

BUSINESS PLANNING GUIDEBOOK

15TH EDITION

2012 - 2016

District of Maple Ridge
May 2011



*Deep Roots
Greater Heights*

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Business Planning Committee
District of Maple Ridge
Maple Ridge BC CANADA

For questions about this document
please call Laura Benson at 604-466-4338

This document is also located on the
District of Maple Ridge website at
www.mapleridge.ca

Chief Administrative Officer Address

Welcome to the **15th Edition of our Business Planning Guidebook.**

This guidebook explains our Business Planning process, which 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.

In previous years, my memo has highlighted several key issues of concern for Council, and staff were encouraged to specifically address these issues in their business plans. Departments will be aware of Council-raised issues that relate to their departments, and should consider these in the development of their Business Plans, respecting the criteria for establishing priorities that are outlined on Page 23, and recognizing that capacity is needed for opportunities or issues that might be discovered throughout the year.

Our regular practice of holding all budget deliberations in open public meetings will continue to lend transparency to the process. Accountability is strengthened with our SEE-IT, our online performance measurement and reporting tool. Departments should ensure their scorecards are up-to-date and contain information that will help Council and citizens to better understand our business and our progress.

It has been our practice to prepare detailed business plans for Council in the first year of a mandate and in the two subsequent years, provide addendums highlighting the changes to the base Business Plans. We will continue with this process and will make the written material available to Council at least two weeks in advance of the deliberations.

My thanks to the Business Planning Committee and department staff for their efforts in making this system work so well within our organization.



Jim (J.L.) Rule
Chief Administrative Officer

Introduction from the Business Planning Committee

Important 2011 Dates

Capital and IT Requests	Friday, July 29	
Budget Changes	Monday, September 19	No changes after this date
SEE-IT Scorecards	Friday, September 30	
Draft Business Plan	Friday, September 30	Electronic copy only
Final Business Plan	Wednesday, October 19	Electronic copy only
CMT Presentation	Tue.Nov.22-Thu.Nov.24	Subject to change, see
Council Presentation	Mon.Dec.12-Tue.Dec.13	Intranet in September

The Intranet is your one-stop shop for Business Planning. Find the link on the left pane. Under [Business Planning Documents](#), departments can access templates and resources. Under [Business Planning Folders](#), departments can access the common folders, where they should keep their working and final copies of their plans and presentations.

We have been using a Business Planning framework in Maple Ridge for many years. The Business Plans that we produce are of a very high quality and reflect our commitment to excellence in service delivery. Some of the key things to note for this planning cycle:

1. A **FULL** business plan, not an addendum, will be required by all departments this year, since with the Municipal election in the fall, 2012 will be year 1 of the new Council mandate. You'll find a template on the Intranet. The example on Page 32 demonstrates very clearly the sections outlined in the Business Plan Template, however every department is unique and will need to adapt the template to fit their specific service areas. Members of the Business Planning Committee are available to assist departments in developing their Business Plans.
2. A Financial Plan is an integral part of your Business Plan. Your draft Business Plan submission must include a complete Financial Plan obtained through the process of developing a budget with your Finance department representative.
3. Performance measurement data will be published in the Annual Report and online in See-It. Departments should review their See-It scorecards to ensure they are current and relevant.
4. As in previous years, Business Plan presentations to Council will be done at meetings open to the public. Council's criteria for establishing priorities are specified on Page 23.
5. All new Capital requests must be submitted using the Capital Works Program – Project Proposal (Example on Page 25) by the due date above to Trevor Thompson. Members of the Capital Planning Committee are available to assist departments in developing their Capital Works Program requests.
6. If you are requesting Information Technology projects you must also complete the Capital Works Program Information Technology Project Proposal (Example on Page 29), to assist in the project evaluation process (Page 24). Submissions are due by the date above to John Bastaja. Members of the Information Technology Steering Committee are available to assist departments in developing their Project Proposal Statements for proposed Information Technology projects or acquisitions.

7. Each departmental Business Plan should reference Capital and Information Technology requests in your area and make sure that the projects are fully costed (operating and replacement costs, one-time setup, training, etc.).
8. The structure of the PowerPoint presentations to CMT and to Council will be determined by CMT at a later date. A template will be available in the Intranet once the structure is established.

A training session is available to employees or groups involved in developing business plans. If you wish to arrange one in your area, please email or give me a call.

Laura Benson

Manager Sustainability & Corporate Planning
Chair, Business Planning Committee
Tel: 604-466-4338
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Frequently Asked Questions

1. What are Business Plans?

Business Plans are a way of communicating your department's alignment to the overall corporate strategic plan. They report on the achievement levels in the organization and identify:

- Goals and objectives to be achieved by the department and the organization
- The core businesses essential to departments and to the organization
- How the department will distribute resources (human and financial)
- Key performance measures to be achieved in departments and the organization

2. Why does the District of Maple Ridge complete Business Plans?

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.

3. How do Business Plans fit with other corporate plans?

Essentially, the Corporate Strategic Plan sets the direction of the Business Plans and all other organizational plans. Business Plans will identify specific people responsible for ensuring the goals of the service area/department are met and this will be reflected in individual performance plans. The ultimate goal is to develop a self-managed organization where everything we do is a cycle of continuous improvement (Page 18, Strategic Corporate Alignment - Documents).

4. When are Business Plans typically done?

Departments usually begin working on their plans in June and must submit them by the beginning of October.

5. Who completes Business Plans?

Currently, each service area completes a Business Plan. Council also requests Business Plans from organizations that the District of Maple Ridge supports (e.g. Ridge Meadows Recycling). In the future, Council may wish to expand this system to include community groups, Committees, and all organizations that receive financial support from the District.

6. How are decisions made regarding incremental and reduction packages?

Council decides whether incremental and reduction packages are accepted or rejected. The criteria that Council will use are outlined on Page 23 . The steps in the overall process follow:

- i. Business Plans or Addendums are submitted to the Business Planning Committee to ensure they meet the basic guidelines outlined in this document.
- ii. The Information Technology Steering Committee (ITSC) will meet to review and discuss all Information Technology Capital Works Program Project Proposal Statements submitted for the year, and review previous year's submissions. The ITSC will prepare and present its own Business Plan on corporate Information Technology priorities, which may, or may not, include proposed Capital Works Program Project Proposal Statements. Departments will be advised if your project is supported. Should a project not be considered for support at the ITSC, departments can still present the increment business case for the project to CMT and Council during their Business Plan presentation. Projects not supported by the ITSC for the current year are still considered in the Capital Program in future years. Once a project receives support from the ITSC, and is supported with appropriate funding, the project proponent will need to develop a detailed business case using the Project Charter outline available on the Intranet.

- iii. The Business Planning Committee submits the Business Plans to the Corporate Management Team (CMT) for review and departments present their plans to CMT. CMT discusses the Business Plans, the incremental packages, and the reduction packages and makes decisions on which packages they will recommend to Council (and which packages will not be recommended to Council). These decisions are based on ensuring that the expenditures projected within the Business Plans do not exceed the resources available and meet the guidelines of Council (Page 12).

NOTE: It is important that Council receive the departmental business plans in their entirety, together with CMT's recommendations of which enhancements they support and which they do not.

- iv. CMT submits the Business Plans and recommended packages to Council for public review and the individual departments present their Business Plans to Council. Council discusses the Business Plans and all incremental and reduction packages and makes decisions on whether or not each package will be included in the final Business Plans and budgets.
- v. Council will be able to review our progress in relation to our Business Plan in several ways:
 - They will receive quarterly reports highlighting key achievements.
 - We will review our financial performance at least quarterly so that adjustments can be made to reflect changing circumstances.
 - Performance measures will be published in the Annual Report.

7. How do I handle my Capital Program Requests?

The first step is to make a determination of whether your project request is “Capital” or “Operating?” Generally, if you are buying an asset, or extending the life of an existing asset, that will be around for several years, it is Capital. If you are doing general maintenance or buying something “consumable” that will only last a couple of years, it is Operating. Both types of expenditures can be funded from general revenue, or other sources of funding. The general direction in Section 486 of the Local Government Act is:

Capital Works

- Expenditures for or in respect of capital projects and land, machinery or equipment necessary for capital projects and extension or renewal of existing capital works
- Results in an new or expanded infrastructure and/or added corporate asset value
- Generally speaking, project represents a one-time project

Operating Items

- Expenditures for or in respect of the maintenance (repair and rehabilitation) and operation of existing infrastructure (land, machinery, equipment, services and facilities)
- Generally speaking, activity represents an annual expenditure for ongoing operational support

Often, a Capital expenditure gives rise to an annual Operating cost. For example, purchasing a park (Capital) would give rise to additional labour and other maintenance costs (Operating) that would need to be built into the base operating budget. Similarly, the purchase of new computer equipment (Capital) would also require an annual transfer to the Equipment Replacement Reserve (operating) so the equipment can be replaced in the future. **Therefore, it is essential that all incremental packages for Capital items properly identify all resulting annual Operating costs that will occur.** The Capital Works Program Project Proposal Template is available on the Intranet under the Business Planning tab. This should be submitted to Trevor Thompson, and an incremental package for Capital and for associated Operating Costs should accompany the departmental Business Plan for submission to the Business Planning Committee.

Reporting of Capital Project

- CMT endorses a Capital Works project-reporting framework incorporating six guideline principles. As a result, departments are asked to report Capital project progress as part of the departmental quarterly reporting schedule. Information regarding the topic is presented in a report entitled “*Reporting - A Component of a Capital Management Process.*” The report and the reporting template developed for departmental use are available on the Intranet under the Business Planning tab.

8. How do I handle my Information Technology Requests?

Information technology projects are the **technology** component of the Capital Works Program and are handled like any other capital project request. If your department is in need of new software or hardware greater than \$5,000 in value, the request should be included as an incremental package in the Business Plan (as outlined in Section 7). A Capital Works Program – Project Proposal must be filled out (Example on Page 25). If you are requesting Technology projects you must also complete the Capital Works Program Information Technology Project Proposal (Example on Page 29), to assist in the project evaluation process (Page 24).

These must both be sent to John Bastaja for the Capital Planning Committee to provide a comparison of corporate needs and evaluation against other Information Technology budget priorities. The template for project preparation is available on the Intranet under the Business Planning tab.

9. How do we know if we are doing it right?

On a quarterly basis, each service area must provide updated performance indicators to Council. The intent of these indicators is to measure the effectiveness and efficiency of local government services on a regular basis. In addition, these indicators provide a quantitative basis to assist in the identification and implementation of service delivery improvements. The quarterly reports will also report on financial performance in relation to budget. In addition, annual performance measures will be published in our Annual Report.

When you begin to see positive change in your department, resulting from ideas put forth in the Business Plans you will know you are “doing it right.” Positive change includes more efficient and more effective ways of doing business – it means your customers are telling you that you are doing a good job and they are pleased with the service they receive – they say thank you. One of the means to assess citizen satisfaction that has been introduced as part of Business Planning is the use of a comprehensive survey that is proposed to be undertaken every three years. Further, positive change means your employees enjoy their jobs, take pride in the quality of their work, and feel like they are contributing to the vision of the organization. **Finally, positive change means you can measure the improvement in your service levels and it is getting better!**

10. What is the role of the Business Planning Committee?

The Business Planning Committee provides advice on the Business Plan process. In addition, the Committee assists in providing training and assistance with the preparation of Business Plans within the organization.

11. What is the role of the Information Technology Steering Committee?

The ITSC evaluates each proposed Information Technology project submitted by departments based upon approved Information Technology assessment criteria, the degree to which each proposal meets the business objectives of the Municipality and budget constraints.

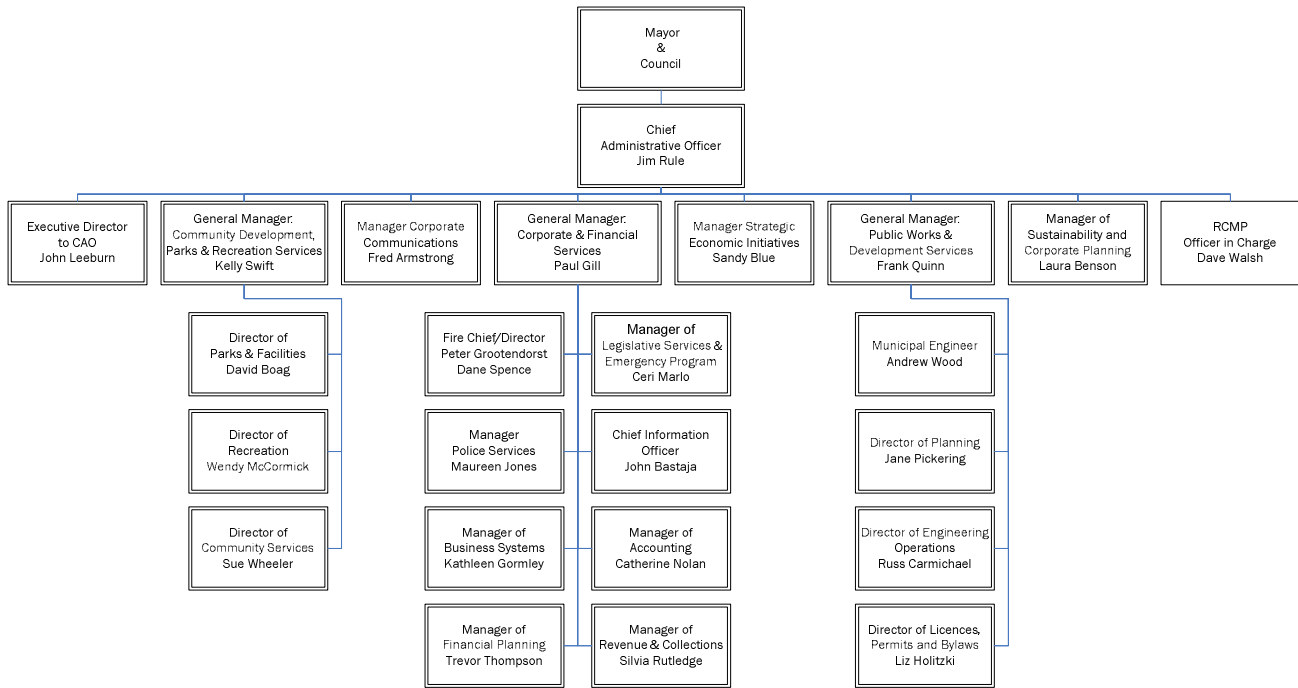
12. What is the role of the Capital Planning Committee?

A Capital Program Planning Committee has been created and the capital program administration has been assigned to the Finance department. The role of the Committee is to evaluate capital requests and to recommend a capital program taking into account the corporate needs and fiscal constraints.

13. Who are the Finance Department representatives?

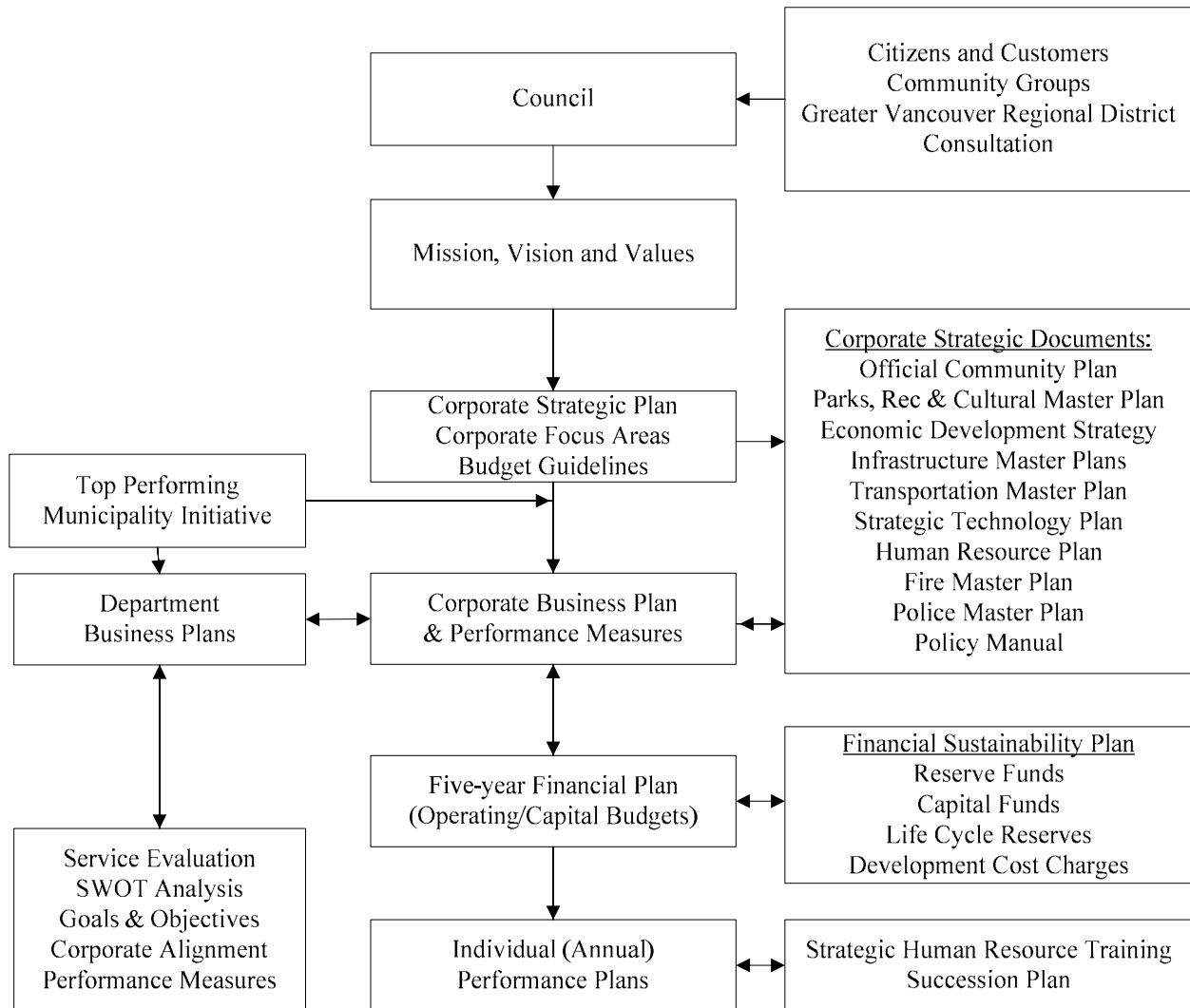
Administration	Trevor Thompson and Susie Hillier
CDPR – Admin, Recreation & Community Services	Shannon Laxton and Susie Hillier
CDPR – Parks & Facilities	CK Lee
Corporate & Financial Services	Trevor Thompson, G'Ann Rygg, and Ashley Hilleren
Public Works & Development Services	Trevor Thompson and CK Lee
Capital Works Program	Shannon Laxton and CK Lee

Organization Chart



Corporate Strategic Alignment – Documents

The District of Maple Ridge employs the equivalent of more than 450 full-time employees and manages a total annual budget of approximately \$100 million. Council directs the overall operation of the organization using a Business Planning framework. This chart illustrates the relationship of the various strategic planning initiatives to the corporate Business Planning process.



Business Planning and Budget Guidelines 2012 – 2016

1. Tax increase for general purposes – 3% each year for 2012 – 2016.
2. Tax increase for capital works and infrastructure – 1% per year.
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 that are outlined on Page 23, 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 and on See-It.
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.

Getting Started

Questions to ask yourself when starting your Business Plan:

What are the outcomes of expenditures?

→ Establish what is accomplished in budget unit area

Who are the customers of your services?

→ Internal customers? External customers?

How is the service/program consistent with Council's goals?

→ Align your services/programs with the Corporate Strategic Plan

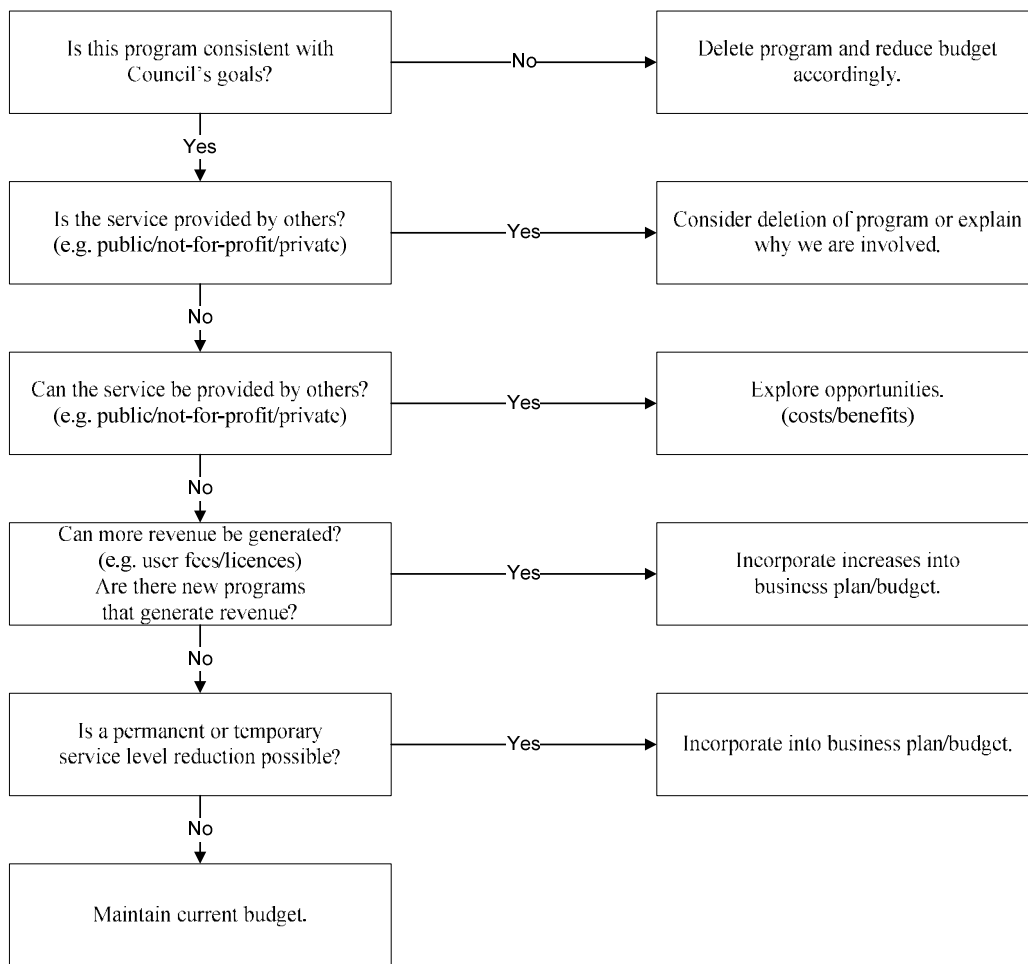
What are the strengths/weaknesses/opportunities/threats impacting your service/program?

→ Discuss each strength, weakness, opportunity, and threat to your services/programs

How to measure the results of your service/program?

→ Are there performance measures in place – if not, why not? Develop performance measures.

A flowchart illustrates a series of questions to use in the development of individual Business Plans:



Timelines

Timing of the development of the Business Plans remains very important. The timelines for the creation and presentation of the Business Plans for the next reporting period (2012 – 2016) are 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 (see Page 16) 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 – Friday, November 25, 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 Friday, December 9, 2011, 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

Help and Training Schedule

To support the Business Planning process, training for employees and users of the system remains an important issue and is available at any time upon request.

May 2011	Jim Rule and General Managers	Business Planning Guidebook – 15th Edition! <ul style="list-style-type: none"> ▪ Kick-off new Business Planning guidelines for 2012 – 2016 ▪ Introduction to Business Planning at the District of Maple Ridge ▪ What is new for 2012 – 2016? Review changes from last year. ▪ Reminders to make the process as smooth as possible
On Request	Business Planning Committee	Business Planning Training Sessions
On Request	Capital Planning Committee	Capital Works Training Sessions
On Request	Information Technology Steering Committee	Information Technology Training Sessions

The Business Planning Committee is an internal, cross-departmental advisory Committee that offers facilitation, review of drafts, editing, consultation, and planning. The members of the Business Planning Committee are available for advice and help to departments during the development of the Business Plans. In addition, the Business Planning Committee is responsible for conducting process improvement reviews and establishing performance measures/indicators.

Business Planning Committee Members (at April 30, 2011):

Laura Benson, Chair	Paul Gill, Co-Chair	Ernie Daykin	Al Hogarth
Linda King	Jim Rule	Kelly Swift	Frank Quinn
John Leeburn	Cindy Dale	Wayne Hardy	Trevor Thompson
Diana Dalton			

The Information Technology Steering Committee is an internal, cross-departmental Committee that evaluates each proposed Information Technology project submitted by departments based upon approved Information Technology assessment criteria, the degree to which each proposal meets the business objectives of the Municipality and budget constraints.

Information Technology Steering Committee Members:

John Bastaja, Chair	Paul Gill	Kelly Swift	Frank Quinn
Catherine Nolan	Brock McDonald	Jane Pickering	Chris Crabtree
David Stevenson	Diane Chamberlain	Don Cramb	Kathy Gormley
Peter Grootendorst	Victor Negoita		

The Capital Planning Committee is an internal, cross-departmental Committee that evaluates capital requests and recommends a capital program taking into account the corporate needs and fiscal constraints.

Capital Planning Committee Members:

Trevor Thompson, Chair	C.K. Lee, Co-Chair	John Bastaja	David Boag
Russ Carmichael	Andrew Wood	Dane Spence	Wilson Liu

List of Inclusions and Appendices

Corporate Strategic Plan (Page 18)

This document was reviewed and confirmed in May 2011. The Corporate Strategic Plan sets the direction for the organization and therefore, all Business Plans must align with this plan.

Municipal Council's Criteria for Evaluating and Establishing Priorities (Page 23)

The decision to accept or reject incremental packages and for setting workplan priorities is the responsibility of Municipal Council.

Information Technology Steering Committee Evaluation Criteria (Page 24)

Supported projects are prioritized and inserted into the Capital Program for funding consideration.

Capital Works Program Project Proposal Statement (Page 25)

Use in the preparation of Capital Works Projects for inclusion in the Capital Works Program.

Capital Works Program Information Technology Project Proposal Statement (Page 29)

Use in the preparation of Technology Projects for inclusion in the Capital Works Program.

Business Plan Sample – Corporate & Financial Services (Page 32)

A sample business plan is included for guidance.

Business Plan Template (Page 32)

We ask that all departments submit a full 2012 – 2016 business plan this year. A template is available on the intranet under Business Planning.

Business Plan Format (Page 41)

Follow the guidelines to complete your Business Plan.

Corporate Strategic Plan

MISSION

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

VISION 2025

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

VALUE STATEMENTS

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

STRATEGIC FOCUS AREAS

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

Environment

Vision 2025

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

Key Strategies

- Continue to promote individual, business and community responsibility for the stewardship of natural resources
- Identify and devise effective protective mechanisms for environmental features (such as watercourses) and areas that require special recognition and management
- In partnership with other levels of government, adjacent municipalities, First Nations and community groups, develop programs and projects to preserve and enhance the natural assets of Maple Ridge

- Set targets for the purchase and installation of renewable energy sources and establish energy efficiency goals for facilities, infrastructure, operations and fleet
- Lobby senior levels of government to change codes and regulations to promote or require the use of “green” and innovative technology

Transportation

Vision 2025

Maple Ridge has been able to accommodate tremendous population and economic growth by planning growth around multi-modal transportation routes. The District 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 co-operation with other regional stakeholders, identify improvements to the inter-municipal transportation system within the Lower Mainland and the Fraser Valley

Smart Managed Growth

Vision 2025

Maple Ridge has risen to the challenge of accepting growth while at the same time protecting the quality of life and diversity of residential options that is so important to citizens. By densifying many neighbourhoods, the District has 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, geothermal power and energy from sewer systems)

Safe and Livable Community

Vision 2025

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

Key Strategies

- Strive for enhanced service levels, quality of life and independence by citizens and community organizations in the delivery of leisure services and other municipal services through community development
- Develop and implement preventative as well as reactionary plans to address the impacts of emerging social issues on the local community and citizens through social planning and collaboration with other levels of government and local service providers
- Work closely with the School Board, Health Authority, Regional Library, other levels of government and other agencies to encourage the adequate provision of public services that are not the responsibility of local government
- Establish an emergency response and recovery plan in consultation with other public sector agencies, community groups, and other relevant stakeholders
- Establish neighbourhood and community education programs to provide citizens with information and materials on emergency planning procedures
- Ensure development standards incorporate sustainability, crime prevention, safety and security concepts
- Develop preventative as opposed to remediation initiatives in the delivery of fire and police services
- Ensure that quality emergency services are delivered in a timely, effective and efficient manner through the development of multi-year Business Plans, which include detailed, sustainable multi-year financial plans
- Continue with the implementation of the Police and Fire Master Plans
- Provide a variety of parks, trails, open spaces and gathering places
- Recognize and support the important contribution of volunteers in the community
- Encourage active and healthy living among citizens through the provision of a variety of exceptional recreational, educational and social activities
- Preserve and enhance heritage resources to provide citizens with the historic context of the community
- Encourage citizens and the community to develop their creative potential and a strong sense of community through the provision of excellent arts and cultural opportunities, special events, educational and social activities

Financial Management

Vision 2025

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

Key Strategies

- Construct financial plans and business plans in accordance with the adopted Financial Sustainability Policies
- Develop multi-year financial plans that not only address immediate needs but also address the longer-term sustainability of our community
- Use a formal, business planning framework as a means to structure decision-making and publicly reporting our performance

- Identify methods to expand the tax base and generate non-tax revenue
- Continue to use a user-pay philosophy
- Review policies and processes to ensure they are consistent with the corporate strategic direction and external influences
- Provide high quality municipal services to our citizens and customers in a cost effective, efficient and timely manner

Governance

Vision 2025

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

Key Strategies

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

Community Relations

Vision 2025

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

Key Strategies

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

Inter-Government Relations/Networks

Vision 2025

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

Key Strategies

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

Economic Development

Vision 2025

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

Key Strategies

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

Municipal Council's Criteria for Evaluating and Establishing Priorities

The decision to accept or reject incremental packages and for setting workplan priorities is the responsibility of Municipal Council. In making such decisions, Council will consider the following criteria:

Public Health and Safety

- Are there health and safety risks? If so, what are they?

Legislative Requirement

- Is the change required for legislative reasons?

Operating Impact of Previous Decisions

- Does this issue flow from a previous Council decision? If not, what are our options?

Council Priority

- Is the program in alignment with Council's strategic direction?

Community Impact

- Is a large segment of our community affected?

Financial

- How much is our investment? Can it be sustained? Are there opportunities to leverage other investments?

Staffing

- Do we have the time, skills, and resources necessary? If not, are they available and at what cost?

Chance of Success

- What is the likelihood of success?

Information Technology Steering Committee Evaluation Criteria

The ITSC will evaluate each proposed Information Technology project submitted by departments based upon approved Information Technology assessment criteria, the degree to which each proposal meets the business objectives of the Municipality and budget constraints. Supported projects are prioritized and inserted into the Capital Program for funding consideration. The evaluation criteria include:

Strategic Alignment

When evaluating the strategic alignment of an Information Technology initiative, the following questions should be asked:

1. Does the initiative support the District's Business Strategy and/or the Information Technology Strategic Plan?
2. Does the initiative support departmental initiatives or plans?
3. Does the initiative support agree to management performance objectives?
4. Does the initiative support legislated objectives?
5. Does the initiative support services, processes or systems related to baseline District services?

A ranking should be provided for the initiative based on its Strategic Alignment.

Tangible Benefits

When evaluating the tangible benefits of an Information Technology initiative, the following questions should be asked:

1. How much does the initiative increase revenues or improves cash flows?
2. How much does the initiative decrease expenses?
3. How much does the initiative avoid future costs? Do costs increase more slowly than revenues, volumes or activity levels in the future?
4. What is the anticipated level of productivity improvements related to the use of the District's human resources?
5. Is there an opportunity to generate revenue or consider sponsorship opportunities?

A ranking should be provided for the initiative based on its Tangible Benefits.

Intangible Benefits

When evaluating the intangible benefits of an Information Technology initiative, the following questions should be asked:

1. How much does the initiative improve customer satisfaction?
2. How much does the initiative improve staff morale?
3. How much does the initiative improve the District's business decisions?
4. How much does the initiative improve the District's service levels?
5. How much does the initiative improve the District's internal and external image in terms of political or real payback?

A ranking should be provided for the initiative based on its Intangible Benefits.

Risk

When evaluating the risk of an Information Technology initiative, the following questions should be asked:

1. What is the probability that the anticipated benefits will not be realized?
2. What is the level of application risk? Has the technology been used for this specific application before?
3. What is the level of technology risk? Is the technology new and/or unproven?
4. What is the level of organizational change risk? Is the District ready to provide resources both people and funds to implement and operate the technology solution?
5. Has the replacement value of hardware/software and/or potential operating costs within the project definition been considered?

A ranking should be provided for the initiative based on its Risk.

Capital Works Program Project Proposal

CAPITAL WORKS PROPOSAL

A. SUMMARY

A1. PROJECT NAME <input style="width: 95%; height: 20px;" type="text"/>	A2. DATE SUBMITTED <input style="width: 80%; height: 20px;" type="text"/> <small>DD/MM/YY</small>														
A3. DESCRIPTION <input style="width: 98%; height: 20px;" type="text"/>															
A4. DESIRED START <input style="width: 80%; height: 20px;" type="text"/>	A5. ESTIMATED COST (ENTER MULTIPLE YEARS FOR PROGRAMS) <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <td style="width: 15%;"></td> <td style="width: 15%;">2009</td> <td style="width: 15%;">2010</td> <td style="width: 15%;">2011</td> <td style="width: 15%;">2012</td> <td style="width: 15%;">2013</td> <td style="width: 15%;">TOTAL</td> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>		2009	2010	2011	2012	2013	TOTAL							
	2009	2010	2011	2012	2013	TOTAL									
A6. PRIMARY PROJECT TYPE <input style="width: 95%; height: 20px;" type="text"/> <small>TYPE ID:</small>	A7. SECONDARY TYPE (IE WATER AND SEWER) <input style="width: 95%; height: 20px;" type="text"/> <small>TYPE ID:</small>														
A8. LOCATION <input style="width: 95%; height: 20px;" type="text"/> <small>LOCATION ID:</small>	A9. FROM <input style="width: 80%; height: 20px;" type="text"/>	A10. TO <input style="width: 80%; height: 20px;" type="text"/>													
A11. PROJECT MANAGER <input style="width: 95%; height: 20px;" type="text"/>	A12. DEPARTMENTAL OWNERSHIP <input style="width: 95%; height: 20px;" type="text"/>	A13. CAPITAL PLANNING REP <input style="width: 95%; height: 20px;" type="text"/>													

B. ALLOCATION AREA

B1. REQUIRED IF DCC FUNDING IS USED! DO YOU KNOW WHICH AREA(S) YOUR PROJECT WILL IMPACT?

Y	N

↓

B2. AREA	B3. SUBAREA	B4. % ALLOCATION	
1			
2			
3			
4			
			TOTAL

C. FUNDING SOURCES

PLEASE SEE **FUNDING** SECTION IF DCC FUNDING IS USED

C1. TRANSFER FUND	C2. TFR FUND ID	C3. \$ VALUE	C4. % VALUE
1			
2			
3			
4			
5			
			TOTAL

D. JUSTIFICATION

D1. BRIEFLY DESCRIBE WHY THIS PROJECT IS NECESSARY

D2. DESIRED START

D3. IS PROJECT DEPENDENT ON THE COMPLETION OF AN EXISTING PROJECT?

D5. LATEST POSSIBLE START

D4. ALTERNATIVES

D7. DETAILED DOC AVAIL?

D6. CONSEQUENCES OF NOT PROCEEDING

D8. PROJECT'S RELIANCE/IMPACT ON OTHER DEPARTMENTS

D9. PROJECT'S IMPACT ON SUSTAINABILITY/ENVIRONMENT

E. CAPITAL OR...

E1. DOES PROJECT PRODUCE ASSET(S)?

<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------

Y N DON'T KNOW

E2. IDENTIFY ASSET(S) AS SPECIFICALLY AS POSSIBLE)

1	<input type="text"/>	<input type="text"/>
2	<input type="text"/>	<input type="text"/>
3	<input type="text"/>	<input type="text"/>
4	<input type="text"/>	<input type="text"/>

LIFESPAN

E3. IS THIS ASSET NEW?

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------

Y N NOT SURE N/A

E4. UPGRADES/ADDS ON TO AN EXISTING ASSET?

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------

Y N NOT SURE N/A

E5. REPLACES AN EXISTING ASSET?

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------

Y N NOT SURE N/A

E6. WHAT IS HAPPENING TO THE OLD ASSET?

* ASSET DISPOSAL FORM COMING SOON

E7. OPERATING/MAINTENANCE COSTS/YEAR?

\$

F. OPERATING?

F1. IS PROJECT A STUDY/ASSESS./SPECIAL PROJECT?

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------

STUDY ASSESS. PLAN / DESIGN OTHER

F2. DESCRIBE IF OTHER

F3. ONE TIME OR ONGOING?

<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------

Y N DON'T KNOW

F4. IF ONGOING - HOW MANY YEARS?

<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------

YEARS FROM TO

G. ALLOCATION RULE

G1. SELECT THE ALLOCATION RULE THAT BEST FITS YOUR PROJECT

ALLOCATION ID:

H. PART OF A PROGRAM

H1. NEW OR CONTINUATION OF A PREVIOUS PROGRAM?

<input type="text"/>	<input type="text"/>
NEW	CONTINUATION

H2. GL# OF PREVIOUS PROGRAM

H3. LTC# OF PREVIOUS PROGRAM

H4. COMMENTS

I. PROJECT HAS MULTIPLE PHASES

I1. NEW OR ADDITION TO A PREVIOUS PROJECT?

<input type="text"/>	<input type="text"/>
NEW	CONTINUATION

I2. GL# OF PROJECT BEING ADDED ON TO

I3. LTC# OF PROJECT BEING ADDED ON TO

I4. COMMENTS

J. DCC FUNDING

J1. DCCS ARE FUNDING THIS PROJECT

<input type="text"/>	<input type="text"/>	<input type="text"/>
Y	N	DISCUSSION NEEDED

J2. \$ VALUE

\$

J3. ADMINISTRATION FEE (at 1%)

\$

J4. UNDER WHAT GUIDELINES DOES IT QUALIFY?

J5. COMMENTS

K. EXTERNAL FUNDING

K1. IS THERE EXTERNAL FUNDING FOR THIS PROJECT?

<input type="text"/>	<input type="text"/>	<input type="text"/>
Y	N	DISCUSSION NEEDED

K2. \$ VALUE

\$

K3. AGENCY PROVIDING THE FUNDING

K4. HAS THIS FUNDING BEEN SECURED?

<input type="text"/>	<input type="text"/>	<input type="text"/>
Y	N	DISCUSSION NEEDED

K5. WHO IS RESPONSIBLE FOR SECURING THIS FUNDING?

K6. ATTACH AGREEMENTS,
CONTRACTS, DOCUMENTS
AND BACK/UP RE:FUNDING

K7. IF THIS FUNDING DOES NOT HAPPEN, PROJECT WILL...

<input type="text"/>	<input type="text"/>	<input type="text"/>
CANCEL	REDUCE SCOPE	CHANGE FUNDING TO INTERNAL

K8. COMMENTS

Capital Works Program Information Technology Project Proposal

Use in the preparation of Capital Works Projects for **Information Technology** for inclusion in the Capital Works Program.

Project Components: For the preparation of waterworks, sewage, drainage, highway, parks acquisition, park improvement, recreational services, government services, information technology, and protective services projects.

Summary Information

Project Name:			
Project Component:		<i>(see above list)</i>	
Project Phase :	Study, Pilot, and/or Implementation	Project Type:	New Application, New Infrastructure, Upgrade or Replace
TANGIBLE CAPITAL ASSETS BEING ACQUIRED OR CONSTRUCTED: <i>(please note: each asset should be separately identified)</i>			
Asset #1		Estimated Useful Life	
Asset #2		Estimated Useful Life	
Asset #3		Estimated Useful Life	
BUDGET ESTIMATES			
CAPITAL COSTS: Acquisition or Construction Costs			
Asset #1		\$	Estimated Accuracy:
Asset #2		\$	Estimated Accuracy:
Asset #3		\$	Estimated Accuracy:
ONE TIME PROJECT COSTS: <i>(Items, such as studies, that will be undertaken as part of the overall project, but are not part of the acquisition or construction costs of the asset. These costs will be incorporated into operating budgets, but can be funded from the same sources as acquisition and construction costs).</i>			
Study Budget		\$	Estimated Accuracy:
ANNUAL OPERATING COSTS: <i>(maintenance costs, annual licensing fees etc)</i>			
Description	Estimated Cost	Can these costs be covered off within your existing budget? <i>(If not please complete an incremental request package as part of your business plan)</i>	
FUNDING SOURCES: <i>(if funding includes monies from outside sources i.e. GVTA, ICBC, Province etc., please indicate if the funding request has been approved)</i>			
Item	Funding Source	Approval Status <i>(external)</i>	Amount
Study			
Asset #1			
Asset #2			
Submitted By:		Date Created:	
Dept./Business Area:		Project Sponsor:	
Preferred Start Year:		Latest Start Year:	

Description

Purpose, Scope, and Approach

Project Benefit/Risk Review

The Rating Column will be filled in by the Prioritization Group.

Alignment Factor	Describe all that apply	Description	Rating
	Project supports District or Information Technology Strategy		
	Project supports departmental Initiatives or Plans		
	Project supports management performance objectives		
	Project supports legislated objectives		
	Project addresses baseline services/processes/systems		
	Total		

Tangible Benefits	Describe the one that applies	Description	Rating
	Large benefits / fast payback		
	Moderate benefits / longer payback		
	Costs = benefits over 3 - 5 years		
	Small net cost of initiative		
	Large net cost of initiative		
	Total		

Intangible Benefits	Describe all that apply	Description	Rating
	Improved customer satisfaction		
	Improved staff morale		
	Improved decision making ability/quality/controls		
	Improved service		
	Improved image - Political value or Internal or External		
	Total		

Risk Factors	Describe each risk that applies	Description	Rating
	The benefits may not be realized.		
	Application risk - this may not be a sound initiative.		
	Technology risk - new or unproven technology may not work		
	Organization change risk - we may not be able to implement / operate successfully.		
	Other		
	Total		

Cost Estimate

One copy of this table is required for each phase of the project. Modify this Information Technology template as required for other types of Capital Works components.

Project Phase	Cost Category	Description	Amount
Study, Pilot or Implementation			
	Labour		
	Internal (\$350/day)		
	• Information Services		\$
	• Departmental		\$
	• Contractor		
	Regular (\$500/day)		\$
	Specialists (\$1000/day)		\$
	• Project Management		\$
	Equipment		
	• Software/Supplies		
	Application Licences		\$
	Database		\$
	Other (Specify)		\$
	• Hardware/Equipment		
	Desktop Computers		\$
	Servers		\$
	Network		\$
	Voice		\$
	Other		\$
	Training		\$
	Miscellaneous		
	• Other		
	Office Space		\$
	Travel		\$
	• Contingency		\$
		Phase Total	\$
First Year Costs		First Year Cost Total	\$
Operating Costs	Annual Maintenance		\$
	Annual Upgrades		\$
	Dept Staff Increases		\$
	IS Staff Increases		\$
	Annual Replacement Charges		
		Annual Operating Total	\$

Project Funding

Phase	Funding Source	Rationale	\$ Amount or %
Study, Pilot or Implementation			\$
			\$
		Total Funding	\$

Business Plan Sample

(Only one example of each item is shown for space purposes)

District of Maple Ridge Corporate & Financial Services – Administration Business Plan 2011 – 2015

1.0 Executive Summary

The Corporate & Financial Services Division (CFS) includes Clerks, Finance, and Information Services. We also provide support to the RCMP/Police Services, and the Fire Department.

CFS helps set the direction for our organization and monitors our progress to make sure we remain on course. Our strength comes from the client focus of our staff, and our role as leaders is to encourage, support, and instill confidence in them so that they can embrace and contribute to the corporate vision.

The services provided by the General Manager's area include:

- Assistance/support to Council members.
- Participating in the leadership of the organization by carrying out corporate initiatives as directed by Council and the Corporate Management Team

This business plan, and the ones from each of the departments in CFS, outlines in more detail what we do, our accomplishments from last year, the work we plan to do over the next year, and how we intend to measure our results.

2.0 Corporate Overview

Strategic Alignment

Financial Management

- Provide reporting on reserve fund for sustainability related projects that will pay back the reserve through longer term operating savings.

Interdependencies

- A key role of this division is to provide corporate and financial support to all departments within the organization.

3.0 Departmental Overview

Services Provided

Financial Planning and Advice to Council

- Ensure that the District's five-year financial plan is in alignment with Council's Financial Sustainability Policies.

Customers

Our customers are primarily internal departments; however, we do have some external customers which include the SPCA (public relations); business people in Maple Ridge (e.g. realtors, property purchasers, developers); and, our audience who attend public meetings, monitor our website, and read our press releases.

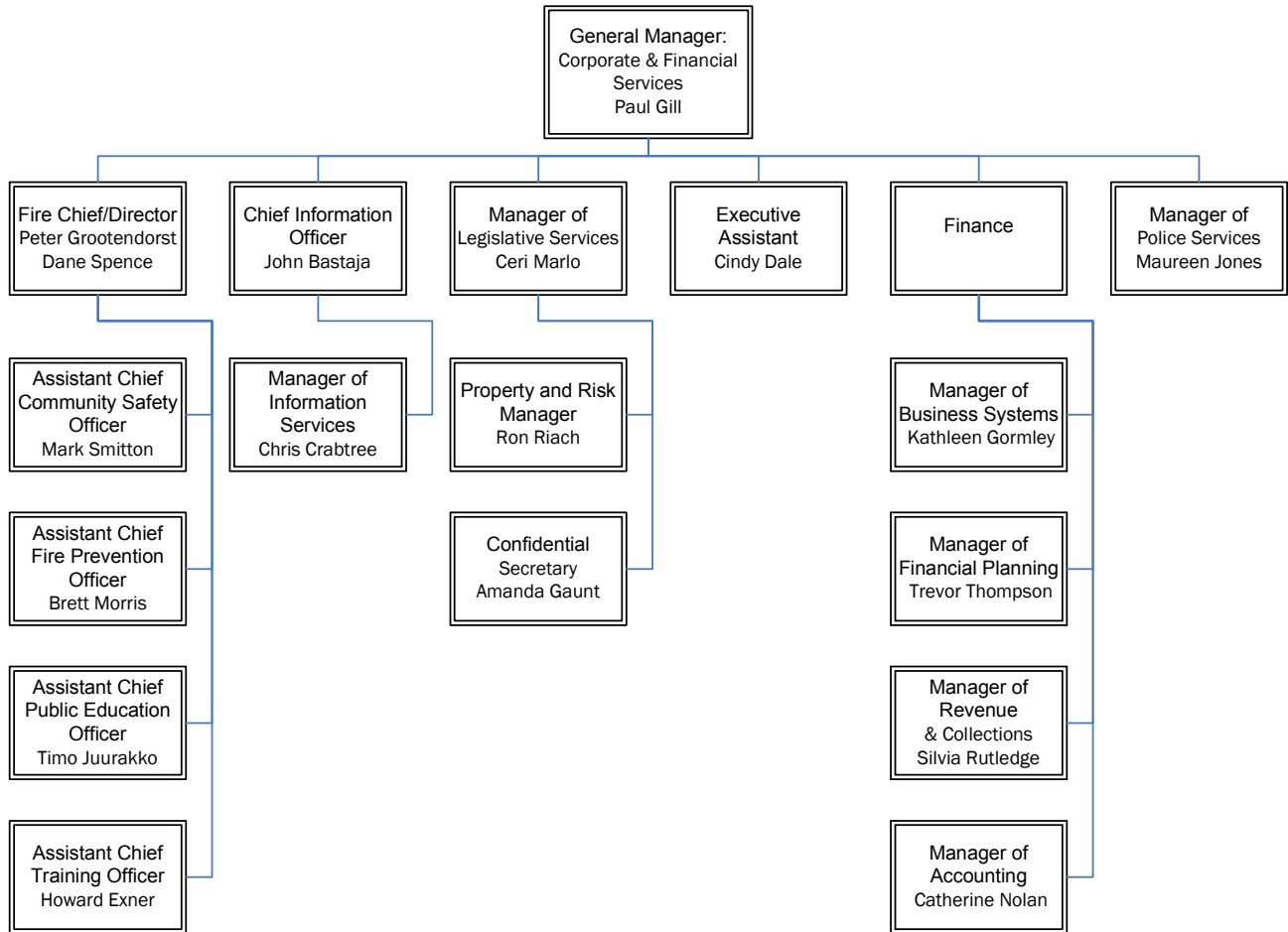
Resources

General Manager
Executive Assistant

Values

- We are committed to a high level of customer service – we promise to respond to all citizen/customer inquiries personally and when we do not know the answer to the inquiry, we will do the research, find the right answer, and respond personally.

Organization Chart



Total Expenditure Budget = \$264,101

Full-Time Equivalent Staff = 2

Highlights of 2010 Accomplishments

2010 Deliverables Proposed in Business Plan	Detailed Progress As of (Sept 30/10)	% Complete
Provide report on key 2009 financial performance indicators	See-It is live and being updated on a regular basis. Budget and Annual Report included screen shots and references to the website	100

Ongoing Deliverables

- Provide advice on all Council reports that have financial implications.

Found Milestones

- Review of Police dispatch services.

4.0 Environmental Scan

Our investment in our people is starting to pay dividends; people recently appointed to positions need to be given the opportunity to learn and grow.

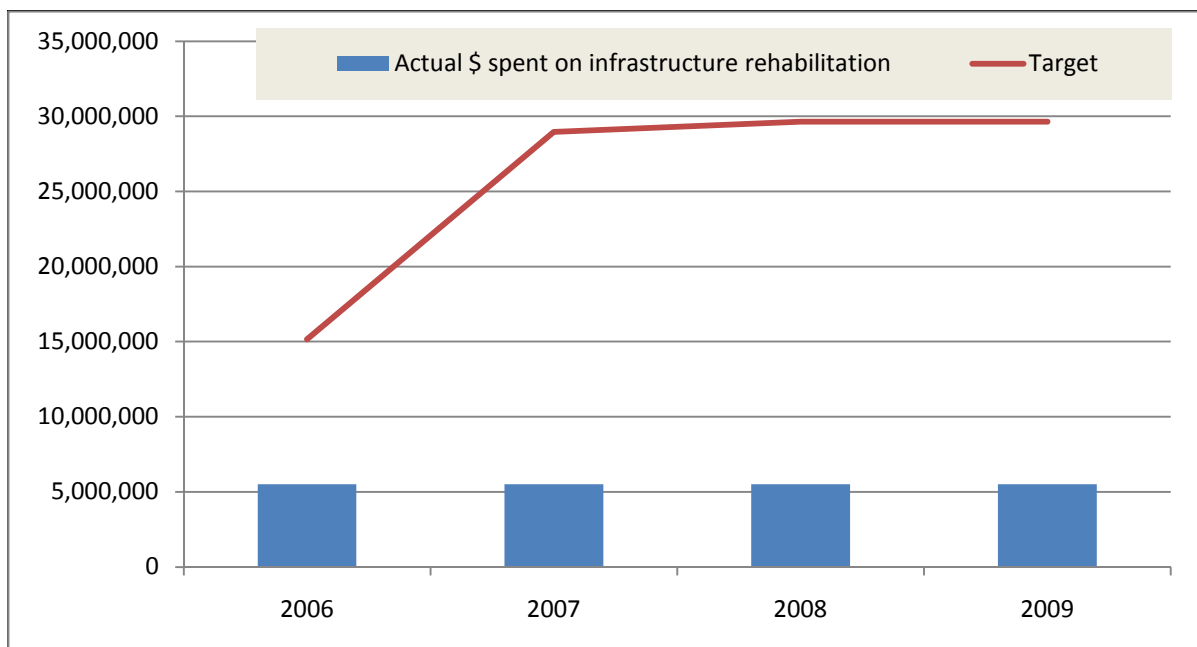
5.0 Performance Measures/Indicators Best Practices in Infrastructure Management

Target Statement

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

Overview

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



5.1 Service Area Goal: Business Planning

To ensure the business plans provide a framework for decision-making by identifying areas for performance review, amalgamation, dissolution, change and alternative service delivery.

Objectives:

- To provide information to support informed decision-making by Council and Senior Management.

Measures:

- Level of Council satisfaction with Business Planning process – Unanimous approval was given at the spring retreat.

Action	Responsibility	Timeline
Assist in establishing strategic focus area priorities	Paul Gill w/CMT	March 2011

Ongoing Deliverables

- Provide ongoing reporting on key financial performance indicators using SEE-IT and by publishing in the Annual Report.

6.0 Operating Budget

Account	2010	2011	Proposed		2012	2013	2014	2015
	Adopted	Proposed	Changes	%	Proposed	Proposed	Proposed	Proposed
			\$	%				
Expenditures								
Conferences & Meetings	\$24,590	\$24,590	\$0	0%	\$24,590	\$24,590	\$24,590	\$24,590
Memberships	\$10,707	\$10,707	\$0	0%	\$10,707	\$10,707	\$10,707	\$10,707
Miscellaneous	\$1,600	\$1,600	\$0	0%	\$1,600	\$1,600	\$1,600	\$1,600
Salaries	\$177,167	\$227,204	\$50,037	28%	\$365,040	\$414,773	\$484,590	\$554,929
	\$214,064	\$264,101	\$50,037	23%	\$401,937	\$451,670	\$521,487	\$591,826
Totals	\$214,064	\$264,101	\$50,037	23%	\$401,937	\$451,670	\$521,487	\$591,826

Proposed Changes or Remarks:

None

7.0 Capital Budget – None**8.0 Information Technology – None****9.0 Incremental/Reduction Packages – Attached**

**Reduction Package Report
>10% Reduction
2011 Proposed Budget**

Division: Corporate & Financial Services
Department: Administration
Decision Unit: Eliminate General Manager
Package: 2 of 2

Date: November 2010
Submitted By: Paul Gill

Budget Reduction for Consideration:

The Corporate & Financial Services Division is comprised primarily of internal service departments. Their work is corporate in nature and the guidance that they require often comes from Council and the Chief Administrative Officer. This being the case, Council may want to consider eliminating the General Manager's position and have the Finance Department Managers report directly to a Director of Finance and all Corporate & Financial Services Directors report directly to the Chief Administrative Officer.

This option is more feasible than in previous years due to the strength of the Directors in this area.

Consequences of Package:

- The General Manager's workload could be allocated to the Directors.
- Overall Municipal expertise would be reduced.
- Divisional work coordination may be reduced.

Staff Position:

General Manager: Corporate & Financial Services

Package:

	2011 Budget
General Manager	\$175,000
Less: Director of Finance	< 150,000 >
	<u>\$ 25,000</u>

Business Plan Template

District of Maple Ridge
Division - Department
Business Plan 2012 – 2016

No Title Page please – use the template found on the intranet under Business Planning

1. Executive Summary

- One page maximum
- Provide a powerful introduction to business planning
- Highlight the plan's purpose and intended results
- Describe how the plan was developed and who was involved in the process

2. Corporate Overview

- Describe how your goals align with the strategic focus areas in the Corporate Strategic Plan
- Describe how your department impacts other departments in the organization (Interdependencies)

3. Departmental Overview

- Describe the services provided by your department
- Who are your customers?
- Describe the resources included in your department
- Provide Vision/Mission/Values/Strategic Plan of your department (if they exist)
- Include an organization chart of your department with employee's names
- Highlights of prior year accomplishments (be sure to highlight gains in efficiency and/or effectiveness)
 - This section must be in table format and must correspond with your proposed deliverables from last year's plan. This table is available to copy-and-paste from the intranet under Business Planning
 - Include a percentage complete indicator where work is partially complete, if possible, or an expected completion date
- Ongoing Deliverables
- Found Milestones

4. Environmental Scan

- What are your customers and data telling you
- What challenges and pressures are facing the department
- What resources will you require from other departments to achieve your goals

5. Performance Measures/Indicators

Broad Scope Performance Measures

Service Area Goal:

- Develop goals for each of your service areas based on the Corporate Strategic Plan
 - Ensure your goals encompass your entire business
 - Ensure your goals link to the business plan guidelines

Objective:

- Describe your objectives for each service area goal in years one through five

Measures:

- Identify performance indicators measuring outcomes for meeting objectives using graphs and wording from See-It

Action, Responsibility and Timeline:

- Identify the specific actions required to meet your objectives
- Identify the person(s) responsible for carrying out these actions
- Identify when the action will be accomplished (or what percentage of the action will be completed at a predetermined time)

Ongoing Deliverables

- Identify deliverables which are ongoing year after year

6. Operating Budget (plus comments noting the changes from prior year)

- To be obtained from your Finance Department representative in electronic format and placed after this heading

7. Capital Budget

- Submit capital items to Trevor Thompson and reference these items in the business plan for your department (using the Capital Works Program Project Proposal Template located at <\\OAK\Common Files\Templates\Project Templates.>)

8. Information Technology Update

- Submit IT items to John Bastaja and reference these items in the business plan for your department (using the Capital Works Program IT Project Proposal Statement located at <\\OAK\Common Files\Templates\Project Templates.>)

9. Incremental/Reduction Packages

- Include a one-page summary in table format of all incremental and reduction packages
- Provide a business case for all incremental packages
- Reduction packages should equate to at least 10% of your prior year's budget

Incremental Package Report

2012 Proposed Budget

Division:
Department:
Decision Unit:
Package: 2 of ?

Date:
Submitted By:

Activities/Purpose:

Functions Performed/Degree of Service:

Alternatives Considered/Reasons for Not Recommending:

Staff Position:

Performance Measure:

Package:

2012
Budget

\$
\$

Reduction Package Report
>10% Reduction
2012 Proposed Budget

Division:
Department:
Decision Unit:
Package: 2 of ?

Date:
Submitted By:

Budget Reduction for Consideration:

Consequences of Package:

Staff Position:

Package:

2012
Budget

< \$ >

< \$ >

Business Plan Format

Format:

- Please adhere to the format outlined in the template/sample provided
- Please do NOT include a title page
- Use the Microsoft Word template on the intranet under Business Planning, documents
- When taking text from another document to the Business Plan please use “PASTE SPECIAL.”
- Use “HEADING ROWS REPEAT” for all tables, DO NOT break tables manually.
- Use **Franklin Gothic Book** Font in 11 point
- Page set-up is mirror margins, Top .75 – Bottom .75 – Outside .75 – Inside 1
- No landscape (sideways) pages
- Footer to contain division and department name in addition to page numbers
- Decision and Reduction packages to be numbered starting at 2 of __
- Final copies for submission are to be two-sided

Please respect the deadlines.