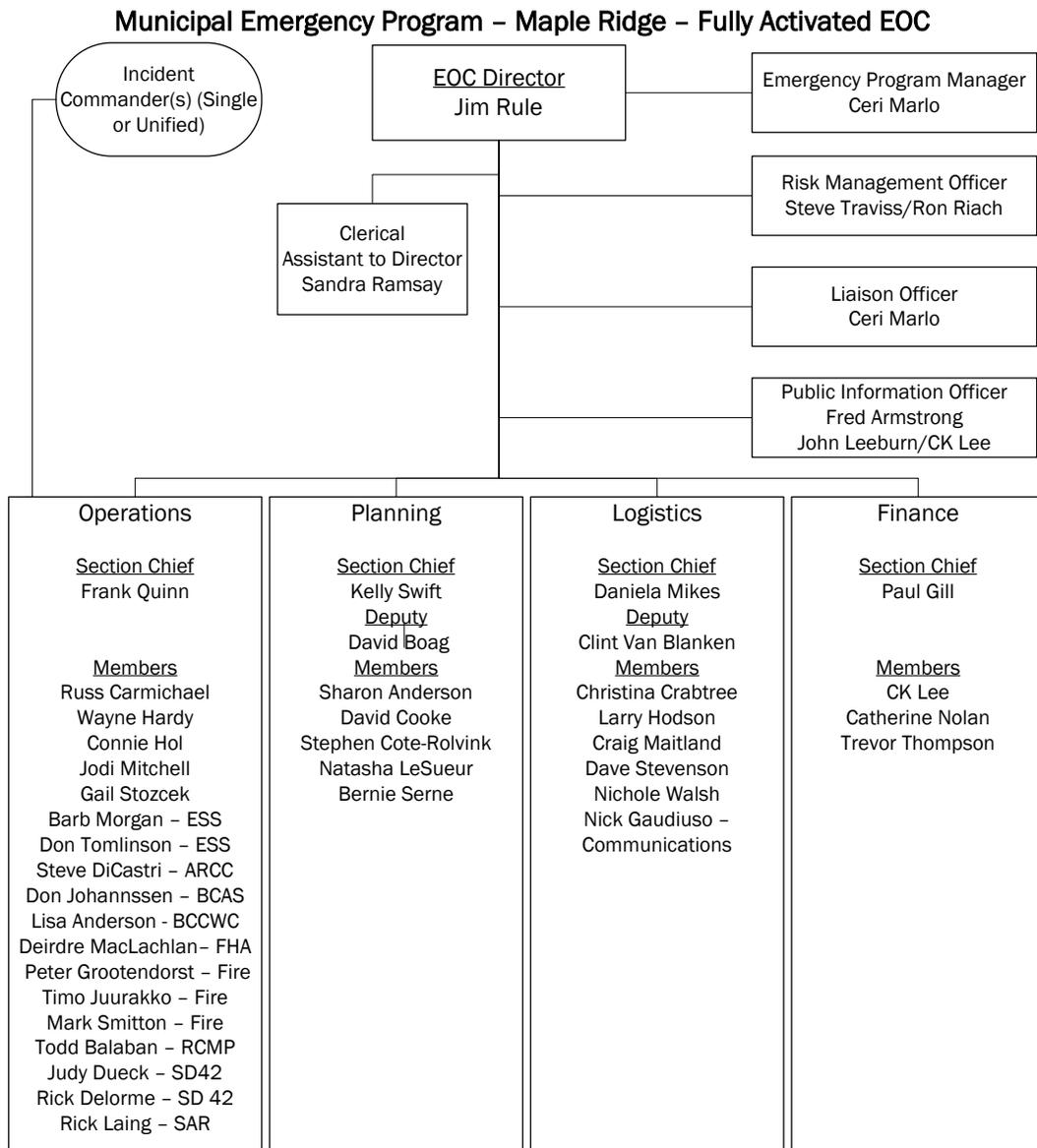
With the Communications Department, we will provide the public enhanced access to information on personal emergency preparedness and the emergency program on the District's website.



Status Report

Flooding events in 2006 and 2007 increased the numbers of volunteers during those years.

Organization Chart



CFS – EMERGENCY SERVICES



Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Contract (23000-7007)	19	0	35	-	- 35	-100%	-	-	-	-
Conventions & Conferences (23000-6051)	2	2	3	3	-	0%	3	3	3	3
PM - Cost Recovery (23000-4236)	-12	-13	-14	-14	-0	3%	-15	-15	-16	-16
Program Costs (23000-6325/6326)	17	26	15	15	0	0%	15	15	15	15
Prov. Grant (Conditional) (multiple)	-4	-14	-5	-5	-	0%	-5	-5	-5	-5
Salaries (23000-5500)	68	73	68	106	38	56%	110	113	117	120
SS Allocation (23000-5425)	24	-	-	-	-	-	-	-	-	-
TOTAL EMERGENCY	114	74	102	105	3	3%	108	111	114	117

Comments:

- SS Allocation – As it has been transferred from CDPR to CFS, there is no longer any SS Allocation.
- Contract – Contracted services are now being done by salaried employees.



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 preparing and monitoring 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; developing and maintaining financial systems; investing and safeguarding the District's financial assets; conducting internal audits; and general cashing services.

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

2012 Workplan Emphasis

We will be conducting ongoing reviews of internal controls as part of the department's regular work program, targeting Financial Records Retention and General Accounts Receivable processes.

We will comply with pending provincial legislation extinguishing the Harmonized Sales Tax (HST) in BC, and implement tax changes as mandated by legislation.

Performance Measurement

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.

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, 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.

HIGH-LEVEL COMMUNITY GOALS

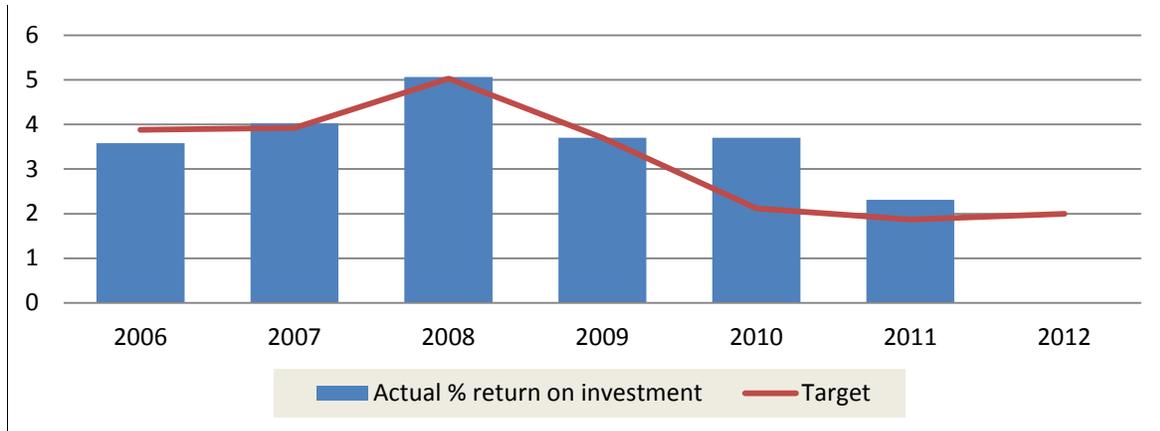
Maximize Return on Investment

Target Statement

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

Overview

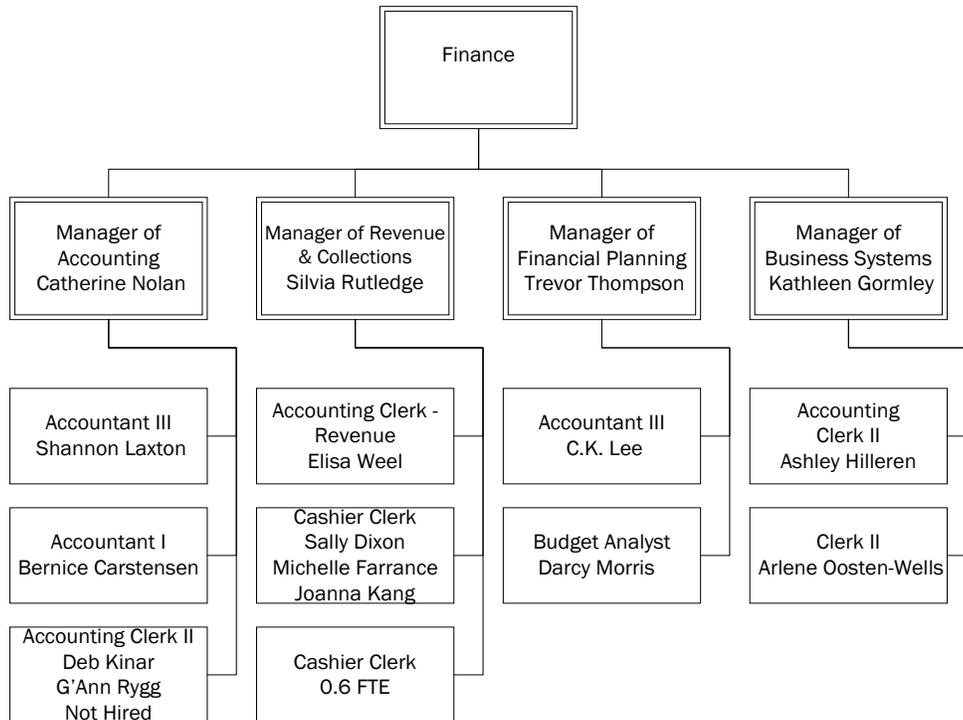
The District maintains cash balances for several reasons. For example, property tax revenue arrives generally all at once to fund a year of expenditures. In addition, reserve balances are held for a variety of reasons such as for long-term capital projects. The Finance Department manages a portfolio of investments averaging over \$100 million. A conservative management philosophy is based primarily on safety, liquidity, and return on investment.



Status Report

2011 Money Market and short term rates remained near historic lows. Interest rates for all terms are projected to start increasing slowly over the next few years.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Director of Finance	1.0	1.0	0.6	-	-	-	-	-	-	-
Municipal Accountant	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	1.0
Manager of Financial Planning	-	0.2	1.0	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	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	2.7	2.4	-	-	-	-	-	-	-	-
Budget Officer	0.2	-	-	-	-	-	-	-	-	-
Accountant III	0.8	0.9	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Budget Analyst	-	-	-	-	-	-	0.9	1.0	1.0	1.0
Accountant I	-	-	0.3	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Clerk - Revenue	-	-	0.6	1.0	1.0	1.1	1.2	1.0	1.0	1.0
Accounting Clerk II	3.9	4.7	4.2	3.6	3.7	3.6	4.1	4.0	4.0	4.0
Cashier Clerk Finance	3.0	2.9	3.2	3.3	3.1	3.4	3.5	3.0	3.0	3.0
Clerk II	2.3	1.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Cashier Clerk (Tax Time Coverage)	0.7	0.7	0.9	1.1	0.6	0.4	-	0.6	0.6	0.6
Full-Time Equivalent	16.6	16.6	17.8	17.3	16.4	16.5	17.7	17.6	17.6	17.6

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Other Exp (multiple)	28	42	51	51	-	0%	51	51	51	51
Audit Fees (12200/12210-7000)	79	53	50	50	-	0%	50	50	50	50
Salaries (multiple)	1,220	1,375	1,512	1,428	-84	-6%	1,471	1,515	1,562	1,610
Salaries Recovery (12200/12210-5400)	-232	-239	-239	-246	-7	3%	-253	-261	-269	-269
TOTAL FINANCE	1,095	1,231	1,375	1,284	-91	-7%	1,319	1,355	1,395	1,443

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 2011 budget (Install capital reporting system; fixed assets - software implementation). These projects were not completed in 2011 and will be carried forward to 2012.

Financial Plan – Financial Services - Tax Revenue

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Grants in Lieu (multiple)	-1,851	-2,241	-2,185	-2,332	-147	7%	-2,362	-2,372	-2,382	-2,392
Interest Paid on Tax Prepaymnt (16000-4001)	18	48	100	100	-	0%	100	100	100	100
Local Improvement Program (multiple)	-65	-20	-19	-19	-	0%	-19	-19	-19	-19
Parcel Charges - Blue Box (16000-4011)	-819	-883	-884	-989	-106	12%	-1,039	-1,091	-1,146	-1,202
Parcel Charges - Recycling (16000-4010)	-726	-757	-759	-819	-60	8%	-860	-903	-948	-995
Taxes - General (16000-4000)	-52,869	-56,414	-56,262	-60,352	-4,091	7%	-64,799	-69,485	-74,512	-79,903
TOTAL FIN SERVICES-TAX REVENUE	-56,311	-60,266	-60,008	-64,411	-4,403	7%	-68,979	-73,771	-78,907	-84,412

Comments:

- Grants in Lieu – Grants in lieu of property taxes increased in 2011 and 2012 due to the expansion of the Corrections facilities.
- Parcel Charges – Blue Box/Recycling – This increase includes rate increases of 6%. The remainder of increase is due to expanded collection areas and new construction.
- Taxes – General – This increase includes new revenue due to new construction of 1.7% (2012), a general increase 3%, an increase of 1% to fund the replacement of existing infrastructure. The balance of the increase is the continued implementation of the Fire Department Master Plan.

Financial Plan – Fiscal Services - Transfers

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Appropriation of Surplus (10000-9010)	11	87	87	30	-57	-65%	7	7	384	879
Other	254	205	555	615	60	11%	863	1,211	1,426	1,728
Transfer in from Reserve for Committed Projects	-2,367	-2,654	-2,457	-201	2,256	-92%	-21	-90	-15	-9
Transfer to Capital Funds (multiple)	2,710	2,172	2,861	2,672	-189	-7%	2,004	2,802	3,054	2,880
Transfers In (multiple)	-7,260	-8,371	-9,478	-9,349	129	-1%	-9,093	-9,042	-9,030	-9,177
Transfers Out (multiple)	15,953	19,749	11,802	12,477	675	6%	13,663	14,104	15,363	16,980
TOTAL FISCAL SERVICES - TRANSFERS	9,301	11,189	3,371	6,244	2,873	1	7,424	8,992	11,182	13,281

Comments:

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



Financial Plan – Fiscal Services - Debt

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Debt - Interest (multiple)	2,244	2,178	3,070	3,032	-38	-1%	2,631	2,528	2,422	2,312
Debt - Principal (multiple)	1,846	1,878	4,741	6,489	1,748	37%	5,568	5,632	5,699	5,768
Interest on Liabilities	225	213	67	79	13	19%	90	101	112	112
TOTAL FISCAL SERVICES - DEBT	4,315	4,270	7,878	9,601	1,723	22%	8,289	8,261	8,232	8,192

Comments:

- **Debt – Interest & Principal** – The 2012 budget reduction reflects delayed implementation of some capital projects funded by debt. The majority of the borrowing is yet to occur due to the fact the associated work has not been completed.

Financial Plan – Financial Services - Grants

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Prov. Grant (Conditional) (10000/12400-102-4252)	-153	-790	-411	-543	-132	32%	-552	-552	-552	-552
Prov. Grant (Unconditional) (10000-102-4253)	-923	-1,314	-942	-942	-	0%	-942	-942	-942	-942
TOTAL FIN SERVICES-GRANTS	-1,076	-2,104	-1,353	-1,485	-132	10%	-1,494	-1,494	-1,494	-1,494

Comments:

- **Prov. Grant (Conditional)** – Anticipated gaming funds of \$500K annually are expected from the Community Gaming Centre.
- **Prov. Grant (Unconditional)** – Change in timing of Provincial payments resulted in higher than expected traffic fine cost recovery in 2011.

Financial Plan – Financial Services - Other Revenue

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Admin Fee (15000/30000-4100)	-85	-52	-35	-45	-9	26%	-45	-45	-45	-45
Auction Proceeds (15000-4410)	-3	-3	-20	-7	13	-65%	-7	-7	-7	-7
Contributions from Others (multiple)	-	-14	-2,504	-2,504	-	0%	-2,504	-2,504	-2,504	-2,504
Fees (multiple)	-15	-102	-8	-8	-	0%	-8	-8	-8	-8
Gain/Loss - Property 4 Resale (15000-4298)	-396	-672	-	-	-	-	-	-	-	-
Information Fees (15000-4280)	-132	-120	-120	-120	-	0%	-120	-120	-120	-120
Interest on A/R (15000-4290/4291)	-172	-200	-171	-171	-	0%	-171	-171	-171	-171
Investment Interest (15000-4295)	-2,706	-2,663	-1,015	-1,035	-20	2%	-1,055	-1,075	-1,075	-1,075
Miscellaneous Income (15000-4390)	-62	-68	-36	-36	-	0%	-36	-36	-36	-36
Municipal Plate Fees (15000-4221)	-25	-20	-22	-22	-	0%	-22	-22	-22	-22
Surplus (15000-4520)	-169	-119	-529	-125	404	-76%	-25	-	-	-
Tax Penalties (15000-4440)	-640	-698	-555	-590	-35	6%	-625	-660	-695	-730
TOTAL FIN SERVICES-OTHER REVENUE	-4,405	-4,732	-5,015	-4,662	353	-7%	-4,617	-4,647	-4,682	-4,717

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 2011.
- **Surplus** – These funds are used to fund one-time projects that are a priority for Council. Items that are being funded through accumulated surplus for 2012 and 2013 include:
 - \$25,000 a year for a facade improvement program in the downtown
 - \$75,000 in 2012 for Commercial Industrial Study
 - \$25,000 in 2012 for Zoning Amenities Report



Services Provided

The Information Services (IS) Department is responsible for managing corporate computer systems, data resources, and supporting technology infrastructure. The IS team supports the operation of 423 business computers, 42 virtual servers running on 42 physical servers, and all the associated software and databases over ten locations within the community.

More than 20 different enterprise-wide business systems run on the computer network which includes 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 also maintains corporate communications assets which include telephone, radio, email, networks, switches, and servers.

Beyond day-to-day operations, the department also coordinates strategic technology direction and investments, develops common standards and architectures, and provides business solutions to help frontline departments deliver public services efficiently.

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 our technology investments and add value to the business units in their use of information technology.

Performance Measurement

KEY PERFORMANCE MEASURES (mapleridge.visiblestrategies.com)

- Meet or exceed client expectations in 95% or more cases among information technology service calls that are rated.

2012 Workplan Emphasis

In the coming years, we will be concentrating on four objectives: engagement, transparency, trust, and transformation.

In the engagement area, the department will be working to improve the website and web-based services, as well as improving access to information resources by implementing an electronic document management system. Further, fundamental improvements to the District's fibre optic network will permit better access to such information resources and business processes.

For the transparency area, prime effort will be given to improving access to data resources for business process improvements, including on-line access to business transactions, an improved information security model to allow access to corporate data resources, and to look at opportunities to utilize open sources software, shared services, and strategic alliances to improve services and access, and to lower costs.

In consideration of the trust objective, we will concentrate on improving our business continuity and disaster recovery efforts at Fire Hall No. 1, supporting Emergency Operations efforts, upgrading some of our back-end infrastructure to ensure reliability, and evaluating some of our back-end technologies to ensure value-for-money.

With respect to transformation, we will continue to evolve the department through succession planning efforts and training staff, and to continue to look for opportunities to improve workflows and the use of technology where it makes strategic sense

HIGH-LEVEL COMMUNITY GOALS

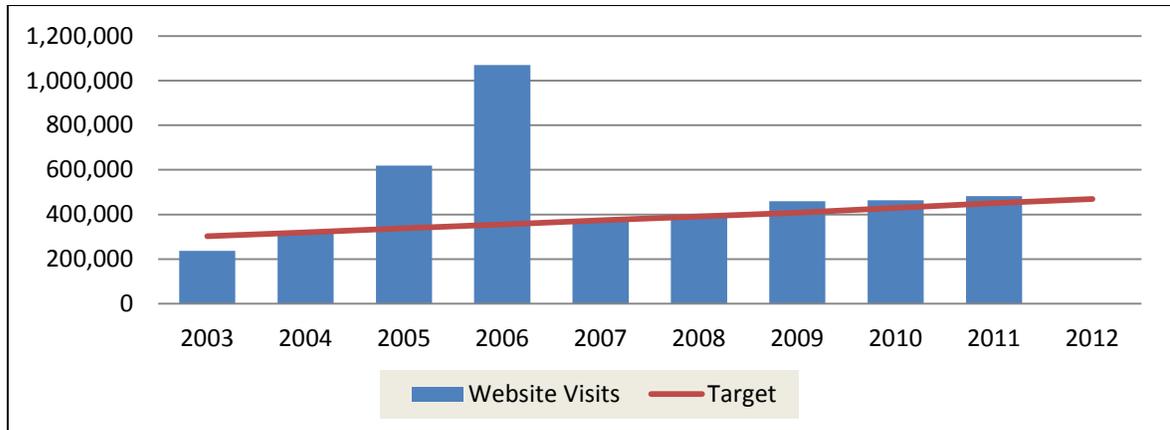
Website Visits

Target Statement

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

Overview

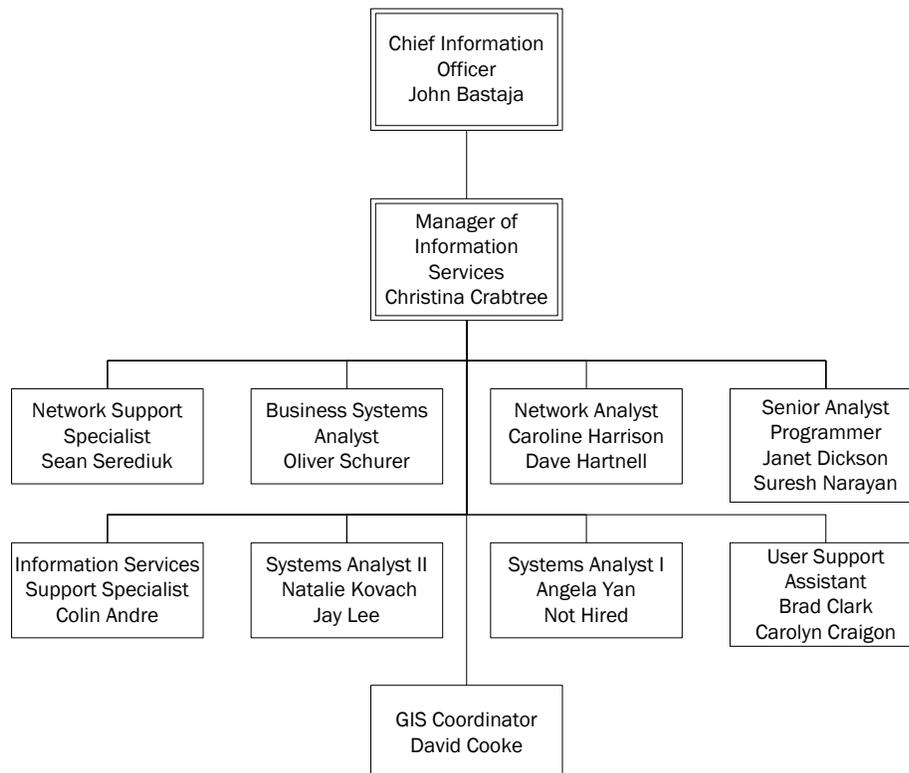
In terms of the best way of communicating with residents, preferences continue to shift away from traditional print toward digital mediums. It is expected that the District website will become increasingly important in communicating and providing services to residents.



Status Report

Website visits increased by 4% over 2010 as a result of many new features being added. These include Facebook, Twitter, and Council Videos.

Organization Chart



CFS – INFORMATION SERVICES



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
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	0.7	1.0	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	0.6	-	-	-	-	-
Business Systems Analyst	1.0	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0
GIS Coordinator	0.7	1.0	1.0	1.0	1.1	1.1	1.2	1.0	1.0	1.0
Network Support Specialist	1.0	1.5	1.7	1.0	1.0	1.1	1.1	1.0	1.0	1.0
Senior Analyst Programmer	2.0	2.3	3.0	3.0	3.0	2.7	2.1	2.0	2.0	2.0
Systems Analyst	1.3	0.7	-	-	-	-	-	-	-	-
Network Analyst	-	-	-	-	-	-	0.5	2.0	2.0	2.0
Systems Analyst II	-	-	-	-	-	-	1.0	2.0	2.0	2.0
Info Services Support Specialist	-	-	-	0.9	2.0	2.1	1.5	1.0	1.0	1.0
GIS Technician	0.5	0.6	0.5	-	-	-	-	-	-	-
Computer Support Specialist	2.0	1.5	1.0	0.5	-	-	-	-	-	-
Junior Systems Analyst	-	-	-	1.5	2.0	2.0	-	-	-	-
System Analyst I	-	-	-	-	-	-	2.1	2.0	2.0	2.0
User Support Assistant	0.9	1.1	2.0	1.5	1.6	2.0	2.0	2.0	2.0	2.0
Full-Time Equivalents	12.1	12.7	13.2	13.4	14.3	14.1	14.5	16.0	16.0	16.0

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Consulting (12310-7005)	91	38	52	32	-20	-39%	32	32	32	32
Equipment Maintenance (12310-8030)	22	29	88	71	-17	-19%	71	71	71	71
Other Exp (multiple)	23	37	31	31	0	0%	31	31	32	32
Lease Revenue (12000-100-4310)	-	-22	-45	-45	-	0%	-45	-45	-45	-45
Salaries (12310-5500)	1,250	1,315	1,386	1,528	142	10%	1,486	1,525	1,568	1,613
Salaries Recovery (12310-5400)	-200	-200	-254	-298	-44	17%	-320	-320	-320	-320
Software Maintenance (12310-7070)	585	563	516	693	178	34%	720	740	760	780
Supplies (12310-6300)	18	51	15	15	-	0%	15	15	15	15
Transfers Out (12300-ERR-9400)	307	307	307	200	-107	-35%	200	200	200	200
Utilities - Telephone (12000/12310-6520)	72	86	71	71	-	0%	71	71	71	71
TOTAL INFORMATION SERVICES	2,167	2,205	2,166	2,299	133	6%	2,261	2,319	2,383	2,448

Comments:

- Lease Revenue – Revenue from leasing a communications tower began in mid 2011.
- Salaries – 2012 budget increase for an additional Network Analyst position in addition to regular increases for existing staff.
- Software Maintenance – Maintenance costs are increasing with addition of software systems. 2012 budget updated to reflect current maintenance agreements.

CFS – INFORMATION SERVICES



Capital Works Program – Information Services

Section > Project	2012	2013	2014	2015	2016
Technology	1,423	949	536	941	1,217
Air Conditioner Upgrade – IS Server Room	20	-	-	-	-
Amanda Licensing	-	25	-	-	-
Amanda Mobile	35	-	-	-	-
Cheque Scribe	10	-	-	-	-
Document Management	450	-	-	-	-
Equip: Info Services	560	560	230	391	570
Equip: Wireless Data System	-	-	22	-	-
Fibre Optic Network - Fire Hall #4 Ph 4	-	-	50	-	-
Fibre Optic Network - Transit Exchange	-	71	-	-	-
Financials New Version - Phase 1	-	-	-	500	-
Financials New Version - Phase 2	-	-	-	-	500
GIS Infrastructure Package	-	75	75	-	-
Infrastructure Growth	50	50	50	50	50
In-House Training For ArcGIS	15	-	-	-	-
IT Disaster Recovery Infrastructure	-	-	-	-	97
IT Fibre GVRD Wm Reclam Study	-	40	-	-	-
Large Format Plotter Purchase	-	20	-	-	-
Lookup Migration To ArcGIS Server	10	-	-	-	-
Management Reporting Software Phase 2	-	-	40	-	-
Migrate Oracle To SQL	85	-	-	-	-
Production Legacy Replacements	-	25	-	-	-
SDE Geodatasbase Oracle To SQL server	10	-	-	-	-
See-It Improvements	15	15	-	-	-
Server Room Upgrade - Racks	26	-	-	-	-
Upgrade/Buy Fme ArcGIS Extension Licenses	14	-	-	-	-
Video Production / Conferencing	-	43	-	-	-
Voting Software	-	-	69	-	-
Website Home Page Rebuild	25	-	-	-	-
Website Improvements	20	-	-	-	-
Website Payments	54	-	-	-	-
Wireless Infrastructure For DMR	25	25	-	-	-



Services Provided

The primary mission of the Fire Department is the protection and preservation of life, property and the environment in the District. This service is provided by a group of 50 dedicated paid-on-call firefighters, 48 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, 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 department provides a proactive approach to fire services through the development of multi-year business plans, which include detailed multi-year financial plans.

Performance Measurement

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.
- Electricity consumption at Fire Hall No. 1 is anticipated to increase 104% in 2012 from 2007 pre-construction values due to the expansion and mechanical renovations of the building.
- Natural gas consumption at Fire Hall No. 1 is anticipated to decrease 20% in 2012 from 2007 pre-construction values due to mechanical renovations including the installation of a geo-exchange heating and cooling system.

2012 Workplan Emphasis

We will continue the implementation of the Fire Department Master Plan to reduce the severity of fires and emergencies through rapid response times and manpower, while supporting the Fire Department composite model.

We will reduce the number and seriousness of emergency incidents through an aggressive program of fire service inspections, and public fire and life safety education to all kindergarten to grade 3 students.

We will present a draft of the Wildfire Development Permit Process and develop an implementation plan, focusing on public education.

We will commence renovations to Fire Hall No. 3 to accommodate full time response and work will continue towards the construction of Fire Hall No. 4 to better accommodate emergency calls in the Albion/ Cottonwood area.

HIGH-LEVEL COMMUNITY GOALS

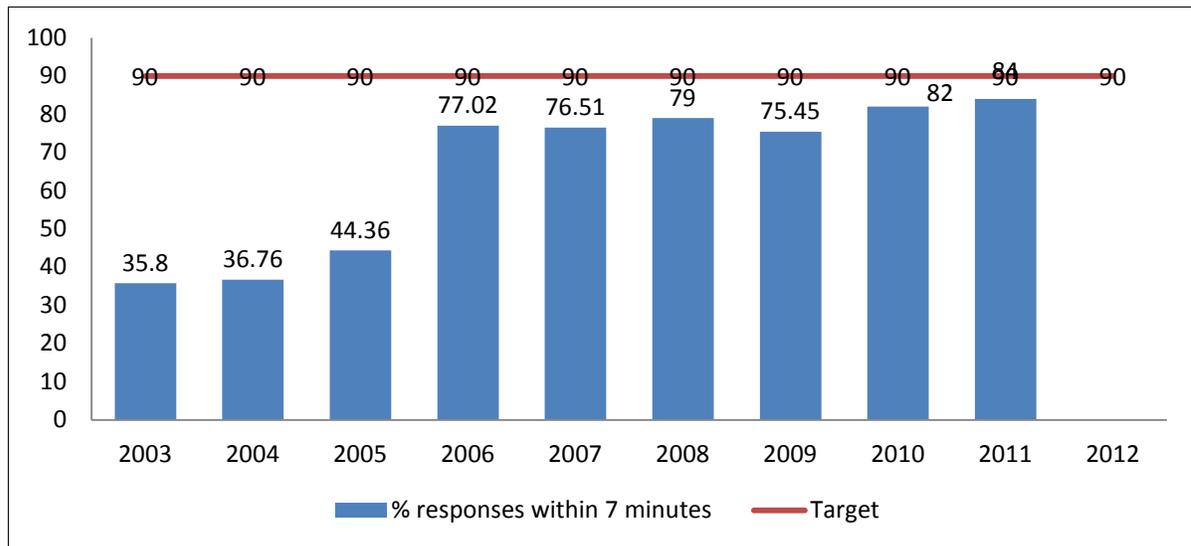
Reduce Fire Hall 1 Response Time

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 firefighters 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.

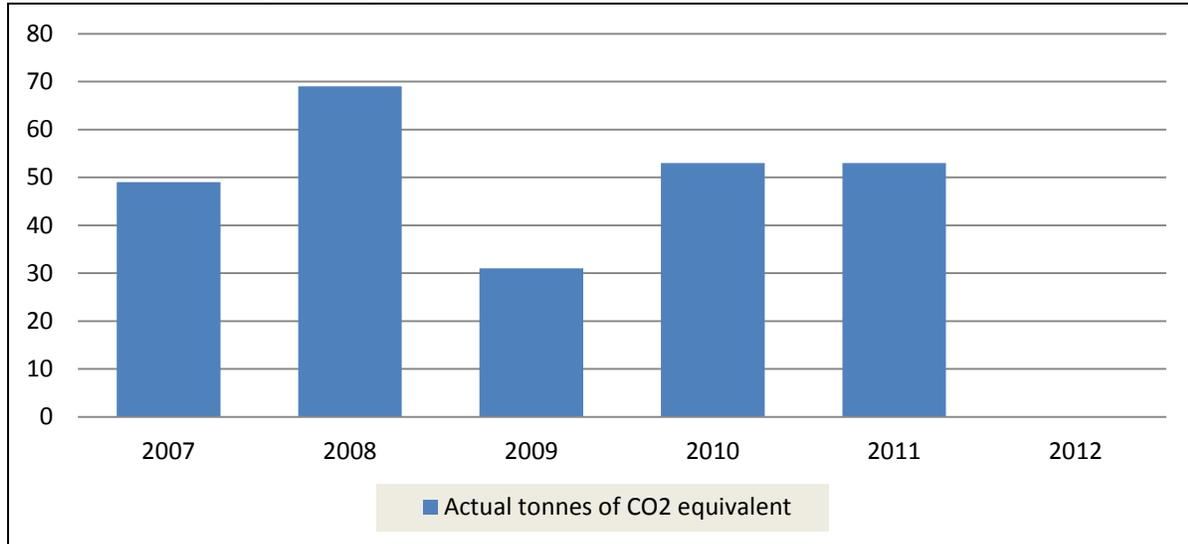
Reduce Greenhouse Gas (GHG) Emissions

Target Statement

To reduce greenhouse gas emissions by 67% from the 2007 baseline. Since Fire Hall No. 1's emissions are caused by using electricity and natural gas, reducing emissions means we will be using less energy and saving money.

Overview

Fire Hall No. 1 is the workplace of fire crews, fire department administrative offices, the District's emergency operations centre, and a large training room.



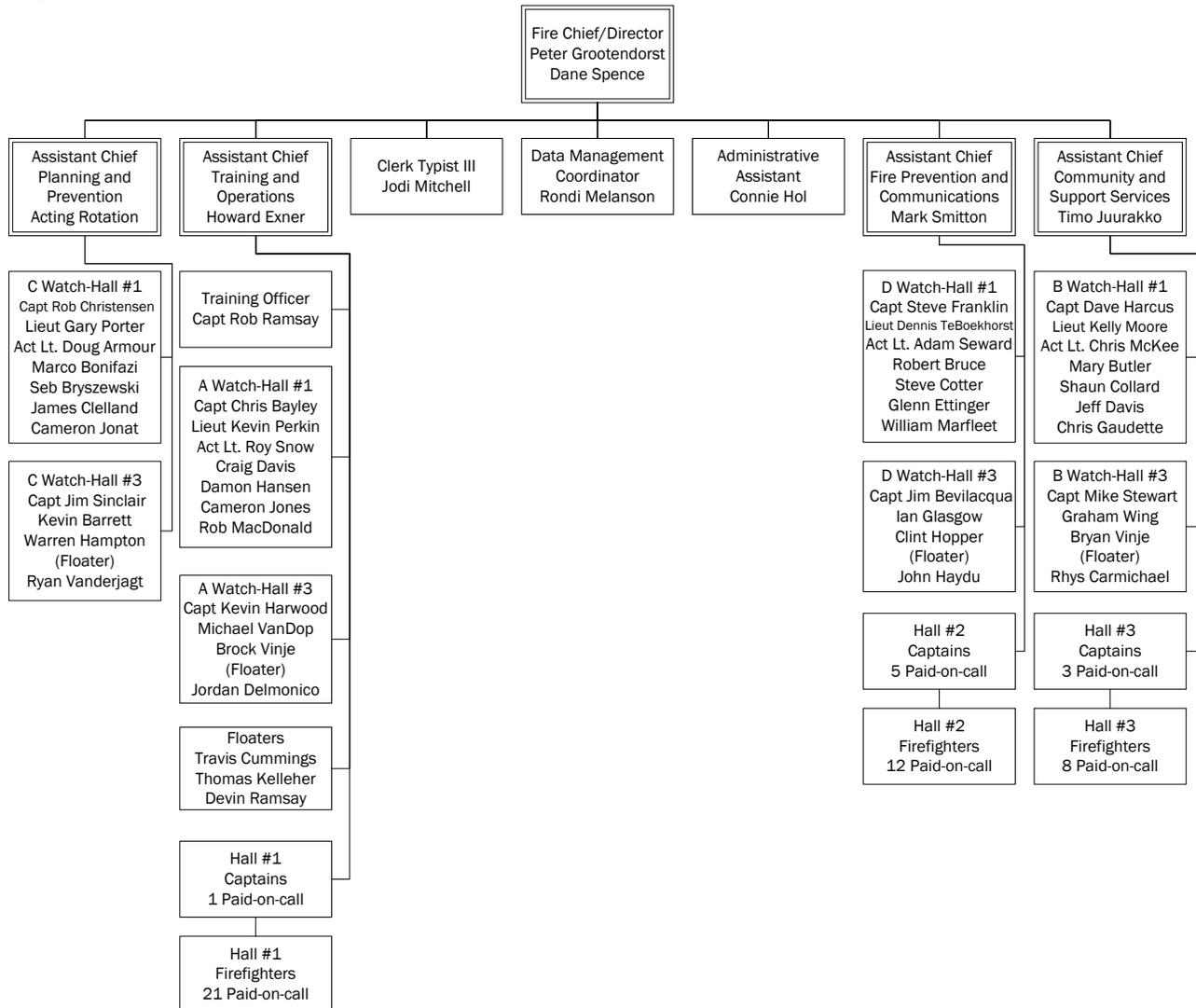
Status Report

Preliminary results for 2011 indicate higher than expected emissions levels. This may be due to a number of factors including cold weather.

CFS – FIRE DEPARTMENT



Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)								Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
Fire Chief	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Assistant Chief	4.0	4.0	4.0	4.0	4.0	4.0	3.0	4.0	4.0	4.0	
Fire Captain	1.0	4.0	4.0	4.0	5.8	7.1	9.0	8.0	8.0	8.0	
Fire Training Officer	-	-	-	-	-	0.9	0.9	1.0	1.0	1.0	
Fire Lieutenant	-	-	4.0	3.8	4.0	4.1	4.5	4.0	4.0	4.0	
Firefighter	3.0	12.0	13.5	19.5	23.2	27.6	29.6	35.5	37.0	37.0	
Administrative Assistant	1.0	1.1	1.1	1.1	1.6	1.9	1.0	1.0	1.0	1.0	
Data Management Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Clerk Typist III	-	-	-	-	-	-	0.9	1.0	1.0	1.0	
Full-Time Equivalent	12.0	24.1	29.6	35.4	41.6	48.6	51.9	57.5	59.0	59.0	

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

CFS – FIRE DEPARTMENT



Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Fees (22000-4220)	-162	-47	-50	-50	-	0%	-50	-50	-50	-50
Sale of Service (22000-4600/4650)	-22	-12	-	-	-	-	-	-	-	-
Total Revenue	-184	-60	-50	-50	-	0%	-50	-50	-50	-50
Expense										
Contract (22000-7007)	101	128	121	123	2	1%	124	126	128	130
Equipment (22000/22075-7340)	137	139	171	173	2	1%	173	173	173	173
Equipment Maintenance (22000-8030)	43	53	64	64	-	0%	64	64	64	64
Wages - Backfill (22000-5505)	432	453	410	474	63	15%	572	595	629	629
Insurance (22000-6210)	35	35	21	22	1	4%	22	22	22	22
Other Exp (multiple)	61	57	95	95	-	0%	95	95	95	95
Operating Repairs (22000-8080)	161	201	135	139	4	3%	139	139	139	139
Professional Fees - Other (22000-7050)	22	40	28	43	15	54%	43	43	43	43
Program Costs (multiple)	104	126	99	136	37	37%	138	139	94	88
Salaries (multiple)	5,036	5,433	5,680	6,307	627	11%	6,739	7,153	7,634	8,120
Seminars/Prof Meetings/Train'g (22000-6050)	9	26	23	25	2	9%	25	25	25	25
Service Severance Costs (22000-5150)	60	74	98	98	-	0%	98	98	98	98
Special Projects (22000-6385)	22	0	3	-	-3	-100%	-	-	-	-
Supplies (multiple)	138	180	195	199	4	2%	199	199	199	199
Transfers Out (22000-ERR-9400)	494	381	410	439	29	7%	489	533	581	630
Vehicle Costs (22000-6430)	158	165	160	186	26	16%	191	197	203	209
Wages (22000/22041-5600)	544	506	450	463	13	3%	476	488	501	501
Total Expense	7,557	7,997	8,164	8,985	821	10%	9,589	10,089	10,628	11,165
TOTAL FIRE PROTECTION	7,372	7,938	8,114	8,935	821	10%	9,539	10,039	10,578	11,115

Comments:

- **Salaries** – The increase of Fire Department staffing in years 2010 – 2013 is associated with implementation of the Fire Department Master Plan. Future increases are based on regular wage increases and community growth.
- **Transfers Out** – Funding to Capital Reserves increases each year.
- **Vehicle Costs** – Cost increase reflects increased fuel prices and increases in fleet maintenance.
- **Program Costs** – Increased training costs for a technical rescue program in years 2012 – 2014.



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 crime reduction, with a focus on the reduction of property crime, delivering policing services with 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. Three members are 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 dedicates themselves to RCMP programs such as Citizens on Patrol, Citizens Bike Patrol, Speed Watch, Block Watch, and the RCMP Auxiliary Program.

2012 Workplan Emphasis

Administratively, we will undertake detachment priority and strategic planning. This will include a review of the RCMP Contract and improved communication in the Federal budgeting process. For improved efficiency, we will migrate to the Microsoft Office product suite.

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.
- Minimize the number of automobile crashes by improving traffic safety on our road network for all users, including pedestrians and cyclists.
- Our target for 2012 is to reduce electricity consumption at the RCMP Building by 4% from 2011 levels.

We will modify and implement ongoing strategies to address community crime problems by identifying emerging problems, prolific offenders, and trends. We will develop and implement a gang enforcement strategy including a Gang Enforcement Team. We will provide training to members on crisis intervention, domestic violence, increase enforcement activities on hard drugs, firearms, and grow operations, and pursue criminal charges recommending civil forfeiture. The RCMP will maintain high visibility in the community, especially during community events, with the presence of members on foot and bike patrols along with members in 'Red Serge'.

We will continue to work with youth in the community involving social agencies and partners who currently work with youth. Working closely with the Youth Academy, Youth Outreach as well as General Duty watches and schools, we will continue with the Graffiti Awareness Program, anti-vandalism presentations, and the implementation of a specialized Youth Crisis Intervention Team.

We will participate in traffic initiatives to reduce serious injury by concentrating on impaired driving. We will partner with ICBC, the Bar Watch Program targeting aggressive driving, monitoring high crash intersections with the help of Speed Watch volunteers, and conducting road checks for seatbelt usage and distracted driver infractions.



HIGH-LEVEL COMMUNITY GOALS

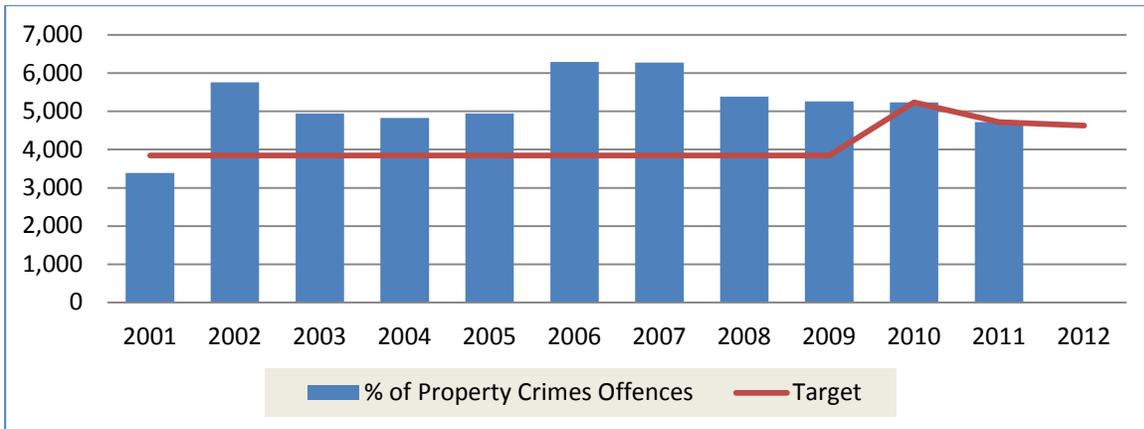
Reduce Property Crime Offences

Target Statement

Reduce the number of property crime offences by 2% from the prior year number of property crime offences.

Overview

Our local RCMP detachment focuses on intelligence-led policing, implementing strategies that address community crime problems, identifying emerging problems, prolific offenders and hotspots so that criminal intelligence has a coordinated effect in targeting the decrease of property crime offences in our communities.



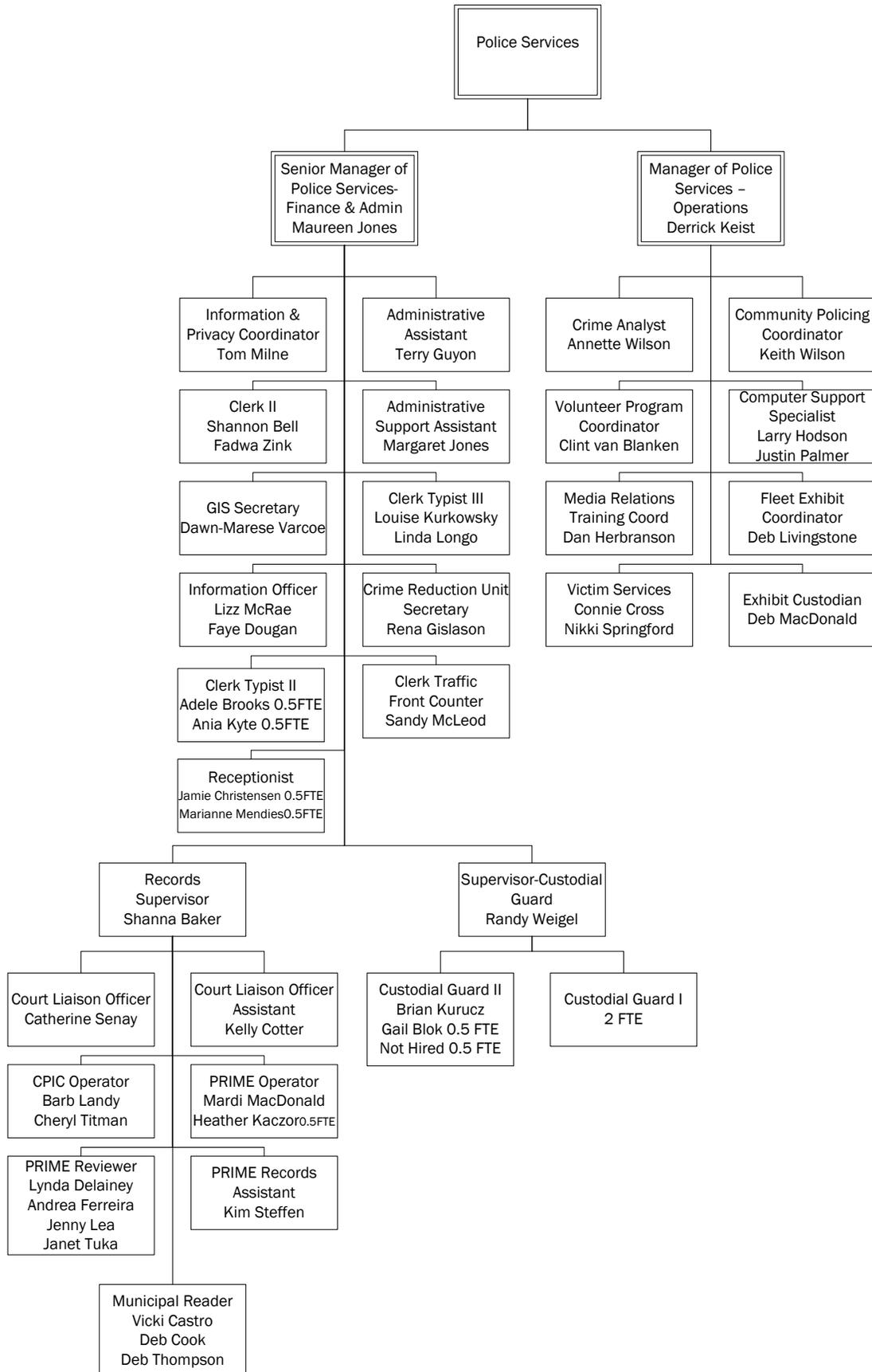
Status

Property Crime represents 57% of total Criminal Code offences for 2011 and is trending down by 19% as compared to the same period of 2010. Of interest, vehicle thefts reported a dramatic decrease of 44% (-179 thefts) for the year. This trend was also experienced throughout the lower mainland district. This decrease can be attributed to the BAIT car program and targeting prolific offenders who are known to commit auto theft.

CFS – RMCP/POLICE SERVICES



Organization Chart



CFS – RMCP/POLICE SERVICES



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Staff Summary Position - Municipal Staff	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Senior Manager of Police Services	-	-	-	-	-	-	-	1.0	1.0	1.0
Manager Police Services - Operations	-	-	-	-	-	-	-	1.0	1.0	1.0
Manager of Police Services	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	1.0
Court Liaison Officer	1.0	1.3	1.3	1.3	1.1	1.1	1.1	1.0	1.0	1.0
Bylaw Enforce Officer RCMP Liaison	-	-	-	-	0.6	0.5	0.5	-	-	-
Computer Support Specialist	1.4	2.0	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	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0
Communications Operator	0.1	-	-	-	-	-	-	-	-	-
Information & Privacy Coordinator	-	-	-	-	-	0.3	1.0	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	1.0
Municipal Reader	2.0	2.0	1.9	2.1	3.0	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	0.5	-	-	0.7	1.0	1.0	1.0	1.0	1.0
Administrative Support Assistant	-	-	0.8	1.0	1.0	1.0	0.8	1.0	1.0	1.0
Court Liaison Officer Assistant	-	-	-	0.1	1.0	1.0	0.9	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	1.2	1.0	1.0	1.0
PRIME Records Assistant	-	-	-	0.1	1.0	1.0	0.3	1.0	1.0	1.0
Clerk Typist III	1.0	1.0	1.8	2.0	2.0	2.1	2.0	2.0	2.0	2.0
CPIC Operator	2.0	1.7	2.0	2.5	2.2	2.3	2.3	2.0	2.0	2.0
Crime Reduction Unit Secretary	-	-	-	-	0.9	1.0	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	2.3	2.3	2.2	2.1	2.6	3.0	2.7	2.0	2.0	2.0
PRIME Operator	1.2	1.3	1.5	1.7	2.1	4.0	1.7	1.5	1.5	1.5
PRIME Reviewer	4.1	5.0	4.3	4.3	3.6	2.4	4.0	4.0	4.0	4.0
Clerk Traffic Front Counter	1.4	1.8	1.4	1.3	1.1	1.0	1.0	1.0	1.0	1.0
Fleet Mtce. Coord Clerk Typist III	1.0	1.0	0.2	-	-	-	-	-	-	-
Clerk II	-	-	1.0	1.6	1.7	1.0	1.4	2.0	2.0	2.0
Clerk Typist II	1.3	1.3	0.5	-	0.5	1.2	1.6	1.0	1.0	1.0
Receptionist	2.9	2.0	1.3	1.0	0.9	0.8	1.0	1.0	1.0	1.0
Supervisor-Custodial Guard	1.0	1.0	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0
Custodial Guard II	2.0	1.5	2.0	1.6	3.9	1.2	2.1	2.0	2.0	2.0
Custodial Guard I	2.6	2.8	1.9	2.5	0.5	1.4	2.4	2.0	2.0	2.0
Other	-	-	-	0.5	-	-	-	1.0	1.0	1.0
Full-Time Equivalent	33.3	35.7	36.9	38.6	42.4	42.3	44.0	44.5	44.5	44.5

RCMP Approved Positions	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14
Maple Ridge - Regular Contract	79.3	81.3	86.3	82.3	82.3	84.0	84.0	87.0	89.0
Maple Ridge - Community Safety Officers	-	-	-	3.0	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	5.8
Emergency Response Team*	-	2.3	2.3	2.3	2.3	2.3	3.2	3.2	3.2
Integrated Homicide Investigation Team*	3.1	3.1	3.1	3.1	3.1	3.1	3.9	3.9	3.9
Total Maple Ridge	82.4	86.7	91.7	95.7	95.7	97.4	99.9	102.9	104.9
Pitt Meadows - Regular Contract	18.4	19.4	19.4	20.4	20.4	21.0	22.0	23.0	23.0
Pitt Meadows - Integrated Teams*	0.5	0.9	0.9	2.0	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	0.0	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	104.6	110.3	115.3	121.4	121.4	123.4	126.9	130.9	132.9

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

** RCMP Contract ends March 31

CFS – RMCP/POLICE SERVICES



Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Fines (21000-4240)	-184	-127	-48	-48	-	0%	-48	-48	-48	-48
Lease Revenue (21000-4310)	106	29	-27	-27	-	0%	-27	-27	-27	-27
Other Grant (Conditional) (21000-4258)	-937	-956	-1,034	-1,079	-45	4%	-1,048	-1,069	-1,090	-1,116
Program Fees (21000-4230)	-	-	-10	-10	-	0%	-10	-10	-10	-10
Prov. Grant (Conditional) (21150-102-4252)	-71	-89	-53	-53	-	0%	-53	-53	-53	-53
Recovery (21130-5300)	-42	-33	-32	-32	-	0%	-32	-32	-32	-32
Sale of Service (21000-4600/4650)	-295	-211	-146	-146	-	0%	-146	-146	-146	-146
Total Revenue	-1,423	-1,387	-1,350	-1,395	-45	3%	-1,364	-1,385	-1,406	-1,432
Expense										
Contract (21000/21100-7007)	11,730	12,703	13,462	14,568	1,105	8%	15,375	16,261	17,046	18,128
Auxiliary (21120-7015)	3	18	46	25	-21	-46%	25	25	25	25
Other Exp (multiple)	87	103	112	113	1	1%	114	115	116	116
Insurance (21000-6210)	20	21	21	24	2	10%	24	24	24	24
Maintenance - Buildings (21100-8060)	262	271	320	321	1	0%	321	322	322	323
Other Outside Services (21140-7051)	918	918	917	917	-	0%	917	917	917	945
Salaries (multiple)	2,692	2,861	2,965	3,075	110	4%	3,172	3,272	3,376	3,477
Service Severance Costs (21000/21100-5150)	22	25	32	32	-	0%	32	32	32	32
Supplies (21000/21100-6300)	51	53	30	30	-	0%	30	30	30	30
Utilities - Telephone (21100-6520)	49	44	45	45	-	0%	45	45	45	45
Total Expense	15,833	17,016	17,952	19,150	1,199	7%	20,056	21,044	21,933	23,145
TOTAL POLICE SERVICES	14,411	15,628	16,602	17,756	1,154	7%	18,692	19,659	20,528	21,714

Comments:

- Lease Revenue – Agreements with the RCMP have created timing issues with lease revenues.
- 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. An annual increase of two or three RCMP members is planned, but is contingent on costs remaining 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

The Public Works & Development Services Division (PWDS) is responsible for reporting to Council on land use and zoning issues, long-range planning, growth management, bylaw enforcement, business licensing, engineering services, and the operation and maintenance of municipal utility and street infrastructure. A summary of some of the 2011 accomplishments in our division is shown below, followed by efficiency and effectiveness initiatives which were undertaken by all areas, and the business challenges relevant to the 2012-2016 planning period.

The subsequent pages in the PWDS section will provide information on the departments reporting to this division, including staffing, 2012 workplan highlights, performance measurements, and budgets. The departments within this section are Administration, Engineering, Licences, Permits and Bylaws, Planning, Operations, and our partnership with the Ridge Meadows Recycling Society.

Select 2011 Division Accomplishments

- Completed the Downtown Enhancement Project which included utility upgrades to support growth in the Town Centre, as well as substantial improvements to the streetscape on 224 Street and Lougheed Highway. Improvements and enhancements to park spaces, streetlights, signage, bike racks, enhanced landscaping and historical amenities were incorporated.
- Pedestrian safety and visibility enhancements for the seniors' area on 224 Street included modifications to signage, improved landscaping, relocation of a crosswalk, design work for a pedestrian activated signal, and the installation of an electronic speed feedback sign.
- Completed storm sewer installation, water main upgrades, and road rehabilitation of River Road. Dredging of Alouette River at the 132 Avenue and 224 Street bridge was also completed. Installed new signage and pavement markings on 132 Avenue.
- Completed the sewer extension to the employment lands on 256 Street including the installation of conduit for future fibre optic cable.
- Completed major road construction projects including: pedestrian improvements on 216 Street and Shady Lane (124 Avenue); traffic safety pedestrian safety improvements on 227 Street. Multiple roads were paved as part of the Pavement Rehabilitation Program.
- Supported implementation of the Town Centre Investment Incentive Program. Continued work around the 'Smart Growth on the Ground' plan for Maple Ridge resulting in 50% of new residential development occurring in the Town Centre and almost 2,000 new residents residing in the downtown over the last three years.
- Extensive bylaw work including; a review of the recreation vehicle portion of the Zoning bylaw, Scrap

Metal bylaw, Cross Connection Control bylaw, and Untidy & Unsightly Premises bylaw and Recycling bylaw amendments.

- The draft Albion Concept Plan was forwarded to the Agricultural Land Commission for comment. A new Area Plan process was adopted. Maple Ridge's portion of the Metro Vancouver Regional Growth Strategy was also finalized.
- Successfully managed all snow falls and snow removal.
- Continued with the efforts to remove problem buildings including: Northumberland Court, the old gymnasium on 224 Street, and the houses between 226 Street and 227 Street.
- Worked with the SPCA to complete the state of the art new SPCA facility.

Efficiency/Effectiveness Initiatives

- Alternative funding sources and savings were achieved through gravel revenue, infrastructure grants, leveraging funding from senior agencies, local improvements, and Abernethy Way being designated as a Municipal Road Network resulting in TransLink contributing to both operating and maintenance costs.
- Due to the excellent working relationship with CUPE, staffing savings have been achieved by adjusting timing of shifts, using time duration staff on work crews, temporary staff for building inspections, ongoing vacant position reviews, and staff cross training.
- Implemented several equipment and technological changes including: building an electric vehicle in-house, using one piece of equipment as a flail mower in summer or street plough in winter, using Superpave asphalt, using hybrid vehicles for fuel savings, converting traffic signals to uninterrupted power supply, and installing light-emitting diode (LED) lights as a pilot project.

Business Perspective

- As the population increases, the implementation of identified Transportation Plans is coming to the forefront.
- The demand for increased services and capital improvements is rising significantly.
- New residents from larger urban areas are seeking servicing that they had in those larger urban areas.
- Increased construction activity anticipated.
- Homelessness issues remain prevalent.
- Dedicated asset management of drainage facilities for dykes, drainage districts, depreciating and aging storm mains all point to the long term requirement of a Drainage Utility.
- Disposal of materials such as fill, top soil, and vegetation is increasing annually with necessary tougher regulations and high industry demand for limited approved sites.
- The complexity and overall volume of development activity continues to increase



Services Provided

The Public Works & Development Services (PWDS) Administration section is responsible for carrying out corporate initiatives as directed by Council. This section of the PWDS 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 public. The Ridge Meadows Recycling Society liaises with Council through the division.

2012 Workplan Emphasis

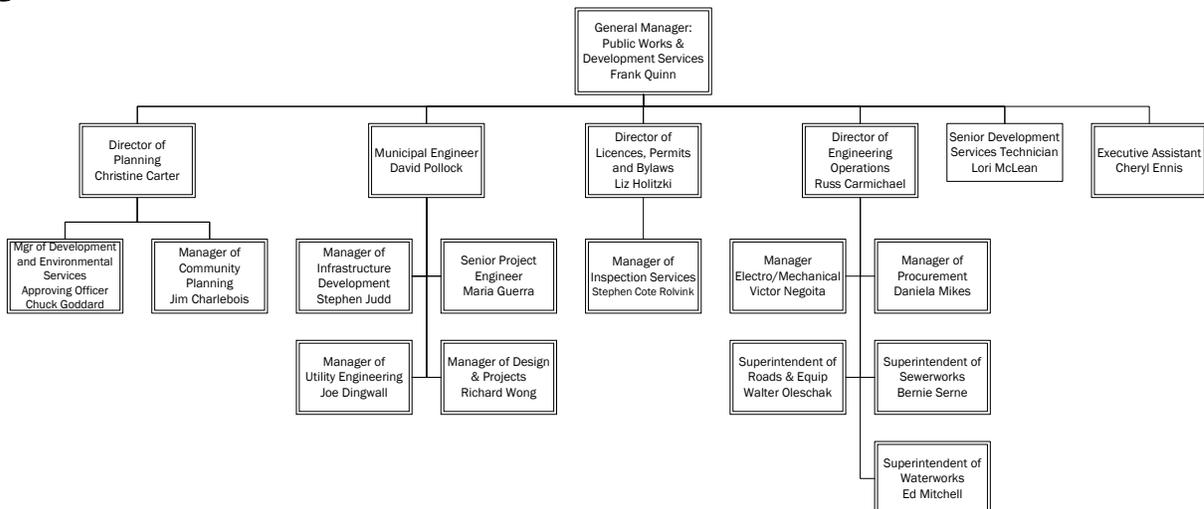
We will undertake the Commercial and Industrial Strategy review to support Council’s vision around employment and economic sustainability. We will complete the work required for the exclusion application in the Albion Flats for lands south of 105 Avenue that are currently part of the Agricultural Land Reserve and work towards the completion of the Albion

Flats Area Plan. We will support the marketing and development of the strategic property acquired by the District in 2011 located between 226 and 227 Streets north of Selkirk Avenue.

In addition to the Transportation Plan update, we will work towards adding capacity on Abernethy Way from 224 Street to connect with Golden Ears Way. We will also look at traffic calming solutions for a number of neighbourhoods in the community. We will be installing pedestrian activated signals on 240 Street and Hill Avenue near Albion School, and on 224 Street just north of Brown Avenue. We will continue our program of pavement rehabilitation on a number of streets in the community.

Our legislative work will include a review of ‘Resident Only’ parking zones, reviews and updates to the Zoning bylaw, Building bylaw, Sign bylaw, Dog Control bylaw, and Business Licensing and Regulation bylaw to reflect the best practices in the region and the current environment in the community.

Organization Chart



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

PWDS – ADMINISTRATION



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
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	0.2	-	-	-	-	-	-	-
Working Supervisor CSC	1.0	1.0	0.8	-	-	-	-	-	-	-
Senior Development Service Tech	-	-	-	0.4	1.0	1.0	0.9	1.0	1.0	1.0
Full-Time Equivalent	2.5	2.5	2.9	2.4	3.0	3.0	1.9	2.0	2.0	2.0

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Conventions & Conferences (31010-6051)	15	20	29	29	-	0%	29	29	29	29
Legal (31010-7030)	38	57	-	-	-	-	-	-	-	-
Memberships (multiple)	15	16	18	18	-	0%	18	18	18	18
Salaries (31010-5500)	343	282	477	388	-90	-19%	442	516	591	666
Supplies (31010/32000-6300)	2	2	4	4	-	0%	4	4	4	4
TOTAL PWDS-ADMIN	413	377	528	438	-90	-17%	493	567	642	717

Comments:

- **Salaries** – For the years 2012 – 2016 there is funding to address costs associated with community growth for this division. Costs for the Business Support Analyst have been transferred to Licences, Permits & Bylaws.



Services Provided

The Engineering Department maintains and enhances the quality of life for those who live and work in Maple Ridge through the provision of sustainable municipal services, including transportation, sanitary sewers, drainage systems, and water supply.

The department is responsible for the sustainable planning and construction of new municipal services as well as maintenance or replacement of existing infrastructure to support the ongoing growth within Maple Ridge, including the planning, design and construction of municipal capital projects, infrastructure management and renewal, transportation and traffic management, and municipal services for land development.

2012 Workplan Emphasis

We will seek to advance new or complete in-progress master planning initiatives, including updating the Transportation Plan originally developed in 2003; revision of the Neighbourhood Traffic Management Practices document; completion of the Silver Valley Integrated Stormwater Management Plan (ISMP); review of the existing Water Master Plan and determine possible updating to reflect recent growth within the distribution system; and continue the ongoing evaluation of the impacts of water inflow and infiltration on the District's collection sewer system and pump stations.

The total replacement value of the District's infrastructure assets is \$1.4B and is comprised of assets such as roads, watermains, sanitary sewers, drainage systems, pump stations, dykes, and buildings

Performance Measurement

KEY PERFORMANCE MEASURES (mapleridge.visiblestrategies.com)

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

at all stages of their life cycles. Currently there isn't a comprehensive process in place to ensure the infrastructure assets are managed in a financially sustainable manner. We will develop a framework to guide asset management, summarized as the implementation of a systematic process to guide the planning, acquisition, operation and maintenance, renewal, and disposal of assets with the objective to maximize service delivery and manage costs and risk over the lives of the assets.

The management of solid waste in Metro Vancouver is governed by the Integrated Solid Waste & Resource Management Plan and as part of the overall goal to reduce garbage volumes by diverting materials out of the waste stream. We will evaluate options for green waste pickup.

We will implement the annual Capital Works Plan and continue to enhance project delivery of all components through better project definition and consideration of life cycle costing. Significant capital projects for 2012 include:

- Design of the 232 Street bridge over the North Alouette River
- Larch Avenue road improvements
- 122 Avenue (216 Street to 122 Avenue)
- Neighbourhood traffic calming
- 232 Street road improvements (128 Avenue to 124 Avenue)
- Lower Hammond Storm Drainage Pump Station
- 240 Street (Lougheed Highway to 104 Avenue)
- Dewdney Trunk Road watermain replacement (Laity Street to 216 Street)
- Ansell Street sanitary sewer Local Area Services (LAS)



HIGH-LEVEL COMMUNITY GOALS

Improve Traffic Safety

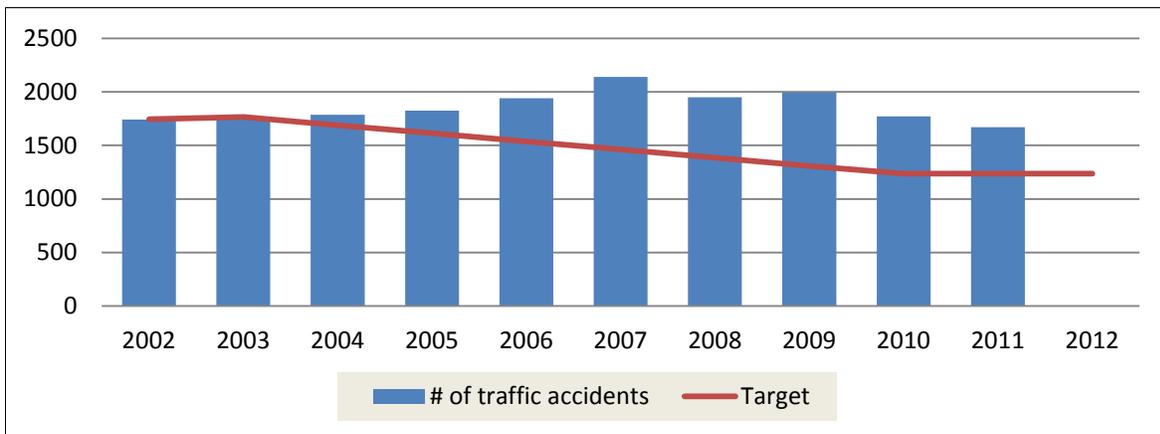
Target Statement

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

Overview

This graph provides information regarding the number of crashes that occur each year in Maple Ridge. Also presented on the graph as the base line, is the number of crashes (both injury and non-injury) that occurred in 2003.

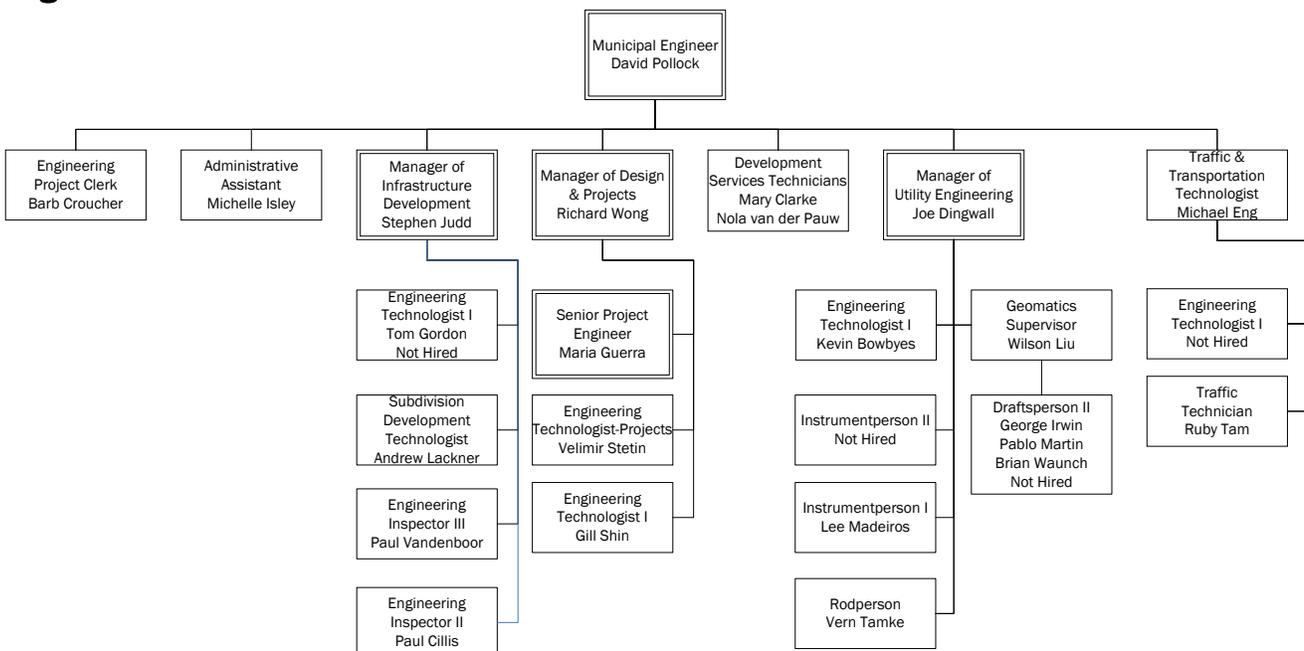
For 2011 and beyond, no specific target has been identified. The target of 30% crash reduction from the 2003 baseline by 2010 was established by the Council of Ministers for Transportation and Highway in Road Safety Vision 2010. Due to population increases and many other influences, this target could not be achieved, although many road safety improvements were implemented. New data is available in May every year.



Status

Source: ICBC, Business Intelligence Competency Centre; counts rounded to the nearest 5; crashes in parking lots or involving parked vehicles are excluded. In 2011, a number of Safer City improvements were implemented.

Organization Chart



PWDS – ENGINEERING



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Staff Summary Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Municipal Engineer	1.0	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0
Director of Engineering Development	1.0	1.0	1.0	0.3	-	-	-	-	-	-
Manager of Corp & Dev Engineering	-	0.0	1.0	1.0	1.0	0.2	-	-	-	-
Manager of Utility Engineering	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Manager of Design and Projects	-	0.8	-	-	0.7	1.0	1.0	1.0	1.0	1.0
Manager of Infrastructure Develop't	-	-	-	-	-	0.9	0.9	1.0	1.0	1.0
Senior Project Engineer	-	-	0.5	1.0	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 Technologist – Projects	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Engineering Technologist I	4.2	4.0	3.1	2.0	2.5	2.1	2.1	5.0	5.0	5.0
Engineering Works Inspector	1.0	1.0	2.0	1.8	1.8	2.0	2.3	2.0	2.0	2.0
Subdivision Development Tech	1.0	1.0	1.0	1.0	1.0	1.0	0.7	1.0	1.0	1.0
Engineer Trainee	-	0.8	1.0	1.0	0.3	-	-	-	-	-
Traffic Technician	1.0	1.0	1.0	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Draftsperson II	3.9	4.0	4.1	4.0	3.8	3.3	3.0	4.0	4.0	4.0
Instrumentman II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.1	1.0	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	0.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Development Services Technician	2.3	2.2	2.1	1.7	2.1	1.9	2.1	2.0	2.0	2.0
Engineering Project Clerk	-	-	-	-	-	1.0	1.0	1.0	1.0	1.0
Clerk II	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
Full-Time Equivalent	22.1	24.2	24.8	23.9	24.2	25.4	25.0	28.0	28.0	28.0

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Collections (32100-4130/4131)	-30	-17	-	-	-	-	-	-	-	-
Fees (multiple)	-428	-617	-335	-335	-	0%	-335	-335	-335	-335
Permits (32100/33100-4445)	-205	-145	-132	-132	-	0%	-132	-132	-132	-132
Sales (multiple)	-519	-564	-525	-525	-	0%	-525	-525	-525	-525
Soil Deposit Fees (32100-4219)	-63	-32	-	-	-	-	-	-	-	-
Total Revenue	-1,244	-1,375	-992	-992	-	0%	-992	-992	-992	-992
Expense										
Consulting (32100-7005)	112	49	83	86	2	3%	88	90	93	93
Other Outside Services (32100-7051)	9	9	10	10	-	0%	10	10	10	10
Salaries (multiple)	2,162	2,268	2,244	2,315	71	3%	2,390	2,467	2,546	2,626
Salaries Recovery (32100-5400/5450)	-956	-992	-1,000	-1,029	-29	3%	-1,061	-1,094	-1,129	-1,163
Service Severance Costs (32100-5150)	57	60	79	79	-	0%	79	79	79	79
Supplies (multiple)	45	40	47	47	0	0%	47	47	47	47
Vehicle Charges (32100-7400)	64	64	63	66	4	6%	68	70	73	75
Total Expense	1,493	1,499	1,526	1,575	48	3%	1,621	1,669	1,718	1,766
TOTAL ENGINEERING	248	124	534	583	48	9%	629	677	726	774

Comments:

- **Consulting** – 2010 actuals included a specific onetime cost due to having staff vacancies.
- **Vehicle Costs** – Increased fuel costs.



Services Provided

The Licences, Permits & Bylaws Department captures a wide range of services for citizens, including business licence applications and renewals, as well as record management of businesses in Maple Ridge.

Citizens are required to obtain permits for building, plumbing, electrical and gas construction, and renovations. Our staff issue these permits and arrange for inspections and certification that all work complies with the appropriate regulatory legislation.

Bylaw enforcement staff ensure compliance with regulations enacted by Council ranging from parking to issues of land and property use.

Our team administers the Dog Licence Program and works with the local BC SPCA to ensure compliance with animal welfare legislation.

2012 Workplan Emphasis

We will implement the Service Quality Enhancement initiative and test the standards through exit surveys, questionnaires, and online feedback.

We will work with the Communications and Parks & Facilities Departments as well as the Ridge Meadows Recycling Society to support the development and roll-out of a Bear Aware program.

We will collaborate with Community Outreach workers and other service providers to address homelessness issues.

We will review and update numerous bylaws including: Grow Operation, Health, Nuisance and Safety Bylaw, Sign Bylaw, Dog Control Bylaw, Business Licensing and Regulation Bylaw, and Municipal Ticketing Information System Utilization Bylaw. We will also update the Building Bylaw, train staff on the updated Building Code, and assist with development of online permit applications/payments to ensure that all construction works carried out within Maple Ridge are in compliance.

We will undertake a vacant building review, Affordable Housing Strategy, carry out work on a Floodplain Fill Policy, expand our Online Services, and provide a Secondary Suites/Temporary Residential Use update.

Performance Measurement

KEY PERFORMANCE MEASURES (mapleridge.visiblestrategies.com)

- Ensure dog owners contribute toward the cost of animal control.
- Process permit applications efficiently and effectively.

HIGH-LEVEL COMMUNITY GOALS

Bylaw Complaints Concluded

Target Statement

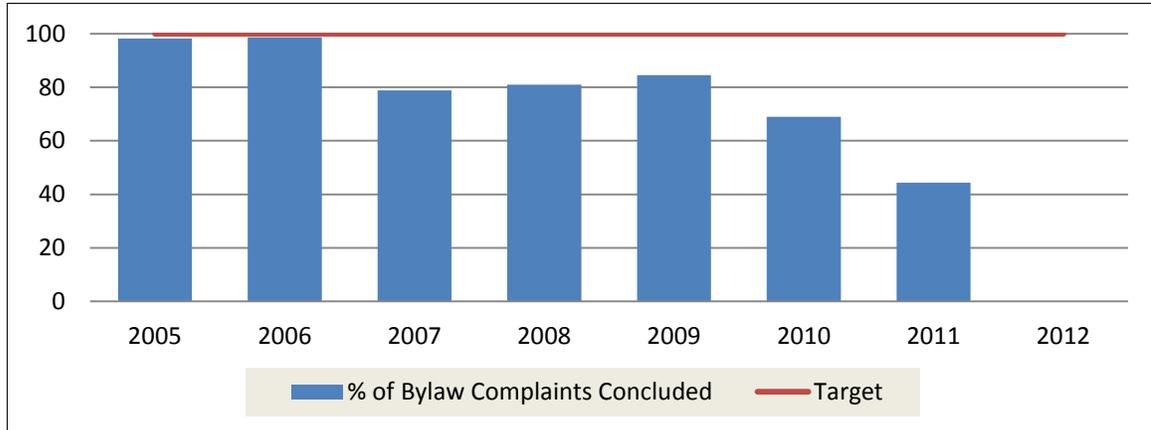
Ensure public compliance with Municipal bylaws.

PWDS – LICENCES, PERMITS AND BYLAWS



Overview

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



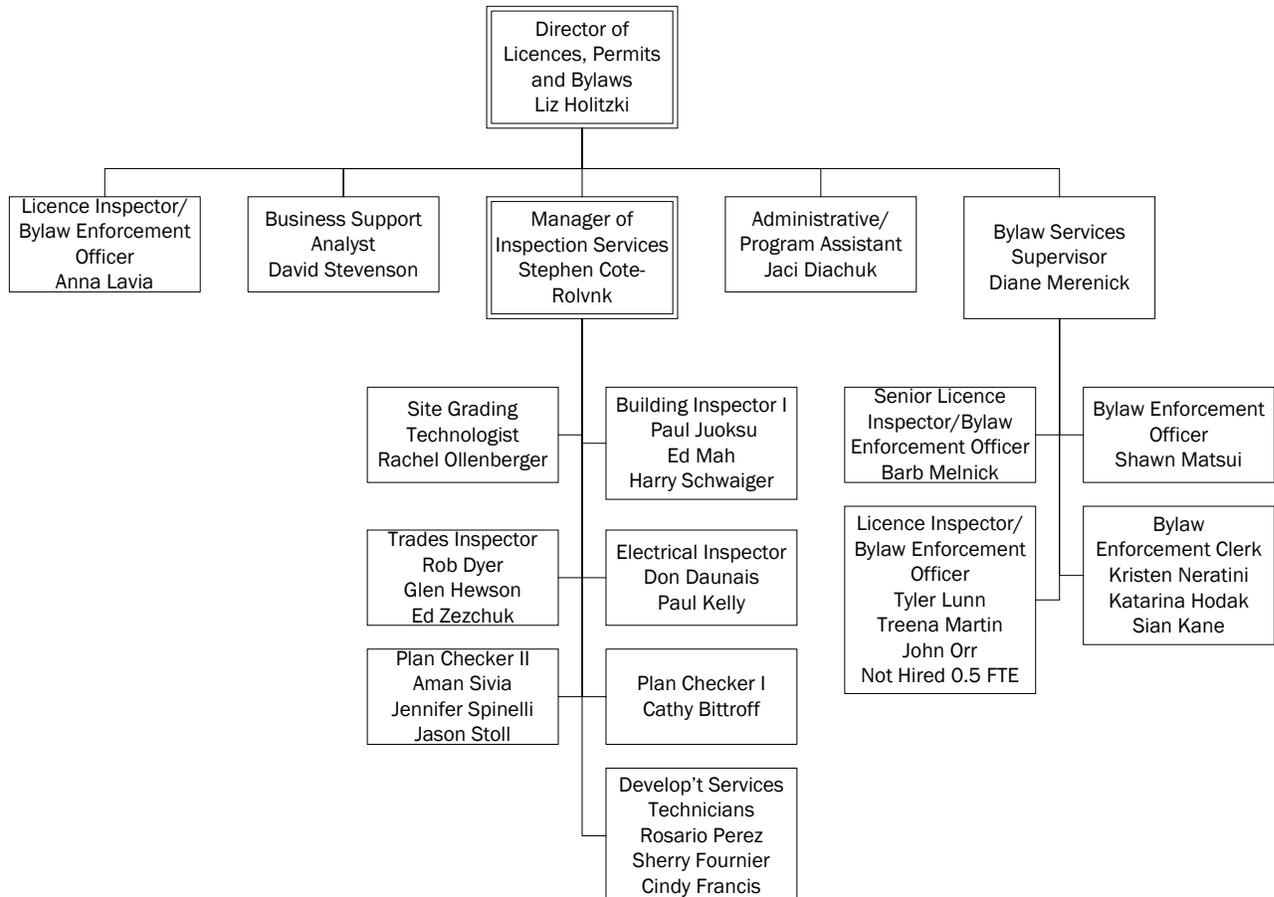
Status

2011 Complaints received - 3,667

2011 Complaints concluded - 1,624

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

Organization Chart





Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Director Licences, Permits and Bylaws	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0	1.0
Manager of Inspection Services	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Building Inspector II	1.0	1.0	0.9	-	-	-	-	-	-	-
Bylaw Services Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Building Inspector I	2.0	2.0	2.0	2.7	3.1	3.5	3.3	3.0	3.0	3.0
Building/Electrical Inspector I	0.2	-	-	-	-	-	-	-	-	-
Electrical Inspector	0.8	2.0	2.2	2.1	2.0	2.4	2.2	2.0	2.0	2.0
Plumbing/Gas Inspector I	1.0	1.1	1.3	1.3	0.2	0.3	0.1	-	-	-
Trades Inspector	2.0	1.0	1.0	1.0	2.1	2.1	2.5	3.0	3.0	3.0
Site Grading Technologist	-	-	-	0.1	1.0	1.0	1.0	1.0	1.0	1.0
Business Support Analyst	-	-	-	-	-	-	1.0	1.0	1.0	1.0
Plan Checker II	2.0	2.1	2.8	2.6	3.0	3.0	3.0	3.0	3.0	3.0
Sr. Licence Inspector/Bylaw Officer	-	-	-	0.3	1.0	1.0	0.4	1.0	1.0	1.0
Bylaw Enforcement RCMP Liaison	-	-	-	0.2	0.6	0.5	0.5	-	-	-
Licence Inspector/Bylaw Officer	3.7	4.2	4.2	4.5	4.0	4.0	4.5	4.5	4.5	4.5
Plan Checker I	-	-	0.4	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Bylaw Enforcement Officer	-	-	-	0.1	0.5	0.6	0.5	1.0	1.0	1.0
Administrative/Program Assistant	0.8	1.0	0.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dev Services Technician	2.9	2.9	2.8	3.0	3.0	3.0	2.9	3.0	3.0	3.0
Bylaw Enforcement Clerk	2.9	2.6	2.7	3.1	3.0	3.5	3.2	3.0	3.0	3.0
Other	0.2	-	-	-	-	-	-	-	-	-
Full-Time Equivalent	22.5	22.9	24.1	26.0	28.5	29.8	30.1	30.5	30.5	30.5

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Other Rev (multiple)	-16	-17	-15	-15	-	0%	-15	-15	-15	-15
Permits (24000-4445)	-1,946	-1,470	-1,734	-1,734	-	0%	-1,734	-1,734	-1,734	-1,734
Total Revenue	-1,962	-1,487	-1,749	-1,749	-	0%	-1,749	-1,749	-1,749	-1,749
Expense										
Advertising (24000-6010)	0	-	2	2	-	0%	2	2	2	2
Memberships (24000-6270)	2	4	2	2	-	0%	2	2	2	2
Salaries (multiple)	1,314	1,374	1,329	1,380	50	4%	1,424	1,469	1,516	1,563
Supplies (24000-6300)	49	51	47	47	0	0%	47	47	48	48
Vehicle Charges (24000-7400)	47	49	49	52	3	6%	53	55	57	58
Total Expense	1,413	1,479	1,429	1,482	53	4%	1,528	1,575	1,624	1,672
TOTAL INSPECTIONS	-548	-8	-320	-266	53	-17%	-221	-174	-125	-76

Comments:

- **Permits** – Building activity slowed down in 2011 after 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.
- **Salaries** – Actuals in 2011 are over budget due to a Trades Inspector budgeted in Water Utility, but charged to Inspections.

PWDS – LICENCES, PERMITS AND BYLAWS



Financial Plan – Licences and Bylaws

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Administration Fee (25000-4651)	-12	-5	-5	-5	-	0%	-5	-5	-5	-5
Business Licences (53300-4342)	-600	-595	-575	-575	-	0%	-575	-575	-575	-575
Fees (27000-4220)	-55	-54	-55	-55	-	0%	-55	-55	-55	-55
Fines (multiple)	-54	-52	-63	-63	-	0%	-63	-63	-63	-63
Licences (26000-4340)	-303	-238	-280	-280	-	0%	-280	-280	-280	-280
Recovery - Other (25000-4372)	-16	-5	-10	-10	-	0%	-10	-10	-10	-10
Total Revenue	-1,041	-950	-988	-988	-	0%	-988	-988	-988	-988
Expense										
Contract (multiple)	303	339	341	359	17	5%	368	379	389	400
Legal (53300-7030)	36	34	-	-	-	-	-	-	-	-
Other (multiple)	9	1	19	6	-13	-69%	6	6	6	6
Supplies (multiple)	100	82	53	53	-	0%	53	53	53	53
Salaries (multiple)	919	1,010	960	1,077	117	12%	1,111	1,145	1,181	1,217
Vehicle Charges (25000-7400)	22	29	21	22	1	6%	23	23	24	25
Total Expense	1,389	1,495	1,394	1,516	123	9%	1,560	1,606	1,653	1,701
TOTAL LICENCES AND BYLAWS	348	546	405	528	123	30%	572	617	665	712

Comments:

- Salaries – Costs for the Business Support Analyst have been transferred from PWDS Administration.



Services Provided

The Operations Centre is a front-line provider for basic public works services, including the management of the District facilities and fleet, municipal procurement, 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 essential and convenience features; and providing these services at a minimum cost to taxpayers in a manner as responsive to their needs as possible.

2012 Workplan Emphasis

Utilizing preventive maintenance, scheduled activities, and resource management, we will maintain existing infrastructure, equipment, and service levels in a wide range of areas from street sweeping to sanitary sewer pump stations.

We will compile sanitary sewer and storm sewer video information into a comprehensive maintenance and repair program and install emergency generators at two additional sanitary sewer pump stations. We will review engineering design requirements and operations procedures for water, sanitary sewer, and storm sewer service connection renewals.

We will review plans for a watermain replacement projects including 126 Avenue (216 Street to Blackstock Street), design water unidirectional flushing sequence, and develop a five year schedule for line valve maintenance, operation, and repair.

We will undertake roadwork projects including road resurfacing locations throughout the District.

Performance Measurement

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 2012 is to reduce electricity consumption at the Operations Centre by 9% from 2011 levels

HIGH-LEVEL COMMUNITY GOALS

Provide High Quality Drinking Water

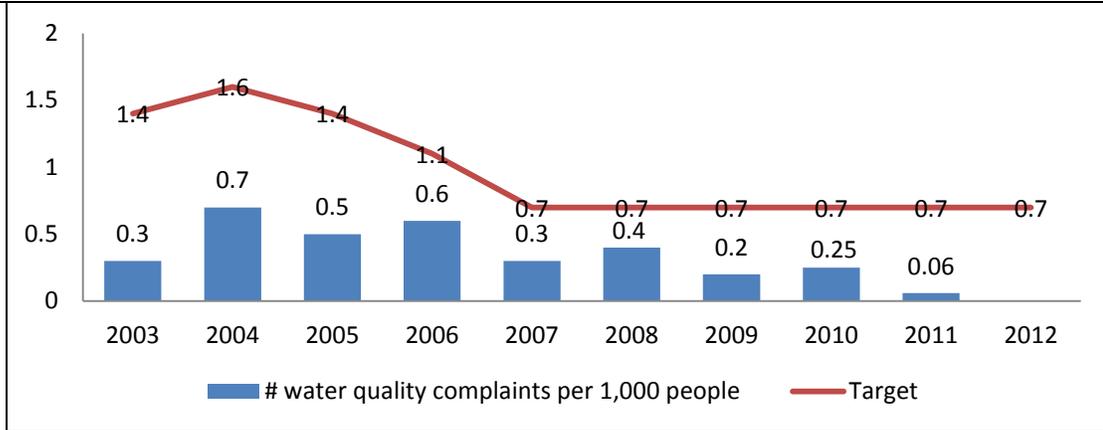
Target Statement

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 Centre maintains 373 kilometres of watermains.

PWDS – OPERATIONS CENTRE



Status Report

The 2011 data point represents an estimate.

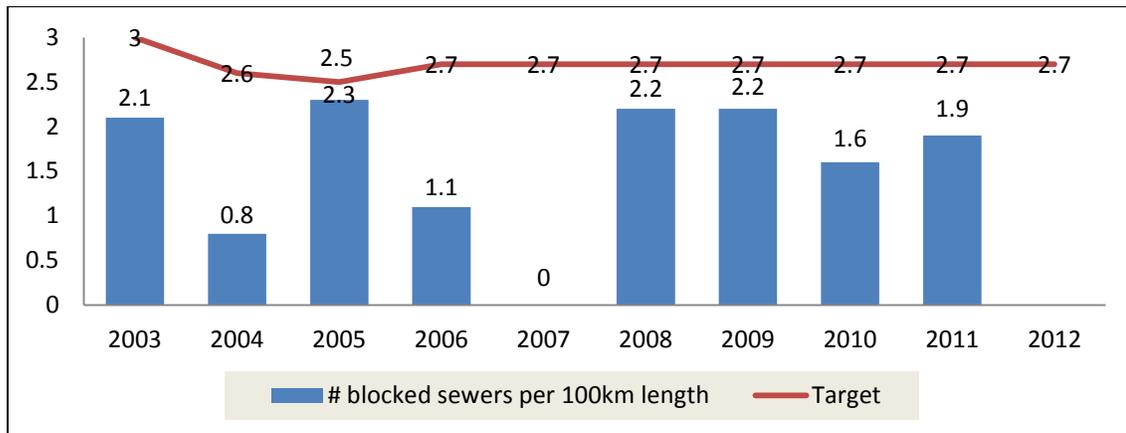
Maintain a Dependable Sewage System

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 Centre maintains 265 kilometres of gravity sanitary sewer.



Status Report

The 2011 data point represents an estimate.

PWDS – OPERATIONS CENTRE



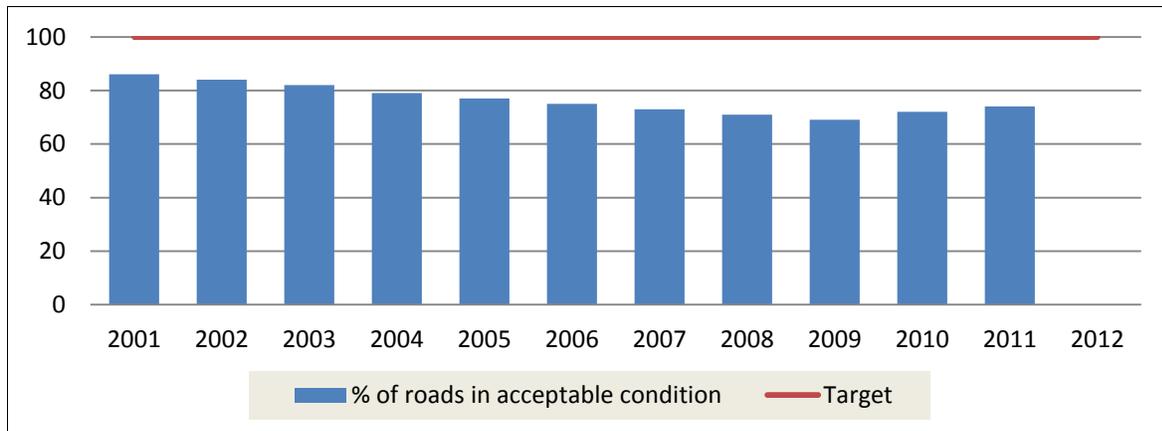
Provide Safe, Serviceable Roads

Target Statement

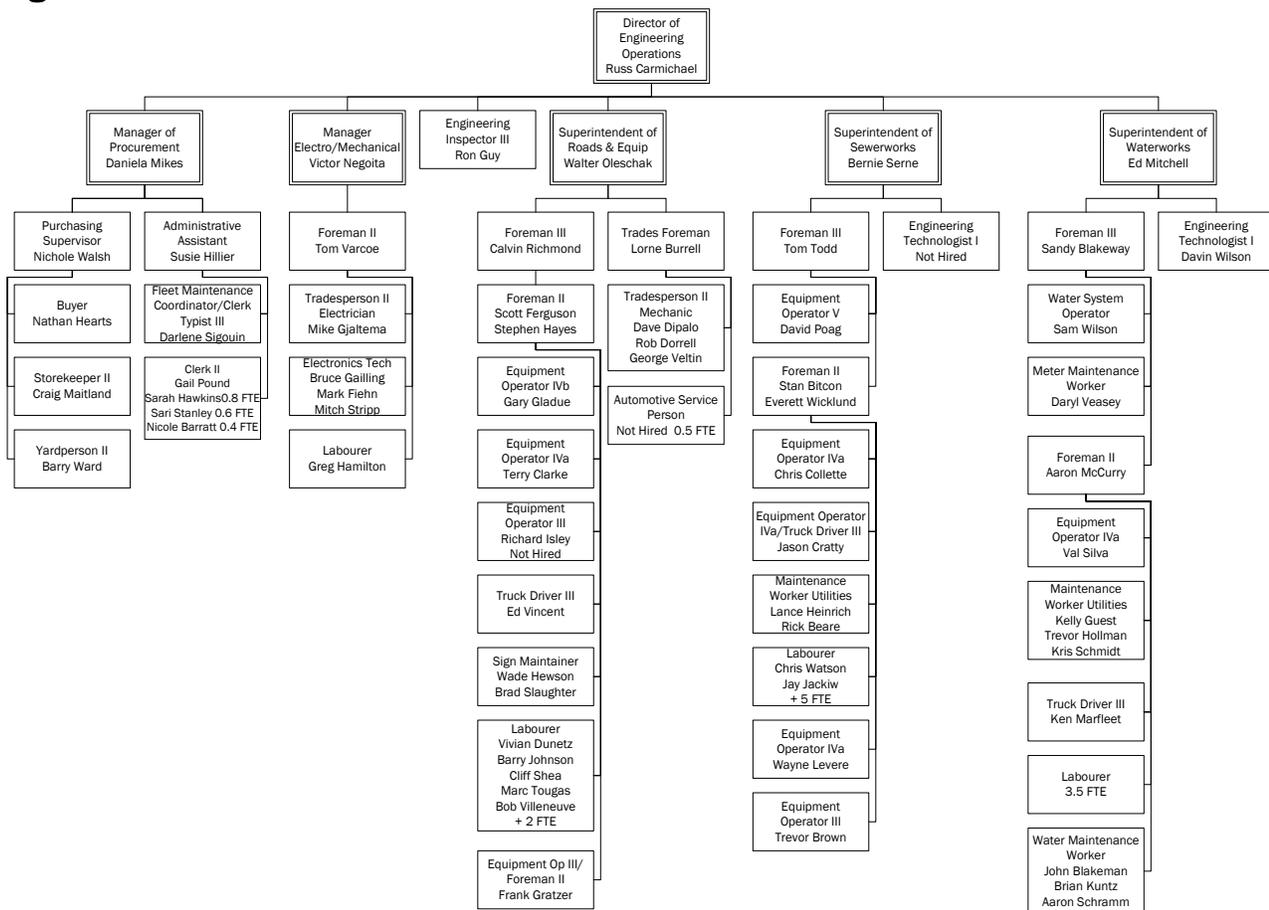
Protect our investment in roads infrastructure and provide safe, serviceable road network for the community, whereby 100% of our roads are at or above “acceptable” condition.

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.



Organization Chart



PWDS – OPERATIONS CENTRE



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTE's (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
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	0.2	0.6	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	1.3	1.0	1.0	1.0	1.0
Superintendent of Waterworks	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Construction Superintendent	0.8	0.7	-	-	-	-	-	-	-	-
Engineering Technologist	-	1.0	1.0	1.0	1.0	0.4	1.1	2.0	2.0	2.0
Purchasing Supervisor	-	-	-	-	-	1.0	1.4	1.0	1.0	1.0
Trades Foreman	1.0	1.0	1.0	0.9	1.0	1.0	1.1	1.0	1.0	1.0
Engineering Works Inspector	2.0	1.2	0.9	1.0	1.2	1.0	1.4	1.0	1.0	1.0
Foreman III	3.0	3.1	3.5	3.0	3.3	3.3	3.5	3.0	3.0	3.0
Tradesperson II - Mechanic	2.0	2.0	2.0	2.1	2.0	1.9	2.4	3.0	3.0	3.0
Tradesperson II - Electrician	1.0	1.0	1.0	1.0	1.1	1.0	1.0	1.0	1.0	1.0
Water System Operator	-	-	0.7	0.6	-	0.7	0.9	1.0	1.0	1.0
Foreman II	5.6	5.7	6.4	6.7	6.5	6.0	6.3	6.0	6.0	6.0
Foreman II/Equipment Operator III	-	-	-	-	-	-	0.7	1.0	1.0	1.0
Buyer	1.0	0.5	1.0	1.0	1.0	0.8	0.1	1.0	1.0	1.0
Apprentice - Mechanic	-	-	-	-	1.0	1.0	0.2	-	-	-
Storekeeper II	1.0	1.0	1.0	1.0	1.0	1.0	1.4	1.0	1.0	1.0
Electronics Technician	2.9	2.8	2.2	2.3	3.2	2.8	2.7	3.0	3.0	3.0
Equipment Op IVA/Truck Driver III	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator IVA	5.2	4.9	4.7	3.8	4.1	3.9	3.8	4.0	4.0	4.0
Meter Maintenance Worker	0.7	0.4	1.0	1.0	1.1	1.0	1.0	1.0	1.0	1.0
Storekeeper IA	-	-	-	0.3	0.1	-	-	-	-	-
Equipment Operator V	0.9	0.9	1.0	1.9	1.0	1.0	0.9	1.0	1.0	1.0
Equipment Operator IVB	1.0	1.0	1.0	1.0	1.0	1.0	1.2	1.0	1.0	1.0
Maintenance Worker Utilities	2.5	4.3	5.0	4.5	5.1	4.5	5.2	5.0	5.0	5.0
Administrative Assistant	-	-	-	-	-	-	-	1.0	1.0	1.0
Accounting Clerk II	1.0	1.0	1.0	1.0	1.0	1.0	1.3	-	-	-
Water Maintenance Worker	3.0	2.2	1.9	2.6	3.3	3.0	2.3	3.0	3.0	3.0
Fleet Mtce. Coord Clerk Typist III	1.0	1.0	1.0	1.1	1.4	1.4	1.1	1.0	1.0	1.0
Equipment Operator III	2.0	2.0	2.0	1.9	2.0	2.5	3.0	3.0	3.0	3.0
Equipment Operator II	1.0	0.6	1.0	0.8	-	-	0.5	-	-	-
Labourer	16.2	14.2	15.6	14.3	13.2	13.3	13.3	14.0	14.0	14.0
Truck Driver III	2.0	2.0	2.0	2.1	3.2	2.1	2.2	2.0	2.0	2.0
Yardperson II	1.0	1.0	1.0	1.0	1.0	1.0	0.7	1.0	1.0	1.0
Truck Driver II	2.0	1.5	1.0	0.9	-	-	0.1	-	-	-
Sign Maintainer	1.2	1.8	2.0	2.0	2.0	2.0	1.9	2.0	2.0	2.0
Clerk II	1.7	1.8	1.8	2.0	1.6	2.0	2.2	2.8	2.8	2.8
Automotive Serviceperson	-	-	-	-	0.2	0.2	-	0.5	0.5	0.5
Maintenance Student	0.4	0.1	-	-	-	-	-	-	-	-
Other	-	-	-	0.4	-	-	-	-	-	-
Full-Time Equivalent	69.1	66.7	69.7	69.2	70.6	68.1	71.6	74.3	74.3	74.3

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Contributions from Others (30000-4820)	-24	-9	-30	-30	-	0%	-30	-30	-30	-30
Fees (39000-4220)	-18	-5	-10	-10	-	0%	-10	-10	-10	-10
Fuel Sales (33200-7361)	-354	-427	-317	-430	-113	36%	-443	-456	-469	-482
GVTA Grant - Downloaded Roads (33100-4261)	-262	-730	-863	-863	-	0%	-863	-863	-863	-863
GVTA Grant - Uploaded Roads (33100-4260)	-	-28	-	-	-	-	-	-	-	-
Preservice Fees (35300-4460)	-	-	-26	-26	-	0%	-26	-26	-26	-26
Prov. Grant (Unconditional) (33100-4253)	-54	11	-	-	-	-	-	-	-	-
Total Revenue	-712	-1,188	-1,247	-1,359	-113	9%	-1,372	-1,385	-1,398	-1,411
Expense										
Committee Costs (33100-6045)	10	10	10	10	-	0%	10	10	10	10
Environmental Costs (33100-6320)	-	15	20	20	-	0%	20	20	20	20
Equipment Maintenance (30000-8030)	729	583	542	551	9	2%	559	568	577	586
Fuel (33200-7360)	699	851	677	893	216	32%	920	947	973	1,000
Insurance (multiple)	104	126	156	164	9	6%	171	171	171	171
Maintenance - General (multiple)	4,004	4,706	4,613	4,540	-73	-2%	4,692	4,845	4,980	5,118
Salaries (multiple)	917	991	1,068	1,332	264	25%	1,374	1,417	1,462	1,507
Special Projects (33100-6385)	247	177	740	269	-470	-64%	25	25	25	25
Supplies (multiple)	114	125	105	90	8	8%	92	93	95	97
Training (33100-6400)	28	24	24	24	-	0%	24	24	24	24
Transfers to Reserves	990	1,089	1,083	1,198	115	11%	1,261	1,312	1,366	1,421
Interest Transfers (33100-ERR-9402)	-	-	105	105	-	0%	105	105	105	105
Vehicle Chgs Contra (Mtce) (33200-7405)	-1,435	-1,657	-1,151	-1,274	-123	11%	-1,306	-1,331	-1,357	-1,383
Vehicle Chgs Contra (Replacmt) (33200-7410)	-892	-1,013	-1,083	-1,198	-115	11%	-1,261	-1,312	-1,366	-1,421
Vehicle Costs (33100-6430)	11	12	25	-	1	3%	-	-	-	-
Total Expense	5,526	6,039	6,934	6,726	-159	-2%	6,686	6,894	7,086	7,279
TOTAL OPERATIONS	4,813	4,851	5,687	5,367	-272	-5%	5,314	5,509	5,688	5,869

Comments:

- Fuel Sales/Fuel Costs – 2011 actuals and future budgets have been increased to reflecting rising price of fuel.
- Special Projects – 2011 budget contained funding committed to specific projects that were to be completed in 2011. However, many were not completed in 2011 and will need to be added to the 2012 budget in future amendments.
- Maintenance General/Salaries – The budgeted costs in these accounts have been reallocated. The combined increase is about 3%.

Financial Plan – Private Service

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Access Culverts (33300-4481)	-47	-21	-	-	-	-	-	-	-	-
Curb Let Down/Rd Extension (33300-4160)	-14	-18	-36	-37	-0	1%	-37	-37	-38	-38
Ditch Enclosures (33300-4482)	-11	-4	-	-	-	-	-	-	-	-
Private Xing /Frontage /Storm (33300-4480)	-32	-42	-67	-69	-2	3%	-71	-72	-74	-76
TOTAL OP-PRIVATE SERVICE	-103	-86	-104	-106	-2	2%	-108	-110	-112	-114

Comments:

- None.

PWDS – OPERATIONS CENTRE



Financial Plan – Sewer Utility

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Contributions from Others (60000-4820)	-5	-	-	-	-	-	-	-	-	-
Investment Interest (60000-4295)	-175	-116	-225	-225	-	0%	-225	-225	-225	-225
M.F.A. Discharge (64000-4380)	-	-9	-	-	-	-	-	-	-	-
Parcel Charges (61000-4420)	-784	-802	-872	-915	-44	5%	-961	-1,009	-1,059	-1,076
Private Service Connections (multiple)	-51	-30	-100	-103	-3	3%	-105	-107	-110	-112
Prov. Grant (Unconditional) (61000-102-4253)	-248	-124	-248	-	-	0%	-	-	-	-
Sale of Service (61000-4600)	-198	-216	-289	-303	-14	5%	-318	-334	-351	-357
Sales (61000-4510)	-6,031	-6,505	-6,250	-6,692	-442	7%	-7,165	-7,672	-8,215	-8,790
Total Revenue	-7,493	-7,802	-7,983	-8,238	-503	6%	-8,774	-9,347	-9,960	-10,560
Expense										
Admin Fees (61000-101-6005)	2,950	3,198	3,229	3,373	144	4%	3,523	3,726	3,924	4,119
Appropriation of Surplus (61000-9010)	-790	-689	-692	207	899	-130%	-443	157	924	1,096
Contract (64000-7007)	1,993	1,993	1,993	2,093	100	5%	2,192	2,292	2,392	2,491
Contribution to own Reserves (64000-9020)	1,287	305	-	-	-	-	-	-	-	-
Insurance (61000-6210)	50	45	60	58	-2	-4%	58	58	58	58
Maintenance - Buildings (62000-8060)	263	274	261	288	27	10%	296	304	313	322
Maintenance - General (62000/63000-8056)	254	283	360	341	-19	-5%	360	379	398	417
Other (multiple)	42	51	94	95	1	1%	95	95	96	96
Private Connections - Preservice (61000-8011)	3	17	14	14	0	1%	14	14	14	14
Salaries (61000-5500/5100)	199	180	273	306	32	12%	315	325	335	345
Salary Transfers (61000-5450)	563	580	583	621	38	7%	637	653	666	679
Service Severance Costs (60000-5150)	7	8	10	10	-	0%	10	10	10	10
Small Tools & Equipment (61000-7390)	23	13	10	11	0	4%	11	11	12	12
Special Projects (61000-6385)	128	229	928	255	-673	-73%	-	-	-	-
Total Expense	6,974	6,488	7,124	7,672	548	8%	7,068	8,025	9,141	9,661
Transfers										
Transfer to Capital Funds (multiple)	112	477	894	676	-218	-24%	1,626	1,242	739	819
Transfers In (60000-DCC-4910)	-	-	-41	-	41	-100%	-	-	-	-
Transfers Out (multiple)	61	99	100	80	-20	-20%	80	80	80	80
Total Transfers	173	576	953	756	-197	-21%	1,706	1,322	819	899
TOTAL SEWER UTILITY	-346	-737	94	190	-152	-162%	-	-	-	-

Comments:

- **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** – 2011 budget contained funding committed to specific projects that were to be completed in 2011. However, many were not completed in 2011 and will need to be added to the 2012 budget in future amendments.

PWDS – OPERATIONS CENTRE



Financial Plan – Water Utility

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Fines (71000-4240)	-30	-35	-18	-18	-	0%	-18	-18	-18	-18
Investment Interest (70000-4295)	-205	-144	-150	-150	-	0%	-150	-150	-150	-150
Parcel Charges (71000-4420)	-79	-77	-93	-101	-8	9%	-110	-120	-131	-137
Private Connections (multiple)	-391	-393	-262	-266	-4	2%	-270	-274	-278	-283
Sale of Service (71000-4600)	-2,308	-2,598	-2,662	-2,902	-240	9%	-3,163	-3,448	-3,758	-3,926
Sales (71000-4510)	-7,415	-8,119	-8,519	-9,472	-953	11%	-10,531	-11,708	-13,017	-13,675
Transfers In (multiple)	-1,206	-528	-	-	-	-	-368	-368	-368	-368
Total Revenue	-11,634	-11,894	-11,704	-12,909	-1,205	10%	-14,610	-16,086	-17,720	-18,557
Expense										
Appropriation of Surplus (71000-9010)	-1,408	-2,182	-2,182	-131	2,051	-94%	-942	589	1,805	1,936
Contribution to own Reserves (74000-9020)	1,034	1,852	-	-	-	-	-	-	-	-
Contribution to Self-Insurance (74000-9021)	-17	7	7	7	-	0%	7	7	7	7
Debt - Principal (multiple)	-	-	-	-	-	-	460	460	460	460
Insurance (71000-6210)	66	31	43	40	-3	-6%	40	40	40	40
Insurance-Adj Fee / Deductible (71000-6211)	-	-	5	5	-	0%	5	5	5	5
Maintenance - General (70000/72000-8056)	1,224	1,336	1,353	1,335	-18	-1%	1,381	1,428	1,476	1,525
Meter Reading (71000-8049)	14	17	15	15	1	3%	16	16	17	17
Other Outside Services (71000-7051)	-288	5	438	438	-	0%	438	438	438	438
Private Connections - Preservice (71000-8011)	23	50	21	20	-1	-4%	20	21	21	21
Purchases (71000-7380)	5,564	5,966	6,788	7,300	512	8%	8,750	9,500	10,250	10,925
Radio & Communications (71000-6340)	21	24	30	31	0	1%	31	31	32	32
Salaries (71000/72000-5500)	324	371	658	653	-5	-1%	668	682	697	712
Salary Transfers (71000-5450)	719	741	745	789	44	6%	810	831	849	867
Service Severance Costs (70000-5150)	9	10	13	13	-	0%	13	13	13	13
Small Tools & Equipment (71000-7390)	16	20	14	27	13	88%	28	28	29	30
Special Projects (71000-6385)	121	79	1,158	15	-1,143	-99%	15	15	15	15
Total Expense	7,423	8,327	9,106	10,559	1,452	16%	11,740	14,105	16,153	17,042
Transfers										
Transfer to Capital Funds (multiple)	967	1,128	2,810	2,091	-719	-26%	2,570	1,682	1,267	1,215
Transfers Out (multiple)	100	100	100	80	-20	-20%	80	80	80	80
Total Transfers	1,067	1,228	2,910	2,171	-739	-25%	2,650	1,762	1,347	1,295
TOTAL WATER UTILITY	-3,144	-2,340	312	-179	-491	-157%	-220	-220	-220	-220

Comments:

- Parcel Charges/Sales of Services/Sales – The 2012 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 budget includes borrowing costs related to capital cost sharing with the Regional District for construction of new pump station and additional water main. The issuance of debt has not yet occurred.
- Purchases – The cost of water purchases from the region is expected to increase significantly.
- Special Projects – 2011 budget contained funding committed to specific projects that were to be completed in 2011. However, many were not completed in 2011 and will need to be added to the 2012 budget in future amendments.



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 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. To carry out this work, the department coordinates the flow of information with a number of internal departments, stakeholder groups, and agencies involved in a project application.

The 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 support the very specific statutory work for every property development that comes before Council.

Performance Measurement

HIGH-LEVEL COMMUNITY GOALS

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

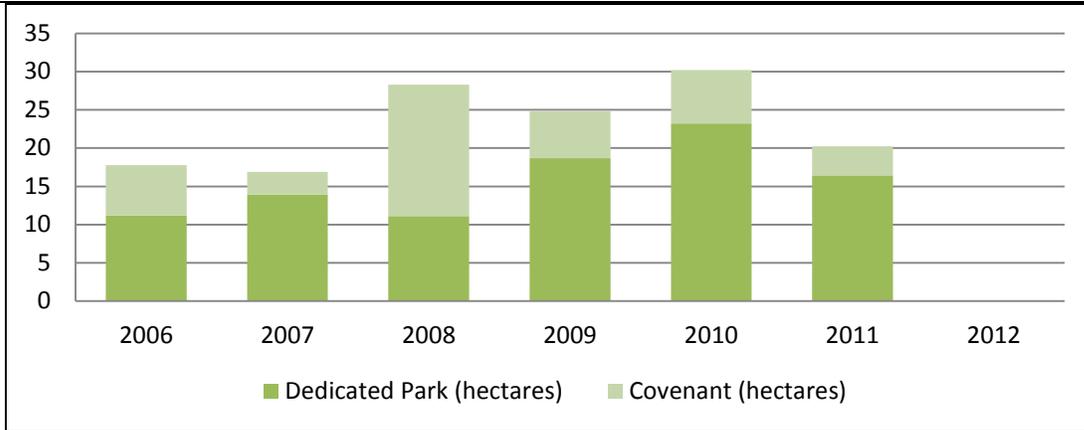
This graph represents the number of hectares of land that were legally protected, through dedication or covenant, for environmental reasons. The information tab provides a further breakdown by reason. By working with integrated and innovative sustainable design solutions, a balance between development and conservation can be achieved that provides safe, attractive, and affordable development, along with recreational opportunities and protection of highly sensitive fish and wildlife habitat. For environmental permit areas around watercourses and steep slopes, coordination of professionals and municipal staff is required to ensure protection of significant natural features, hazard mitigation for safe development, and enhancement opportunities that occurs with each development application.

The 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.

2012 Workplan Emphasis

We will be working on several strategies, bylaws, studies, and plans including, but not limited to, the preparation of a Commercial and Industrial Strategy, preparation of a density review process for the North Albion Area, preparation of an Albion Flats Area Plan, provision of assistance to the Social Planning Committee on preparation of a Housing Action Plan, completion of the Environmental Management Plan, adoption and implementation of the Zoning Bylaw, completion and implementation of the Wildfire Interface Management Plan, and initiation of the revised Regional Context Statement.

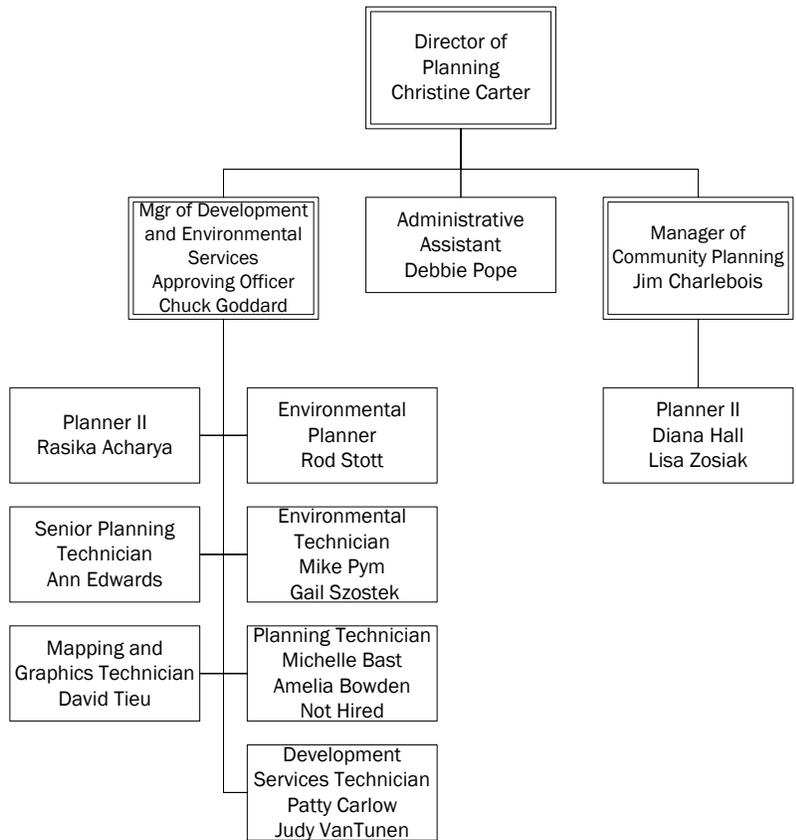
PWDS – PLANNING



Status Report (All Areas in Hectares)

For a breakdown by year of the reasons for protection and related land areas, see the Information tab on SEE-IT.

Organization Chart



Staff Position History and Forecast

The following table indicates the number of full-time equivalent (FTE) employees. The 2005-2011 FTEs represent actual hours worked plus paid leave; 2012-2014 represent forecasted staffing levels.

Position	Actual FTEs (net of vacancies & unpaid leave)							Full Staffing		
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Director of Planning	1.0	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0
Mgr of Dev't and Environment Serv.	1.0	1.0	1.0	1.0	1.0	1.0	0.9	1.0	1.0	1.0
Manager of Community Planning	1.0	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	1.0
Planner II	2.3	2.4	3.0	3.0	3.1	3.0	3.0	3.0	3.0	3.0
Senior Planning Technician	-	-	-	-	-	1.0	0.9	1.0	1.0	1.0
Environmental Technician	1.0	1.0	1.0	1.3	2.0	1.7	1.9	2.0	2.0	2.0
Planning Technician	2.9	3.0	3.8	3.9	3.6	3.0	3.0	3.0	3.0	3.0
Mapping and Graphics Technician	-	-	-	-	0.9	2.8	1.0	1.0	1.0	1.0
Planning Assistant II	0.8	1.0	1.0	0.9	0.1	-	-	-	-	-
Administrative Assistant	1.0	1.1	1.3	1.0	1.0	1.1	1.0	1.0	1.0	1.0
Development 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	13.2	14.7	16.1	16.1	16.7	16.6	16.6	17.0	17.0	17.0

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

Budget

The base budgets for 2012-2016 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)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Applic Fees - ALR (53110-4123)	-2	-1	-6	-6	-	0%	-6	-6	-6	-6
Applic Fees - Dev Permit (53110-4124)	-107	-193	-153	-156	-3	2%	-159	-161	-161	-161
Applic Fees - OCP (53110-4121)	-6	-17	-6	-6	-0	2%	-7	-7	-7	-7
Applic Fees - Subdivision (53110-4122)	-103	-108	-111	-113	-2	2%	-115	-116	-116	-116
Application Fees (53110-4120)	-128	-199	-111	-113	-2	2%	-115	-115	-115	-115
Erosion Sediment Contrl Permit (53110-4127)	-8	-8	-	-	-	-	-	-	-	-
Fees - Temp Ind/Comm Permit (53110-4125)	-25	-8	-4	-5	-0	2%	-5	-5	-5	-5
Sales (multiple)	-3	-3	-11	-11	-	0%	-11	-11	-11	-11
Prov. Grant (Conditional) (53120-4252)	-11	-40	-	-	-	-	-	-	-	-
Total Revenue	-393	-577	-401	-409	-8	2%	-417	-420	-420	-420
Expense										
Committee Costs (53110/53120-6045)	20	8	64	22	-42	-66%	22	22	22	22
Consulting (53120-7005)	112	28	185	19	-166	-90%	19	19	19	19
Contract (53110-7007)	40	40	40	40	-	0%	40	40	40	40
Legal (53100/53110-7030)	56	78	38	38	-	0%	38	38	38	38
Other (multiple)	21	21	49	50	0	1%	50	50	51	51
Salaries (multiple)	1,475	1,573	1,702	1,688	-13	-1%	1,742	1,797	1,854	1,911
Studies & Projects (multiple)	22	30	128	100	-28	-22%	-	-	-	-
Total Expense	1,744	1,777	2,206	1,957	-249	-11%	1,911	1,966	2,023	2,080
TOTAL PLANNING	1,351	1,200	1,805	1,548	-257	-14%	1,494	1,546	1,603	1,661

Comments:

- Committee Costs/Consulting/Special Projects – 2011 budget contained funding committed to specific projects that were to be completed in 2011. However, many were not completed in 2011 and will need to be added to the 2012 budget in future amendments.



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 who 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.

2012 Workplan Emphasis

RMRS will work towards a Curbside Yard Waste/ Kitchen Waste pickup program which 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 2012.

Performance Measurement

KEY PERFORMANCE MEASURES (mapleridge.visiblestrategies.com)

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

HIGH-LEVEL COMMUNITY GOALS

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.

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

RMRS will administer the Brush Chipping Program, expand Blue Box pickup services to Silver Valley and Albion, and expand the number 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 large appliances, toys, media devices (records, CDs, VHS tapes), and packaging.

RMRS will provide public education and administration of the District's Low-Flow Toilet Rebate Program, Brush Chipping Program, Bear Aware campaign, and to increase awareness of recycling by producing an advertising campaign for new extended producer responsibility products, organics, and items accepted at the Depot. RMRS will expand the Solid Waste and Recycling Regulation Bylaw to include garbage and commercial properties.

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

PWDS – RIDGE MEADOWS RECYCLING

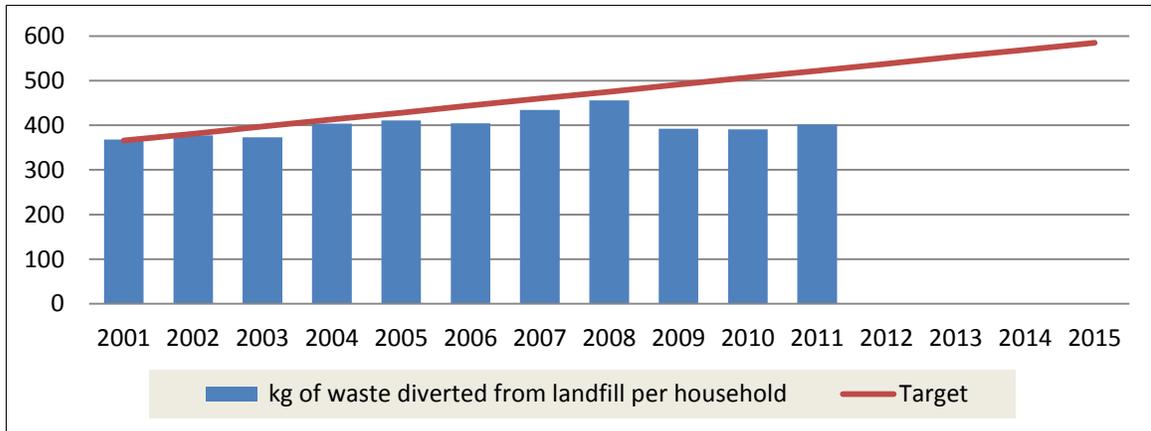


Overview

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 2011 amount of waste diverted from landfill to recycling programs was 401 kilograms per household. This is calculated by taking the total waste diverted to recycling of 9,586 kilograms and dividing by 23,882 properties. Although the graph shows a decline, the waste diverted to recycling is a component of the total waste stream, and for 2011, 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.

Budget

The base budgets for 2012-2016 for this area follow, along with the prior year budget and actual amounts for the preceding two years.

Financial Plan – Recycling

All figures represent \$'000 (thousands)

	2010 Actuals	2011 Actuals	2011 Budget	2012 Budget	Budget Δ \$	Budget Δ %	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Revenue										
Fees (51000-4220)	-85	-75	-100	-100	-	0%	-100	-100	-100	-100
Lease Expense (51000-004-6230)	30	15	15	15	-	0%	15	15	15	15
Total Revenue	-55	-60	-85	-85	-	0%	-85	-85	-85	-85
Expense										
Contract (51000-7007)	1,209	1,099	1,129	1,280	152	13%	1,311	1,343	1,376	1,410
Insurance (51000-6210)	2	2	2	2	0	10%	2	2	2	2
Vehicle Charges (51000-7400)	386	439	425	489	64	15%	525	540	556	573
Total Expense	1,597	1,540	1,555	1,771	216	14%	1,838	1,886	1,935	1,985
TOTAL RECYCLING	1,233	1,233	1,233	1,233	1,233	100%	1,233	1,233	1,233	1,233

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** – Regular cost increase for recycling is 4%. The additional 8% growth is due to expansion of the collection area.

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

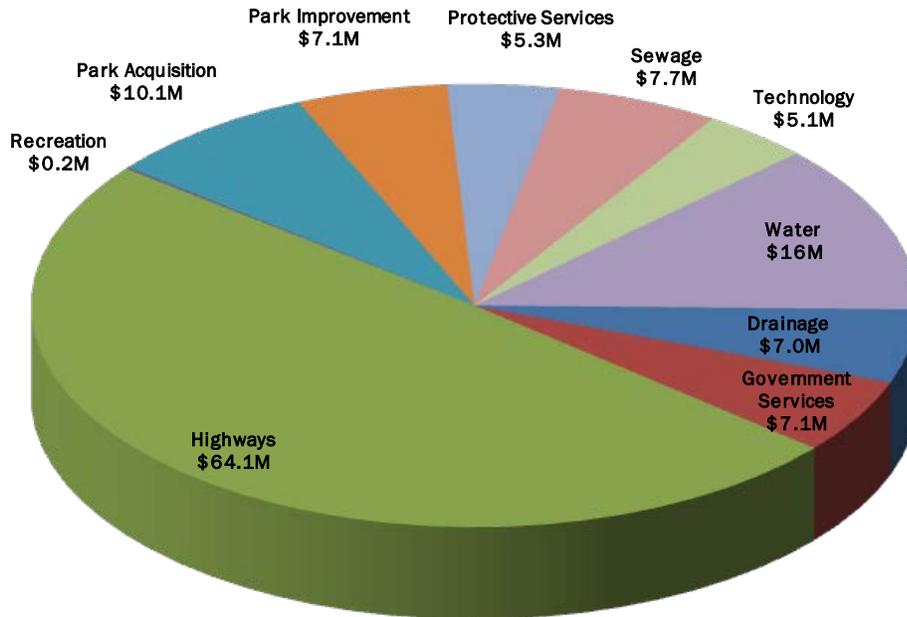
The table on the next page illustrates the sources of funding for these projects. The proposed CWP is relatively large due to borrowing (Debt Financing) and projected funding from other sources including TransLink and grants from provincial and federal governments.

CAPITAL WORKS PROGRAM



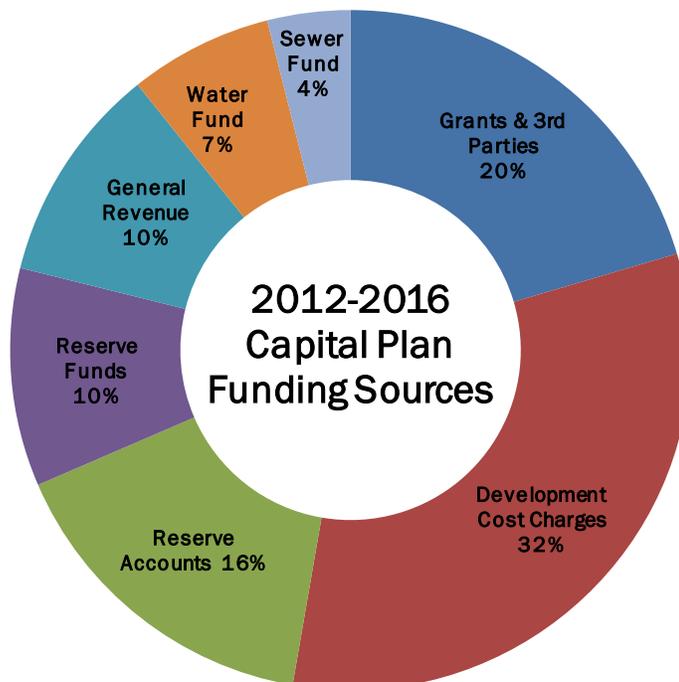
The five-year Capital Works Program is \$129 million; 2012 planned capital projects are \$20 million, exclusive of projects that may be carried forward from previous years. It should be noted that developers will contribute millions in subdivision infrastructure to our community and these contributions are not included in our capital plan. Budgets for projects that were approved in previous years, but not completed by the end of 2011 will be included in a Financial Plan amendment in the spring of 2012.

Capital Expenditure Program 2012 – 2016 (\$129 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 (2012 - 2016), and is responsible for deployment of information relating to the Capital Works Program on the District's website. The Committee also provides staff support with respect to capital information inquiries and/or requests, maintains the integrity of the data in the corporate business system for long-term capital programming and creating an archive of completed and planned projects, and has the responsibility of administering the Capital Works Program and associated business systems.

2012 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).

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 on **page 40** 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.

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 for water and sewer maintenance is \$15,000 and \$10,000 respectively.

Due to the anticipated shortfall in property taxation revenue, no additional funding other than Water and Sewer funds has been allocated in 2012 to address operating costs due to new capital. As a result, any additional operating costs for items such as new park maintenance will need to come from existing operating budgets through overall reduction in service levels.

Appendices

Mission Statement and Value Statements

Vision 2025

Performance Measures

Financial Sustainability Plan – Policy 5.52

Infrastructure Funding Strategy

Capital Works Program Project Listing

2012-2016 Financial Plan Bylaw 6883 – 2011

Glossary of Terms

Acronyms

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

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

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

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

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.

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



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

Financial Management

Vision 2025

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

Key Strategies

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

Governance

Vision 2025

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

Key Strategies

- Conduct our business in a manner that upholds and enhances the public’s trust

- Function as an open government with the greatest possible access by citizens to information and opportunity for engagement in decision-making processes
- Demonstrate leadership in applying and promoting the principles of sustainability recognizing that each individual decision may not be optimal for all pillars of sustainability

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

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

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



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

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 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)

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

APPENDIX C: PERFORMANCE MEASURES



Council and Staff at the District are pleased to present the sixth 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.

The information provided in each department 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.



APPENDIX C: PERFORMANCE MEASURES



The graphs within the departmental sections 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 No. 1 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
- Reduce 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
- 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

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

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
Authority: <u>Council</u> Approval: <u>October 26, 2004</u>	Effective Date: <u>October 27, 2004</u>
Policy Statement: The District’s financial planning will be guided by the attached Financial Sustainability Plan policy guidelines.	
Purpose: A proactive strategy is required that will lay the groundwork for the continuance of high quality services and provide a legacy for future generations. It will position the Municipality to meet financial obligations and take advantage of opportunities that arise; it will also mean that residents can look forward to equitable and affordable taxation. The policies should be designed and structured to develop principles that guide, support and respect the direction of the community.	

Policy Guidelines

Purpose:

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

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

Policy Guidelines:

1. Growth in Tax Base:

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

Policy 1.0

Real growth will be set based on the experience of the previous planning period and the projections for the ensuing period, using information provided by 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 drainage, technology and other projects within the overall capital program. TransLink provides funding for maintenance of the major road network, but the District’s own infrastructure has no dedicated source of funding.



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

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

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%¹ in 1998 netting \$380,000 and in 2006, \$720,000. For replacement of these assets, a separate reserve is used.

¹ 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.

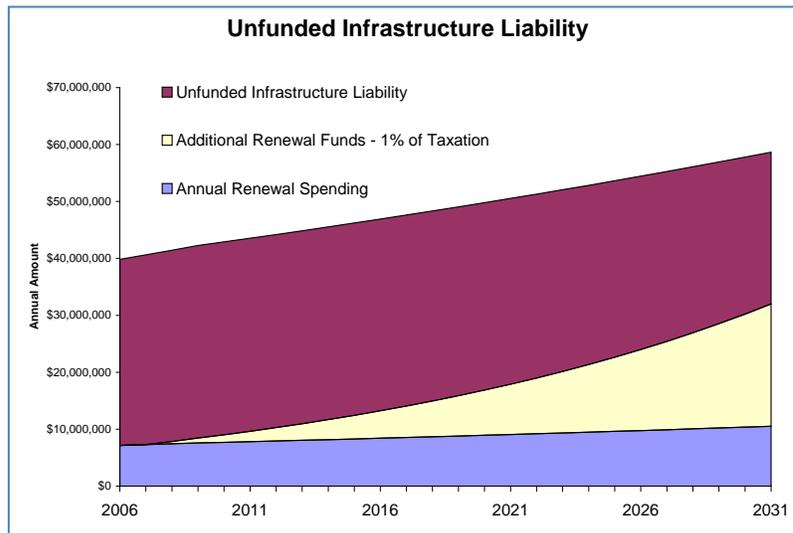


In 1998 the contribution from general revenue for equipment replacement was \$252,300. The number was determined when we had two fire halls and a different pay structure for firefighters. In 1999, it received a 5% increase, and has remained since that time at \$264,900. In 2003, a lump sum of \$178,000 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^{2 3}. 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.



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.”⁴

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.

² 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.

³ This graph represents our entire inventory of infrastructure, including assets not paid for out of general revenue, such as the water and sewer utilities.

⁴ “Building Prosperity from the Ground Up: Restoring Municipal Fiscal Balance”, Federation of Canadian Municipalities, June 2006.

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY

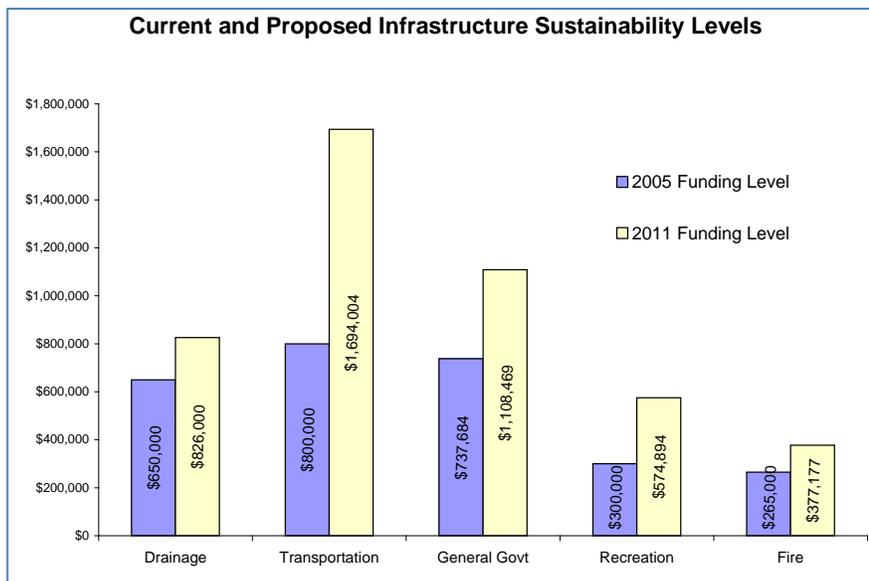


Options for Sustaining What We Have

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.



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 8.0.⁵

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.

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

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

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

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

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

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

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

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

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

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



How are DCCs Calculated?

- 1) The numbers of potential development units are quantified to build-out in 2021, by development type (single family, townhouse, apartment, commercial, etc.)
- 2) Projects required to accommodate growth to build-out are identified and costs are estimated (portion of cost may be borne by existing population), and allocated to land use types.
- 3) Rates are calculated that, when multiplied by the estimated development units, should achieve the revenue necessary to pay for the projects.

As projects are completed and units are developed, remaining (or additional) projects costs must be covered by remaining development units, making regular review of project costs and growth estimates important. As fewer and fewer development units remain, any changes will have a greater impact on the rates.

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



Some DCC projects may require other funding sources, in addition to DCCs. Consideration must also be given to whether these sources have the capacity to fund their portion. In addition, the added cost of a sustainability provision and maintenance program should be considered as new infrastructure is built. Financial Sustainability Policy 12.0⁶ 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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General Manager: Corporate & Financial Services

⁶ 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

	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	<u>450</u>			<u>\$459,000,000</u>		<u>\$18,360,000</u>
**Lights	2,637	ea	\$4,500	\$11,866,500	30	\$395,550
**Lights	1,320	ea	\$1,250	\$1,650,000	30	\$55,000
Lights subtotal	<u>3,957</u>			<u>\$13,516,500</u>		<u>\$450,550</u>

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



INFRASTRUCTURE INVENTORY

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

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



DCC PROJECTION BY INDIVIDUAL COMPONENT

DCC Projection by Individual Component

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

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

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



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

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

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



REVISED 2006-10-30 TO REFLECT PROPOSED 2007-2011 FINANCIAL PLAN

DCC Projection by Individual Component

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

APPENDIX E: INFRASTRUCTURE FUNDING STRATEGY



INFRASTRUCTURE FUNDING STRATEGY GUIDELINES

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

2007	Project Description	Highways	Sewage	Drainage	Water	Park	Borrow	Cost over 5 years	
								Interest	Issue Cost
2763	119 Ave (226 - 227)	432,026							
2905	Abernethy Way Acq. (210 - 224)	900,000							
6080	132 Ave (232 - 235)	1,102,196							
7269	Dewdney Trunk Rd @ 210 St Traffic Signal	109,150							
8312	Brown Ave (227 - Fletcher)	331,636							
3619	Whonnock Lake Acquisition					1,643,400			
7304	Park Development (236/137)					224,000			
8297	Silver Valley Park Improvement 239A/130A					150,000			
1599	124 Ave (246 - 248)				102,900				
7546	128 Ave (235 - 238)				110,001				
8159	240 St (Lougheed - 102) Phase 2			286,639			1,237,500	195,693	9,281
2830	240 St (113 - Dtr)	531,057					2,292,724	362,561	17,195
8309	Cottonwood Dr (118 - 119) Phase 3	120,446					520,000	82,230	3,900
8310	240 St (Lougheed - 104) Phase 2	554,371					2,393,379	378,478	17,950
626	Park (231/137)					459,896	1,985,500	313,978	14,891
8286	104 Ave @ 249 St Reservoir Stage 2				97,283		420,000	66,417	3,150
2007 Projects		4,080,883	-	286,639	310,184	2,477,296	8,849,103	1,399,358	66,368
	Projects subtotal	2,875,008	-	-	212,901	2,017,400			
	Payments subtotal	1,205,875	-	286,639	97,283	459,896			
2008	Project Description	Highways	Sewage	Drainage	Water	Park	Borrow	Cost over 5 years	
								Interest	Issue Cost
861	121 Ave (70 Meter W Of 240 St - 240 St)	264,825							
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	
								Interest	Issue Cost
2003	Abernethy Way (210 - 500M E Blackstock)	1,192,686							
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) 12.0¹⁴, 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.

¹⁴ 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.

10. 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 > Project	2012	2013	2014	2015	2016
Drainage	637	1,200	1,360	1,600	1,950
288 St (Storm Main @ Watkins Sawmill)	-	250	-	-	-
Culvert Replacement Program	200	200	-	200	-
Drainage Upgrade Program	122	335	835	985	1,535
ISMP Stormwater Basin Review	-	-	-	-	100
Local Area Service - Drain	250	250	250	250	250
Sediment Trap At N Alouette	-	100	-	100	-
Selkirk Ave (226 - 227)	-	-	210	-	-
Video & Spot Repairs Storm Sewer	65	65	65	65	65
Drainage-Priv	42	43	44	45	46
Ditch Enclosures	20	20	21	21	22
Storm Sewer Connections	22	22	23	23	24
Govt Srvcs	858	850	4,850	172	350
Aquifer Signage	8	-	-	-	-
Equip: Emerg Prog	10	-	-	-	-
Equip: Recycling - Dual Tipper	-	-	-	-	250
Equip: Vehicle For L, P&B	37	-	-	-	-
Maple Ridge Library Signage	-	-	-	27	-
Minor Cap Improv - District - Lougheed Cycle Laity -216	100	-	-	-	-
Minor Cap Improv - Town Centre	100	-	-	-	-
Misc Capital Engineering	15	15	15	15	15
Misc Capital Gen Govt	15	15	15	15	15
Misc Capital Gen Rec	30	30	30	30	30
Public Library Cameras	-	-	-	20	-
Recycling - Bin Tippers	-	30	-	-	-
Recycling - Collection Bluebox/Bag	40	-	-	-	40
Recycling - Collection Equipment	30	-	-	-	-
Recycling - Collection Equipment (Apt)	55	-	-	-	-
Recycling - Collection Truck Upgrade	200	-	-	-	-
Recycling - Conveyor Belt (D.O. L6202)	-	-	-	65	-
Recycling - Dual Tipper Repl Truck Upg	-	60	-	-	-
Recycling - Dual Tipper Truck Upgrade	-	50	-	-	-
Recycling - Hydraulic Coll. Truck (Apt)	-	250	-	-	-
Recycling - Tipper Cages X10	-	-	40	-	-
Strategic Land Purchases	-	-	4,250	-	-
Works Yard Office Space Conversion	200	-	-	-	-
Works Yard Office Upgrade	-	400	500	-	-
Works Yard Rear Yard Gate Motorized	19	-	-	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Project	2012	2013	2014	2015	2016
Highways	6,982	11,655	9,841	8,650	26,601
116 Ave (Lougheed - 232)	-	-	-	-	105
122nd Reconstruction & Road Enhancement (supplement)	900	-	-	-	-
132nd Multi-Use Pathway	-	-	-	-	2,000
136 Ave (224 - 400M E 224)	-	-	1,891	-	-
203 St (123 - Powell) Design	-	-	-	250	-
203 St (123 - Powell) V2	-	-	-	992	-
203 St (DTR - 123)	-	-	-	2,542	-
203 St (Lougheed - DTR)	-	-	-	532	-
216 St (124 - 128)	-	-	-	-	82
224 St @ 121 Ave Ped Signal & Intersection Improvements	220	-	-	-	-
224 St @ 132 Ave (N Alouette Bridge)	-	-	-	-	3,073
224th St General Improvements	28	-	-	-	-
232 St Bridge (N Alouette River) Phase 1	1,367	-	-	-	-
232 St Bridge (N Alouette River) Phase 2	-	3,189	-	-	-
238 St (Old 112 Ave-200M N Old 112 Ave)	-	-	-	-	204
240 St - Hill Pedestrian Signal	150	-	-	-	-
240 St (Kanaka Creek Bridge S - Mcclure)	-	-	2,751	-	-
240 St @ 112 Ave (Traffic Signal)	-	-	-	-	246
240 St Signal R Turn To E Bound	-	-	50	-	-
Abernethy (216-500M E Blackstock) Widen	-	-	1,500	-	-
Abernethy Phase 3	-	5,030	-	-	-
Abernethy Phase 4	-	-	-	-	13,243
Audible Signals	5	5	5	5	5
Bikeway Program	100	100	100	100	100
Bridge Repairs & Struct Upgrade	162	160	-	160	-
Cycling Transportation Signage	20	-	20	-	20
Dewdney Trunk @ Kanaka Cr Bridge Phase 1	-	-	-	-	350
Dunn Ave @ Maple Meadows Way	-	279	-	-	-
Emergency Traffic Pre-Empt	50	50	50	50	50
Equip: Fleet	940	865	865	865	865
Equip: Trench Paving Machine	45	-	-	-	-
Equip: Upg S/A To T/A Dump Unit, Sander	-	100	-	-	-
Fern Crescent (236 - 240)	-	-	99	-	-
Fern Crescent (236 - 244) Phase 1	-	-	-	-	100
Illuminated Street Signs Program	10	10	10	10	10
Laity St @ 128 Ave Traffic Signal	-	-	-	-	277
Lane E 207 (Camwood - 100M N Camwood)	5	-	-	-	-
Local Area Service – Road	250	250	250	250	250
Lougheed Hwy Cycle Track: Laity to 216 Supplement	700	-	-	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Project	2012	2013	2014	2015	2016
Highways (cont)					
Ped Safety/Access Improv	90	90	90	90	90
River Road Sidewalks, Curbs And Gutters	-	-	-	-	3,000
Road Rehabilitation Program	636	914	1,725	2,050	2,071
Safer School Travel Program	50	50	50	50	50
Sidewalk Replacement	90	90	90	90	90
Streetlight Pole Replace Program	50	50	50	50	50
Neighbourhood Traffic Calming Program	500	100	125	150	175
Traffic Signal Replacements	90	90	90	90	90
Traffic Signal Upg & Alterations	-	30	30	325	-
Owens (200M N Camwood - Lougheed)	14	-	-	-	-
Mcfarlane Ave (Graves-209)	23	-	-	-	-
121 Ave @ 214 St	9	-	-	-	-
241A St (100M S 102 - 102)	100	-	-	-	-
244 St (50M S 104 - 104)	50	-	-	-	-
245 St (104 - 220M N 104)	26	-	-	-	-
201A St (113B - 100M North 113B)	3	-	-	-	-
Royal Cres @ 100M S Lougheed	-	25	-	-	-
112 Ave (60M W 236 - 236)	-	25	-	-	-
Dewdney Trunk @ Lougheed	-	154	-	-	-
228 St (12100 Block)	-	-	-	-	6
Retaining Wall 23000 Blk Abernethy MRN	300	-	-	-	-
Highways-Priv	64	65	66	67	68
Access Culverts	28	28	29	30	30
Private Driveway Crossings	37	37	37	38	38
Park Acq	3,016	600	200	3,044	3,197
Core Park (222/121)	-	-	-	-	2,997
Greenbelt Acquisition	200	200	200	200	200
Park (221/119) Lot 4	-	400	-	-	-
Silver Valley Neigh Park Acq A	506	-	-	-	-
Silver Valley Neigh Park Acq B	627	-	-	-	-
Silver Valley Neigh Park Phase 1	-	-	-	1,683	-
Silver Valley Neigh Park Phase 2	1,683	-	-	-	-
Whispering Falls Park (264/126)	-	-	-	1,161	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Project	2012	2013	2014	2015	2016
Park Improv	461	1,550	3,331	965	819
Albion Park (Washroom Facility)	-	-	-	304	-
Albion Sport Complex - Lighting	-	-	-	-	200
Concrete Outhouses (X3)	40	-	-	-	-
Equip: Parks/Rec Vehicle	25	-	30	40	-
Multiuse Trail Maple Ridge / PM	40	-	-	-	-
Park Development (231/137)	-	-	310	-	-
Park Development (232/132)	-	-	-	310	-
Park Development (237/133)	311	-	-	-	-
Park Development (241/104)	-	-	311	-	-
Park Development (241/112)	-	-	-	310	-
Raymond Park Development	-	-	380	-	-
Thomas Haney - Parking Lot Paving	-	40	-	-	-
Trail Improvement	30	-	30	-	30
Volker Park - Water Service	15	-	-	-	-
Whonnock Lake Phase 1 Entrance Road	-	235	-	-	-
Whonnock Lake Phase 2 Parking	-	-	290	-	-
Whonnock Lake Phase 3 Path/Light	-	297	-	-	-
Whonnock Lake Phase 4 Beach/General	-	356	-	-	-
Whonnock Lake Phase 5 Washroom Facility	-	622	-	-	-
Whonnock Lake Phase 6 Canoe Facility	-	-	1,980	-	-
Youth Action Park Albion	-	-	-	-	589
Rec Svcs	36	-	-	130	-
Bouldering Rock Wall	-	-	-	30	-
Energy Saving Window Blinds	12	-	-	-	-
Equip: Mobile Stage	-	-	-	100	-
Winter Club - Security Gates	10	-	-	-	-
Leisure Centre - Design Implement	14	-	-	-	-
Prot Svcs-Fire	1,150	1,604	350	250	1,750
Fire Equipment Engine 2-2 Replacement	705	-	-	-	-
Fire Hall #4 Engine New	-	625	-	-	-
Fire Hall #4 Rescue 4	-	325	-	-	-
Fire Hall #5 Construction Phase 1	-	-	-	250	-
Fire Hall #5 Construction Phase 2	-	-	-	-	1,750
Fire Hall #5 Land Acquisition	-	-	350	-	-
Rescue 2 Replacement	375	-	-	-	-
Equip: SCBA Upgrade	-	654	-	-	-
Equip: 1 Tonne Van	70	-	-	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Project	2012	2013	2014	2015	2016
Prot Srvcs-Police	170	-	-	-	-
RCMP - 24/7 GD Chairs	20	-	-	-	-
RCMP - CCVE Upgrade	125	-	-	-	-
RCMP - Furniture Replacement	10	-	-	-	-
RCMP - Works Yard Storage	15	-	-	-	-
Sewage	1,167	1,883	2,489	789	907
101A Ave @ 243A St	-	-	2	-	-
225 St Pump Station Upgrade Phase 2	-	-	1,218	-	-
225 St Pump Station Upgrade Phase 3	-	200	-	-	-
225Th St Sewer P/S Overflow	-	400	-	-	-
241 St (230M S 112 - 112)	-	-	-	-	44
245 St (104 - 105)	-	77	-	-	-
Brown Ave (Fraser - 227)	-	-	372	-	-
Cottonwood Dr (115 - 116)	-	-	-	61	-
Equip: 3 Ton Flatdeck W/Snow Removal	-	96	-	-	-
Local Area Service - Sewer	250	250	250	250	250
Lougheed (227 - 228)	-	231	-	-	-
Sanitary Network Subcatchment A Study	-	-	125	-	-
Sanitary Network Subcatchment A To GIS	-	-	35	-	-
Sanitary Network Subcatchment J Study	-	150	-	-	-
Sanitary Sewer Modelling Update	-	-	9	-	9
SCADA Replacement Program	66	66	66	66	66
Sewage System Rehabilitation	250	288	288	288	288
Sewer P/S Electrical Upgrade	125	125	125	125	125
Sewer P/S Upgrade (S Slope Int/ReEval)	-	-	-	-	125
Two Generators Riverbend / Cottonwood	96	-	-	-	-
River at 236 (LTC 6152 extension)	380	-	-	-	-
SRF-Connect	90	92	94	96	99
Private Sewer Connections	90	92	94	96	99

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Project	2012	2013	2014	2015	2016
Technology	1,423	949	536	941	1,217
Air Conditioner Upg – IS Server Room	20	-	-	-	-
Amanda Licensing	-	25	-	-	-
Amanda Mobile	35	-	-	-	-
Cheque Scribe	10	-	-	-	-
Document Management	450	-	-	-	-
Equip: Info Serv	560	560	230	391	570
Equip: Wireless Data System	-	-	22	-	-
Fibre Optic Network - Fire Hall #4 Ph 4	-	-	50	-	-
Fibre Optic Network - Transit Exchange	-	71	-	-	-
Financials New Version - Phase 1	-	-	-	500	-
Financials New Version - Phase 2	-	-	-	-	500
GIS Infrastructure Package	-	75	75	-	-
Infrastructure Growth	50	50	50	50	50
In-House Training For ArcGIS	15	-	-	-	-
IT Disaster Recovery Infrastructure	-	-	-	-	97
IT Fibre GVRD Wm Reclam Study	-	40	-	-	-
Large Format Plotter Purchase	-	20	-	-	-
Lookup Migration To ArcGIS Server	10	-	-	-	-
Management Reporting Software Phase 2	-	-	40	-	-
Migrate Oracle To SQL	85	-	-	-	-
Production Legacy Replacements	-	25	-	-	-
SDE Geodatabase Oracle To SQL server	10	-	-	-	-
See-It Improvements	15	15	-	-	-
Server Room Upgrade - Racks	26	-	-	-	-
Upg/Buy Fme ArcGIS Extension Licenses	14	-	-	-	-
Video Production / Conferencing	-	43	-	-	-
Voting Software	-	-	69	-	-
Website Home Page Rebuild	25	-	-	-	-
Website Improvements	20	-	-	-	-
Website Payments	54	-	-	-	-
Wireless Infrastructure For DMR	25	25	-	-	-

APPENDIX F: CAPITAL WORKS PROGRAM LISTING



Section > Project	2012	2013	2014	2015	2016
Water	3,793	5,445	2,299	1,848	1,650
108 Ave (248 - 249)	-	-	51	-	-
110 Ave (240 - 243)	-	139	-	-	-
112 Ave (244 - 246)	-	376	-	-	-
113 Ave (246 - 248)	-	-	-	224	-
124 Ave (246 - 248)	260	-	-	-	-
124 Ave @ 232 St PRV	-	-	50	-	-
128 Ave (235 - 238)	-	221	-	-	-
136 Ave (236 - 240)	-	778	-	-	-
136 Ave @ 24200 Rockridge Res. Phase 2	-	150	441	-	-
141 Ave @ 232 St PRV	-	-	100	-	-
216 St (124 - 128)	-	-	-	674	-
224 St (124 - Abernethy)	-	343	-	-	-
224 St (North - 119) [F]	-	-	231	-	-
248 St (108 - 112)	-	-	-	-	636
248 St (108 Ave - 220M N 108 Ave)	-	-	-	-	59
270A St @ 123 Ave P/S Phase 2	-	-	-	250	-
Abernethy @ 240 St GVRD Connection	-	-	80	-	-
Ansell St (124 - 125)	-	-	230	-	-
Brown Ave (Fraser - 228)	-	-	401	-	-
Bulk Fill Water Station (272Nd St)	-	90	-	-	-
DTR (216 - 222) Phase 1	400	-	-	-	-
DTR (216 - 222) Phase 2	-	880	-	-	-
Equip: 1 Tonne Pickup W/Service Box	60	-	-	-	-
Equip: Hybrid Vehicle (Technologist)	60	-	-	-	-
Local Area Service - Water	250	250	250	250	250
Maple Ridge Main West	2,005	1,605	-	-	-
McNutt Rd (1050) Reservoir Phase 2	-	-	-	-	210
River Road At 236	100	-	-	-	-
Seismic Upgrade Program	150	150	150	150	150
Tamarack Lane (23400 Block)	-	-	-	-	44
Water Security Improvement	128	128	-	-	-
Watermain Replacement Program	300	300	300	300	300
WM Repl (216 - Blackstock)	80	-	-	-	-
Equip: Enclosed Trailer	-	-	14	-	-
Equip: Leak Detectors	-	35	-	-	-
WRF-Connect	179	183	187	191	195
Private Water Connections	179	183	187	191	195
Grand Total	20,069	26,119	25,647	18,788	38,848

APPENDIX G: 2012-2016 FINANCIAL PLAN BYLAW 6883-2011 ADOPTED JANUARY 10, 2012



District of Maple Ridge

TO: His Worship Mayor Ernie Daykin and Members of Council **DATE:** December 13, 2011
FROM: Chief Administrative Officer **ATTN:** Council
SUBJECT: 2012 – 2016 Financial Plan Bylaw

EXECUTIVE SUMMARY:

The 2012-2016 Business and Financial Plans were presented to Council at public meetings held on December 12 and 13. Council directed that a Financial Plan Bylaw be brought forward incorporating the recommendations outlined in the 2012-2016 Financial Plan Overview report dated December 12, 2011.

The Financial Plan Bylaw is in a format that follows the legislated requirements including 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 2012-2016 Financial Plan Bylaw No. 6883 - 2011 be given first, second and third readings.

DISCUSSION:**a) Background Context:**

The 2012–2016 Financial Plan was presented to Council at public meetings held on December 12 and 13. Business Plans from all areas were also provided. The financial plan bylaw incorporates the following direction from Council:

- property tax increase of 4% in 2012–2016, which includes 1% for infrastructure sustainability and 3% for general purposes,
- for 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% and sewer user fee increase of 5% each year of the five year plan.
- recycling rate increases of 6% in 2012 and then 3% a year in 2013 through 2016.

In last year’s financial plan, Council adopted an aggressive capital program and this plan builds on that direction. The 2012-2016 Financial Plan includes a capital program of about \$129 million and anticipates funding from senior governments and some borrowings.

We have about \$1.5 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.

APPENDIX G: 2012 – 2016 FINANCIAL PLAN BYLAW 6883-2011 ADOPTED JANUARY 10, 2012



Incremental property tax revenue from new construction will not be known until spring when property assessments are finalized. The growth assumption built into the financial plan for 2012 has been reduced to 1.70% and the budgeted costs of new growth have been excluded in 2012. Not increasing budgets to address growth costs such as maintenance of additional infrastructure and park inventory will create some pressure on operating budgets.

The budget amendment in the spring will include the actual growth revenue as well as projects that were approved in 2011 but not yet complete. The previously approved funding sources will also be included in the plan, placing no burden on 2012 property taxes.

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 15th 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 December was invited through advertisements in the local paper and on the corporate website. Input was accepted through many different mediums including: in person at the business planning presentations which were open to the public or through email, voicemail, or regular mail. 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 2011-2015 Financial Plan Bylaw. This will require departments to curtail or delay expenditures and only proceed with capital projects that were identified in the previous financial plan.

APPENDIX G: 2012-2016 FINANCIAL PLAN BYLAW 6883-2011 ADOPTED JANUARY 10, 2012



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: 2012 – 2016 FINANCIAL PLAN BYLAW 6883-2011 ADOPTED JANUARY 10, 2012



DISTRICT OF MAPLE RIDGE

BYLAW NO. 6883-2011

Maple Ridge 2012-2016 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 2012-2016 Financial Plan Bylaw No. 6883-2011.
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 2012 through 2016.
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 13th day of December, 2011.

READ a second time the 13th day of December, 2011.

READ a third time the 13th day of December, 2011.

PUBLIC CONSULTATION completed on the 13th day of December, 2011

RECONSIDERED and adopted the 10th day of January, 2012

PRESIDING MEMBER

CORPORATE OFFICER

ATTACHMENT: Statement 1, Statement 2, and Statement 3

APPENDIX G: 2012-2016 FINANCIAL PLAN BYLAW 6883-2011 ADOPTED JANUARY 10, 2012



Attachment to Maple Ridge 2012-2016 Financial Plan Bylaw 6883-2011

Statement 1

Consolidated Financial Plan 2012-2016 (in \$ thousands)

	2012	2013	2014	2015	2016
REVENUES					
External Revenues					
Development Fees					
Developer Contributed Assets	15,000	15,000	15,000	15,000	15,000
Developer Cost Charges	409	9,135	7,321	7,593	11,270
Developer Specified Projects	-	-	-	-	-
Parkland Acquisition	200	200	200	200	200
Contributions from Others	4,316	4,215	5,719	3,742	3,979
Development Fees Total	19,925	28,550	28,239	26,535	30,449
Property Taxes	62,470	66,944	71,638	76,672	82,074
Parcel Charges	2,843	2,989	3,143	3,303	3,430
Fees & Charges	35,160	37,082	39,265	41,590	43,155
Interest	2,032	2,052	2,072	2,072	2,072
Grants (Other Govts)	3,417	5,488	3,585	2,933	16,327
Property Sales	-	-	4,250	-	-
Total External Revenues	125,847	143,105	152,191	153,105	177,506
EXPENDITURES					
Operating Expenditures					
Other Expenditures	88,697	93,373	98,256	102,669	107,569
Interest Payments on Debt	2,845	2,941	2,849	2,754	2,644
Amortization Expense	18,015	18,688	19,391	20,124	20,929
Total External Expenditures	109,557	115,003	120,496	125,547	131,142
ANNUAL SURPLUS	16,290	28,102	31,696	27,559	46,364
Add Back: Amortization Expense (Surplus)	18,015	18,688	19,391	20,124	20,929
Less: Capital Expenditures	20,144	26,119	25,647	18,788	38,848
Less: Developer Contributed Capital	15,000	15,000	15,000	15,000	15,000
CHANGE IN FINANCIAL POSITION	(838)	5,672	10,440	13,895	13,444
OTHER REVENUES					
Add: Borrowing Proceeds	7,926	1,274	-	-	-
OTHER EXPENDITURES					
Less: Principal Payments on Debt	4,348	6,028	6,092	6,159	6,228
TOTAL REVENUES LESS EXPENSES	2,740	918	4,347	7,736	7,217
INTERNAL TRANSFERS					
Transfer from Reserve Funds					
Capital Works Reserve	796	1,028	1,128	628	628
Equipment Replacement Reserve	2,655	2,079	1,095	1,256	1,435
Fire Department Capital Reserve	70	950	350	250	1,750
Land Reserve	-	-	4,250	-	-
Local Improvement Reserve	-	-	-	-	-
Sanitary Sewer Reserve	-	-	-	-	-
Transfer from Reserve Fund Total	3,521	4,057	6,822	2,133	3,812
Less :Transfer to Reserve Funds					
Capital Works Reserve	831	1,778	1,122	1,228	1,597
Equipment Replacement Reserve	2,157	2,270	2,365	2,466	2,571
Fire Dept. Capital Acquisition	1,161	581	702	829	960
Land Reserve	7	7	4,257	7	7
Local Improvement Reserve	-	-	-	-	-
Sanitary Sewer Reserve	45	45	45	45	45
Total Transfer to Reserve Funds	4,202	4,681	8,492	4,575	5,180
Transfer from (to) Own Reserves	152	(1,128)	(1,676)	(1,932)	(1,688)
Transfer from (to) Surplus	(2,212)	836	(1,002)	(3,362)	(4,161)
Transfer from (to) Surplus & own Reserves	(2,059)	(293)	(2,678)	(5,294)	(5,849)
TOTAL INTERNAL TRANSFERS	(2,740)	(918)	(4,347)	(7,736)	(7,217)

APPENDIX G: 2012 – 2016 FINANCIAL PLAN BYLAW 6883-2011 ADOPTED JANUARY 10, 2012



Attachment to Maple Ridge 2012-2016 Financial Plan Bylaw 6883-2011

Statement 2 Revenue and Property Tax Policy Disclosure

REVENUE DISCLOSURE

Revenue Proportions	2012		2013		2014		2015		2016	
	\$ ('000s)	%								
Revenues										
Property Taxes	62,470	47%	66,944	46%	71,638	48%	76,672	50%	82,074	46%
Parcel Charges	2,843	2%	2,989	2%	3,143	2%	3,303	2%	3,430	2%
Fees & Charges	35,160	26%	37,082	26%	39,265	27%	41,590	27%	43,155	24%
Borrowing Proceeds	7,926	6%	1,274	1%	-	0%	-	0%	-	0%
Other Sources	25,374	19%	36,090	25%	33,897	23%	31,540	21%	48,848	28%
Total Revenues	133,773	100%	144,379	100%	147,943	100%	153,105	100%	177,507	100%
Other Sources include:										
Development Fees Total	19,925	15%	28,550	20%	28,240	19%	26,535	17%	30,449	17%
Interest	2,032	2%	2,052	1%	2,072	1%	2,072	1%	2,072	1%
Grants (Other Govts)	3,417	3%	5,488	4%	3,585	2%	2,933	2%	16,327	9%
	25,374	19%	36,090	25%	33,897	23%	31,540	21%	48,848	28%

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 15th Edition, Financial Sustainability Plan, and the 2012-2016 Financial Plan Overview Report. Specific policies discussing the tax increases are included in the Financial Sustainability Plan and related policies which were adopted in 2004.

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

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

APPENDIX G: 2012-2016 FINANCIAL PLAN BYLAW 6883-2011 ADOPTED JANUARY 10, 2012



Attachment to Maple Ridge 2012-2016 Financial Plan Bylaw 6883-2011

Statement 2 (continued) Revenue and Property Tax Policy Disclosure

Fees & Charges - The Business Planning Guidelines call for an increase of 5% in fees as a guideline. Actual fee increases vary depending on the individual circumstances, the type of fee, and how it is calculated.

Fees should be reviewed annually and updated if needed. Recent fee amendments include recreation fees, development application fees, business licence fees, and cemetery fees. A major amendment to the Development Costs Charges (DCC), recommended no more frequently than every five years, was completed in 2008. Minor DCC amendments are done more frequently. Some fees are used to offset the costs of providing specific services. The utility fees are reviewed annually with a view towards using rate stabilization practices to smooth out large fluctuations in rates, as set out in the Business Planning Guidelines.

Borrowing Proceeds - Debt is used where it makes sense. Caution is used when considering debt as it commits future cash flows to debt payments restricting the ability to use these funds to provide other services. The source of the debt payments needs to be considered as does the justification for advancing the project. More information on borrowing previously approved or proposed for 2012-2016 can be found in the 2012-2016 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 2012 property tax revenue and updated rates will be included in a Financial Plan Amending Bylaw that proceeds the Property Tax Rate Bylaw, as the 2012 property assessed values are not yet finalized. For information purposes the 2011 distribution is included.

Property Tax Revenue Distribution

Property Class	Taxation Revenue		Assessed Value		Tax Rate	Multiple
	('000s)		('000s)		(\$/1000)	(Rate/Res.Rate)
1 Residential	43,678	77.3%	11,205,437	91.8%	3.8979	1.0
2 Utility	467	0.8%	11,671	0.1%	40.0000	10.3
4 Major Industry	611	1.1%	17,829	0.1%	34.2734	8.8
5 Light Industry	2,405	4.3%	198,725	1.6%	12.1045	3.1
6 Business/Other	9,151	16.2%	756,034	6.2%	12.1045	3.1
8 Rec./ Non-Profit	54	0.1%	4,745	0.0%	11.3283	2.9
9 Farm	134	0.2%	5,338	0.0%	25.1767	6.5
Total	56,501	100%	12,199,779	100%		

APPENDIX G: 2012 – 2016 FINANCIAL PLAN BYLAW 6883-2011 ADOPTED JANUARY 10, 2012



Attachment to Maple Ridge 2012-2016 Financial Plan Bylaw 6883-2011

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 contained by efficient business practices. Annual business planning practices are the mechanism for resource allocation decisions.

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

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

Property Tax Rates

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

The Business Class and Light Industry Class properties have the same tax rate and are treated as a composite class when setting the tax rates. This is done because the types of businesses in each class of property are quite similar. This alignment 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 5% property tax reduction in both 2009 and 2010 to support additional investments in the subject property and to keep rates competitive.

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

Permissive Tax Exemptions

Council has set policies around the use of permissive tax exemptions. 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 development in the town centre. Further financial incentives are available for buildings that qualify; additional information on the town centre incentives can be found on our website. For more information on the tax exemption, please refer to Bylaw 6789-2011.

APPENDIX G: 2012-2016 FINANCIAL PLAN BYLAW 6883-2011 ADOPTED JANUARY 10, 2012



Attachment to Maple Ridge 2012-2016 Financial Plan Bylaw 6883-2011

Statement 3 Capital Expenditure Disclosure

The sole purpose of this statement is to meet legislative requirements, highlighting the value of the DCC program; no other conclusions should be drawn from the figures as the information could be misleading. This disclosure is required under the Local Government Act s. 937(2); Capital costs attributable to projects to be partially funded by Development Cost Charges (DCC) must be included in the financial plan. The DCC program includes projects as far out as 2026 so the capital expenditures must be extended to match. Certain types of projects are not planned past the five year time horizon of the financial plan. Much less scrutiny is given to projects that are planned in years 2017 through 2030. Projects in these years typically exceed likely funding available.

Capital Works Program for 2017 – 2030 (in \$ thousands)

Capital Works Program	317,628
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Source of Funding

Development Fees

Development Cost Charges	125,793
Parkland Acquisition Reserve	-
Contribution From Others	4,353
Development Fees Total	130,146

Borrowing Proceeds	9,169
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Grants	29,191
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Transfer from Reserve Funds

Capital Works Reserve	11,067
Cemetery Reserve	115
Equipment Replacement Reserve	1,834
Fire Department Capital Reserve	-
Infrastructure Sustainability Reserve	490
Transfer from Reserve Funds Total	13,506

Revenue Funds	135,617
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Source of Funding Total	317,628
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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.

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

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

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.

Municipal Finance Authority (MFA) – 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.

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

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.

ACRONYMS



BCERMS	British Columbia Emergency Response Management System
BCIT	British Columbia Institute of Technology
BCRPA	British Columbia Recreation and Parks Association
BIA	Business Improvement Area
CAO	Chief Administrative Officer
CDMR	Corporation of the District of Maple Ridge (Municipality's Wholly Owned Subsidiary)
CDPR	Community Development, Parks & Recreation Services
CFS	Corporate & Financial Services
CMT	Corporate Management Team
COR	Certificate of Recognition
CPI	Consumer Price Index
CUPE	Canadian Union of Public Employees
CWP	Capital Works Program
DCC	Development Cost Charges
ECOMM	Emergency Communications
EMC	Emergency Management Committee
EOC	Emergency Operations Centre
ESS	Emergency Social Services
FOI	Freedom of Information
FTE	Full Time Equivalent Position
FVRL	Fraser Valley Regional Library
GAAP	Generally Accepted Accounting Principles
GDP	Gross Domestic Product
GFOA	Government Financial Officers Association
GHG	Greenhouse Gas Emissions
GIS	Geographic Information System
GMYC	Greg Moore Youth Centre
GVRD	Greater Vancouver Regional District
GVS & DD	Greater Vancouver Sewer & Drainage District
GVTA	Greater Vancouver Transportation Authority
GVWD	Greater Vancouver Water District
HR	Human Resources
IAFF	International Association of Fire Fighters
IT	Information Technology
JEPP	Joint Emergency Preparedness Program
JMEP	Joint Municipal Emergency Program
LAS	Local Area Service
MFA	Municipal Finance Authority
NARG	North Alouette River Greenway
OCP	Official Community Plan
PLS	Parks & Leisure Services
PWDS	Public Works & Development Services
PSAB	Public Sector Accounting Board
RCMP	Royal Canadian Mounted Police
RMRS	Ridge Meadows Recycling Society
VCC	Vancouver Community College

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