

# Capital Works Program 2006 Business Plan



## Details



# CAPITAL WORKS PROGRAM BUSINESS PLAN 2006

<i>Divisions:</i>	<i>Administration</i>	<i>Jim Rule (Chief Administrative Officer)</i>
	<i>Corporate and Financial Services</i>	<i>Paul Gill (General Manager)</i>
	<i>Community Development, Parks and Recreational Services</i>	<i>Mike Murray (General Manager)</i>
	<i>Public Works and Development Services</i>	<i>Frank Quinn (General Manager)</i>

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# District of Maple Ridge

## Capital Works Program

### Business Plan 2006

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#### 1. Executive Summary

The District has the primary responsibility for providing a wide range of public infrastructure. 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 and public facilities. Programming capital infrastructure and facilities over time promotes better use of the District's financial resources and assists in the coordination of public works and private development.

Capital programming enables the District to optimize the use of resources for the benefit of both the present and future citizens. The process results in a Capital Works Program that is the long-range (15 - 20 year) corporate plan for acquisition, expansion, and rehabilitation of the District's infrastructure, facilities and business systems.

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

The program is reviewed annually to address new information and changes that the departments and specials committees deem either critical or important to ensure the relevancy of the projects being promoted for the coming five-year timeline. Program funding is identified in the Financial Plan Bylaw that Council approves following the annual business planning exercise.

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

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

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.

## 2. Corporate Overview

The District faces a significant financial challenge in addressing a growing deficit in infrastructure investment. This challenge is to develop and adjust the long term financial strategy to ensure that the District's infrastructure and facilities perform to meet the community's needs both now and in the future.

Infrastructure, facilities and investment decisions are directed by the series of guiding principles that support the corporate strategic vision articulated in the Corporate Strategic Plan and build upon the thirteen policies developed in last year's Financial Sustainability Plan.

The Financial Sustainability Plan identifies policies relating to growing the tax base, addressing taxation, identifying system efficiencies, exploring demand management and service level adjustments and addressing financial issues of debt management, the level of fees and charges and health of the District's reserve funds.

The District must maintain its focus on strategic capital programming, achieving greater infrastructure and systems efficiencies, reducing risk, and investing prudently in capital works based on a financially viable, equitable and sustainability capital program for the community.

Many different organizations have promulgated financial best practices to achieve a level of financial sustainability including the International City Managers Association (ICMA), the National Advisory Council for State and Local Budgeting (NACSLB), and the Government Accounting Standards Board (GASB). The Director of Finance recently provided a paper entitled *The Road to Fiscal Sustainability* that advances the following five key principles of effective financial planning;

### *Multi-Year Perspective*

A multi-year perspective can help organizations avoid dangerous financial practices such as balancing the budget by repeatedly using one-time sources of revenue, deferring current costs to the future, and ignoring the long-range lifecycle costs of a liability. *The District employs this principle in capital programming and is committed to continuing improvement in all aspects of program administration.*

### *Lifecycle Costs and Reserves*

There is a growing recognition and acceptance in government of lifecycle impacts of aging assets, infrastructure, facilities and systems. The financial support system to the capital works program needs to include in addition to current operating maintenance expenditures, adequate funding to support repairs and replacement of deteriorating infrastructure in order to avoid significant unfunded liability. Capital expenditures are separate from but closely coordinated to the operating budget. *The District recognizes the importance of this principle as evidenced in last year's endorsement of the thirteen policies of the Financial Sustainability Plan.*

### *Revenue and Expense Analysis*

It is important to analyze revenues and expenses together and that consideration be given to the implications for other financial indicators before making budgetary decisions. Revenue and expense analysis is considered a critical best practice by financial experts. *Again the District recognizes the need to develop more rigorous practices in the regard as evidenced in last year's endorsement of the thirteen policies of the Financial Sustainability Plan.*

### *Forecasting Assumptions and Methodologies*

Documenting the assumptions behind revenue and expense forecasts and the methodologies used to make forecasts is essential for full disclosure, discussion, testing and critical review. Careful testing and

documentation is an invaluable tool for recording and training purposes. Creating accurate, reliable, understandable and consistent financial and other reference materials is a major organizational benefit. *The District is evolving its policies, practices and procedures to more comprehensively address provincially mandated asset management and financial reporting requirements.*

#### *Commitment, Diligence, and Perseverance*

Applying the principles will lead to positive results only if there is a strong organizational commitment to improved financial management and the perseverance and diligence through leadership to achieve a greater level of fiscal sustainability. *The CAO and CMT are at the forefront of directing the development of various policies, practices and procedures to advance the goal of infrastructure sustainability well into the future in a fiscally responsible way.*

In keeping with Council deliberations in mid 2005 and direction of the Chief Administrative Officer, the departments and special committees were asked to place particular business planning and program emphasis in the next few years on the following *strategic focus areas*:

#### *Smart Managed Growth*

The capital works program is based on master infrastructure and parks plans commissioned by the departments. The departments prepare capital projects using the most current information available. The *Smart Growth on the Ground Concept Plan* that was completed this year provides important guidelines and information that will direct future land use and infrastructure decisions in the Downtown Area.

The revised and updated Official Community Plan will direct land use and growth decisions and provide a guide for a wide range of important community considerations and issues. Key in the considerations of growth is the District's on-going commitment to environmental protection recognizing the many challenges that this commitment imposes. The OCP is a key policy document for this focus area.

#### *Economic Development*

In order to leverage the public's on-going and significant investment in the Town Centre, the capital works program identifies projects intended to maintain an on-going and important commitment in the Downtown and in so doing, to encourage and challenge the private sector and other agencies to take an increasing interest in developing the Downtown into the vibrant commercial and residential hub articulated in the Official Community Plan and the Smart Growth on the Ground Concept Plan.

The District through its Economic Development staff exploring what opportunities exist including the merits of partnering with others to advance economic development in the community in general but with special focus on the Downtown.

#### *Safe and Livable Community*

The health and welfare of the community is a key goal of the District. Business plans are prepared with this in mind and the capital works program provides for works and services associated with emergency preparedness and provision of protective services, facilities and equipment (fire protection and policing) to address protection of life and property in the community. The change to permanent staff positions in the fire department demonstrates the District's commitment and resolve to quality emergency services.

The *Safer Cities Program* is a safety related initiative in the traffic business area that looks to help staff make meaningful and positive infrastructure and facilities choices and decisions that advance public safety and reduce risk in the community. This program places staff squarely in a leadership and stakeholder role with the School District, Parent Advisory Committees, ICBC, Ministry of Highways, Translink, and others in making the District a safer place to live, work and play.

### 3. Divisional/Departmental Overview

#### Services Provided

- Compilation and preparation of the Capital Works Program Business Plan.
- Coordination of project information for the long-term capital works program (15-20 years) with priority attention being paid to the upcoming five-year timeframe (2006 – 2010).
- Deployment of information relating to the adopted Capital Works Program on the District’s website.
- Staff support with respect to capital information inquiries and/or requests.
- Maintain the integrity of the data in the corporate business system for Long Term Capital Programming to create an archive of completed and planned projects.
- Administration of the capital works program and associated business systems.

The District’s business lines and examples of capital projects being promoted by the departments and special committees for 2006 appear below:

#### Administration

**Jim Rule (Chief Administrative Officer)**

##### Government Services Projects

Jim Rule - Chief Administrative Officer

- Blaney Room – Elmo Video Projection
- Recycling Depot Expansion

*(Governance)*

*(Community Relations)*

#### Corporate and Financial Services Division

**Paul Gill (General Manager)**

##### Protective Services Projects

Peter Grootendorst - Chief Director

##### Fire Department Projects

- Fire Hall #4 - Technical & Furnishings
- Fire Hall #4 – Safety/Protective Equipment
- Fire Hall #1 –Equipment - Pumper

*(Safe and Livable Community)*

*(Safe and Livable Community)*

*(Safe and Livable Community)*

##### Police Services Projects

- Exhibit Drying Room
- Equipment Purchase Various

*(Safe and Livable Community)*

*(Safe and Livable Community)*

##### Technology Projects

John Bastaja - Chief Information Officer

- Corporate Website Strategy Update
- Equipment Replacement Program
- Amanda Phase 4 Dogs & Excess Capacity
- IT Phone System Upgrade Phase 1

*(Community Relations)*

*(Financial Management)*

*(Governance)*

*(Governance)*

## **Community Development, Parks and Recreational Services Division**

### Park Acquisition Projects

- 231/137 Park
- Silver Valley Neighbourhood Park

### Park Improvement Projects

- Cemetery Niche
- Jerry Sulina Park Washroom
- Downtown Beautification

## **Mike Murray (General Manager)**

David Boag - Director Parks/Facilities  
*(Community Relations)*  
*(Community Relations)*

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## **Public Works and Development Services Division**

### Waterworks Projects

- 240 St @ DTR GVWD Connection
- 232 St (116 – Slager)
- Laity St (117 – Lougheed)

## **Frank Quinn (General Manager)**

Andrew Wood – Municipal Engineer  
Ed Mitchell Waterworks Superintendent  
*(Smart-Managed Growth)*  
*(Smart-Managed Growth)*  
*(Smart-Managed Growth)*

### Sewer Projects

- Cliff Place Pump Station Upgrade
- Equipment Purchase - Flusher Truck
- Steeves St (River Road - 117)

Andrew Wood – Municipal Engineer  
Ralph Kivi - Sewer Superintendent  
*(Smart-Managed Growth)*  
*(Environmental)*  
*(Smart-Managed Growth)*

### Drainage Projects

- River Road (Darby – Carshill) Pre-Design
- Culvert Replacement Program
- Lougheed (223 – 224)

Andrew Wood – Municipal Engineer  
Ralph Kivi - Sewer Superintendent  
*(Environmental)*  
*(Financial Management)*  
*(Smart-Managed Growth)*

### Highways Projects

- 240 St (Lougheed – 104)
- Bridge Upgrade Program
- Lougheed Hwy @ 223 St Traffic Signal

Andrew Wood - Municipal Engineering  
Wayne Hardy - Road Superintendent  
*(Transportation)*  
*(Transportation)*  
*(Transportation)*

### Planning Projects

- Stream Mapping Update
- Environmentally Sensitive Area Implementation

Jane Pickering – Director of Planning  
*(Environmental)*  
*(Smart-Managed Growth)*

## **Customers**

- Citizens of Maple Ridge
- Municipal Council
- Development, Business and Real Estate Communities
- Senior Governments
- Corporate Support
  - Corporate Management Team
  - Administration
    - Emergency Services
    - Protective Services
      - Fire Department
      - Police Department
    - Communication Services
    - Economic Development Services
- Corporate and Financial Services
  - Corporate Support Department
  - Information Services Section
  - Municipal Clerks Department
  - Property and Risk Management Section
  - Finance Department
- Community Development, Parks and Recreation Services
  - Parks and Facilities Department
  - Leisure Services Department
- Public Works and Development Services Division
  - Operations Department
  - Engineering Department
  - Planning Department
  - Inspection Services, Licenses, Permits and Bylaws Department

## **Resources**

- Corporate Management Team (policy, guidelines, direction and approval).
- Directors of Departments (capital project contributors).
- Departments and Special Committees (business planning updates and capital works projects).
- Director of Development Engineering (capital works program co-ordinator).

## **Organization Chart**

- See Departmental and Special Committee Business Plan Organization Charts.



## **Successes/Accomplishments in the Year 2005**

- 232 Street South Alouette Bridge (replacement/upgrade) Engineering Department.
- 232 Street and Abernethy Way intersection improvement (Safer Cities) Engineering Department.
- 240 Street and 104 Avenue Traffic Signal (Safer Cities) Engineering Department.
- Silver Valley Reservoir (support for growth) Operations Department.
- Web Site Upgrade (Information Technology Committee) Human Resources Department.

## **Projects in Progress**

- Environmentally Sensitive Area Review (environment) Planning Department.
- Document Processing Study (policy and procedures) Clerk Department.
- Cottonwood East Park Development (facilities implementation) Parks Department.
- 118 Avenue (Stephens – 232) & (238B – 240) (highway construction) Engineering Department.

## **Statistics**

### Capital Works Program Information

- Implementation Horizon of 15 years.
- Financial Emphasis for five-year timeframe.
- Capital Projects Focus for two-year timeframe.
- Capital Works Program information is posted on the corporate web-site.
- Financial Plan Bylaw information is posted on the corporate web-site.

### District's Infrastructure and Facilities (September 2005 numbers)

- 353 km of water distribution system having a replacement value of \$142M.
- 248 km of sewage collection system with 23 pump stations having a replacement value of \$126M.
- 259 km of drainage collection system having a replacement value of \$144M.
- 450 km of highways, 14 bridge structures having a replacement value of \$284M.
- 46 Parks having an assessed value of \$30M.
- 3 Firehalls having an assessed value of \$1.6M.

## **4. Performance Measures/Indicators**

### *Service Area Goal 4.1.1:*

- To advance the cause of capital programming by supporting Finance Department efforts to develop a long range Infrastructure Sustainability Plan.

### *Objective:*

- To ensure that the District has a well conceived financial strategy for infrastructure and facilities sustainability as a long term objective. Strategy will be based on meeting the goals and objectives of the Corporate Management Team and the financial reporting requirements of senior government.

***Action, Responsibility and Timeline:***

<b>Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
Prepare a set of goals and objectives for infrastructure sustainability	Director of Finance Corporate Management Team	1 <sup>st</sup> Quarter
Prepare an Infrastructure Sustainability Plan as a white paper for discussion with CMT and Council	Director of Finance	2 <sup>nd</sup> Quarter
Present the draft plan to initially to CMT and subsequently Council at a workshop session	Director of Finance Corporate Management Team	2 <sup>nd</sup> Quarter

***Service Area Goal 4.1.2:***

- To advance the cause of capital programming by supporting Finance Department efforts to establish guidelines for asset management (classification and amortization) of the District's assets.

***Objective:***

- To works with staff to develop an asset inventory and asset management strategy that will address financial reporting requirements of the province.

***Action, Responsibility and Timeline:***

<b>Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
Prepare a work plan and schedule	Finance Department	1 <sup>st</sup> Quarter
Prepare an asset inventory and classify all assets	Departments	1 <sup>st</sup> Quarter
Develop an asset inventory and draft asset management strategy for CMT and Council approval	Finance Department	2 <sup>nd</sup> Quarter

***Service Area Goal 4.1.3:***

- To advance the cause of capital works programming for corporate-wide benefit.

***Objective:***

- The goal of this initiative is to undertake a pilot project to explore the merits of migrating the Long Term Capital legacy system to AMANDA. To develop in-house with consultant support, an alternative long term capital business solution in keeping with the goals and objective of the Information Technology Strategic Plan.

**Action, Responsibility and Timeline:**

<b>Actions</b>	<b>Responsibility</b>	<b>Timeline</b>
Work with CSDC Systems to set up a folder system for the capital program in AMANDA	Dir. Development Engineering Geomatics Supervisor CSDC consultant Information Services staff	1 <sup>st</sup> Quarter
Create a capital projects pilot to test system functionality of the new system	Geomatics Supervisor CSDC consultant Information Services staff	2 <sup>nd</sup> Quarter
Assess and report to CMT on the merits of implementation of an AMANDA based business solution for the capital works program	Dir. Development Engineering Geomatics Supervisor CSDC consultant Information Services staff	3 <sup>rd</sup> Quarter

**4.2 Performance Measures**

<b>Action Items</b>	<b>Responsible Persons</b>	<b>Timelines</b>
<i>Annual review and amendment of Capital Works Program</i>	Jeff Scherban	3 <sup>rd</sup> - 4 <sup>th</sup> Quarter
<i>Support the development of Infrastructure Replacement Policy</i>	Frank Quinn, Andrew Wood, Jeff Scherban	1 <sup>st</sup> - 3 <sup>rd</sup> Quarter

**5. Operating Budget**

- Resources for coordination and preparation of Capital Works Program Business Plan are provided for in the operating budget of the Engineering Department Business Plan.
- Operating costs associated with new capital projects are provided for in the departmental business plans in keeping with the business planning guidelines.

## 6. Capital Budget (Corporate)

### Capital Works Program (2005-2009)

<b>Capital Works Program</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
<b>Financial Plan Bylaw No. 6328-2005</b>					
Drainage	\$1,129,398	\$619,405	\$301,256	\$2,611,737	\$478,229
Government Services	\$697,359	\$199,200	\$1,935,000	\$680,000	\$210,000
Highways	\$3,334,554	\$4,236,608	\$2,764,977	\$4,420,338	\$5,258,956
Operating Capital	\$45,045	\$45,045	\$45,045	\$45,045	\$45,045
Park Acquisition	\$654,545	\$1,620,798	\$3,101,815	\$1,595,207	\$1,145,214
Park Improvement	\$899,889	\$245,152	\$311,094	\$619,398	\$567,727
Protective Services	\$7,932,365	\$1,228,960	\$1,000,000	\$0	\$850,000
Recreational Services	\$192,981	\$0	\$25,000	\$27,500	\$0
Sewage	\$2,169,351	\$1,389,789	\$1,572,465	\$1,621,313	\$1,349,368
Technology	\$1,725,129	\$733,164	\$327,614	\$1,823,000	\$520,000
Water	\$2,328,348	\$2,244,235	\$2,508,736	\$1,609,164	\$1,836,861
<b>Total</b>	<b>\$21,108,964</b>	<b>\$12,562,356</b>	<b>\$13,893,002</b>	<b>\$15,052,702</b>	<b>\$12,261,400</b>

### Capital Works Program (2006-2010) – Proposed

<b>Capital Works Program</b>					
<b>(Proposed)</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Drainage	\$1,270,620	\$1,883,861	\$3,136,995	\$921,608	\$761,711
Government Services	\$233,120	\$244,545	\$725,045	\$195,045	\$105,045
Highways	\$5,104,486	\$5,170,505	\$5,080,740	\$4,474,309	\$4,433,776
Park Acquisition	\$2,364,377	\$1,282,107	\$1,620,798	\$1,391,018	\$1,173,303
Park Improvements	\$517,828	\$130,000	\$380,000	\$784,550	\$1,487,873
Protective Services	\$1,300,960	\$1,600,000	\$175,000	\$350,000	\$712,684
Recreation Services	\$0	\$25,000	\$27,500	\$0	\$63,000
Sewage	\$1,864,416	\$1,143,445	\$1,148,639	\$925,458	\$966,508
Technology	\$659,724	\$518,574	\$1,856,815	\$684,512	\$1,146,750
Water	\$1,712,493	\$1,867,820	\$1,710,299	\$2,651,844	\$2,705,727
<b>Total Capital Projects</b>	<b>\$15,036,024</b>	<b>\$13,865,857</b>	<b>\$15,856,831</b>	<b>\$12,378,344</b>	<b>\$13,556,377</b>

## 7. Information Technology Requirements

- Technology related capital projects are presented in the Information Technology Business Plan and may also appear for discussion purposes in the departmental business plans.

## 8. Incremental Packages

- Additional operating costs associated with new capital project requests are addressed as incremental package requests in the departmental business plans in keeping with the business planning guidelines.

## 9. Capital Works Program 2006 (Corporate)

Project Number	Project Name	Component	Funds Short Name	Estimate
13	LAITY ST (117 - LOUGHEED)	Water	WAT UTL	\$111,800
1491	LOCAL IMPROVEMENT PROJECTS - WATER(2006)	Water	LIP	\$250,000
1496	WATER CONNECTIONS/TIE-INS - 2006	Water	CONN REV W	\$151,645
1830	WATER IMPROVEMENT DEBT PAYMENT- 2006	Water	DCC ASSIST	\$105
			DCC	\$10,473
1857	GRAVES ST (STONEY - MCFARLANE)	Water	WAT UTL	\$126,500
1858	209 ST (STONEY - MACFARLANE)	Water	WAT UTL	\$132,100
1859	208 ST (90M S MCFARLANE - MCFARLANE)	Water	WAT UTL	\$48,400
1860	STONEY AVE (GRAVES - 209)	Water	WAT UTL	\$108,781
1893	MCFARLANE AVE (GRAVES - 209)	Water	WAT UTL	\$107,300
3038	DCC PAYMENT TO JOINT SUPPLY SYSTEM, 2006	Water	DCC ASSIST	\$1,012
		Water	DCC	\$100,222
3077	WATER NETWORK MODELLING - 2006	Water	WAT UTL	\$9,000
6157	232 ST (116 - SLAGER)	Water	WAT UTL	\$91,800
		Water	DCC	\$91,800
		Water	DCC ASSIST	\$927
7626	GVWD RESERVOIR DEBT PAYMENT 2006	Water	DCC ASSIST	\$471
		Water	DCC	\$46,657
8062	270A ST PUMP STATION SYNC	Water	WAT UTL	\$56,000
8063	240 ST @ DTR GVWD CONNECTION	Water	WAT UTL	\$100,000
8065	248 ST @ 130 PRV RECOMMISSION	Water	WAT UTL	\$28,000
8111	WATER RESERVOIR SECURITY PROGRAM	Water	WAT UTL	\$70,000
8112	EQUIPMENT PURCHASE EMERGENCY GENERATOR	Water	WAT UTL	\$62,000
8113	EQUIPMENT PURCHASE - PIPE LOCATOR	Water	WAT UTL	\$7,500
280	MASTER SEWER - DEBT RETIREMENT (2006)	Sewage	DCC ASSIST	\$326
		Sewage	DCC	\$32,305
321	EQUIP PURCHASE - FLUSHER TR, OP & HELP	Sewage	SEW UTL	\$150,000
1492	LOCAL IMPROVEMENT PROJECTS - SEWER(2006)	Sewage	LIP	\$500,000
1497	SANITARY SEWER CONNECTIONS - 2006	Sewage	CONN REV S	\$74,445
1592	CLIFF AVE @ CLIFF PLACE PUMP STATION	Sewage	SEW UTL	\$95,000
1628	COTTONWOOD LANDFILL METHANE ASSESSMENT	Sewage	SANSWR RES	\$285,000
1648	STEEVES ST (RIVER RD - 117)	Sewage	SEW UTL	\$225,435
1825	SANITARY IMPROVEMENT DEBT PAYMENT - 2006	Sewage	DCC	\$36,536
		Sewage	DCC ASSIST	\$369
3064	SANITARY SEWER MODELLING UPDATE - 2006	Sewage	SEW UTL	\$9,000

8106	225 ST PUMP STATION PUMP RELOCATION	Sewage	SEW UTL	\$33,000
8107	SANITARY SEWER REPAIR PROGRAM AREA B	Sewage	SEW UTL	\$66,500
8108	EQUIPMENT PURCHASE - OPERATIONS VAN	Sewage	SEW UTL	\$54,000
		Sewage	WAT UTL	\$54,000
8109	210 ST @ 121 AVE	Sewage	SEW UTL	\$42,000
8110	LANE N SELKIRK (223 - 224)	Sewage	SEW UTL	\$181,500
8165	DONOVAN AVE TRUNK SEWER @ 21514	Sewage	SEW UTL	\$25,000
402	WICKLOW - DTR DRAINAGE STUDY	Drainage	GEN REV	\$15,000
1502	STORM SEWER CONNECTIONS - 2006	Drainage	CONN REV G	\$18,095
1503	DITCH ENCLOSURES 2006	Drainage	CONN REV G	\$16,829
1755	217 ST ROW (SOUTH OF 126) STAGE 2	Drainage	GEN REV	\$62,671
1820	DRAINAGE IMPROVEMENT DEBT PAYMENT - 2006	Drainage	DCC ASSIST	\$316
		Drainage	DCC	\$31,309
7201	N.MILLIONAIRE CK STORMWATER FACILITIES	Drainage	DCC ASSIST	\$1,314
		Drainage	DCC	\$130,185
		Drainage	GEN REV	\$14,465
8059	DYKE REPAIR KANAKA CREEK-FRASER RIVER	Drainage	DYKE DIST	\$210,000
8060	ALBION DYKING DISTRICT PS REPAIR	Drainage	DYKE DIST	\$80,850
8097	CULVERT REPLACEMENT PROGRAM	Drainage	CAP W RES	\$175,000
8098	LOUGHEED HWY (223 - 224)	Drainage	GEN REV	\$66,686
8099	124 AVE @ 244 ST	Drainage	GEN REV	\$35,900
8100	240 ST (DTR - 124)	Drainage	GEN REV	\$12,000
8154	LOCAL IMPROVEMENT PROJECTS DRAINAGE 2006	Drainage	LIP	\$350,000
8189	RIVER RD (DARBY - CARSHILL) PREDESIGN	Drainage	GEN REV	\$50,000
1290	EDGE ST @ MCINTOSH INTERSECTION	Highways	GEN REV	\$50,000
1316	LOUGHEED HWY (222 ST - 224 ST)	Highways	TRANSLK M	\$371,000
1465	BRIDGE STUDY UPDATE	Highways	GEN REV	\$45,000
1493	LOCAL IMPROVEMENT PROJECTS - ROAD(2006)	Highways	LIP	\$250,000
1498	ACCESS CULVERTS - 2006	Highways	CONN REV G	\$23,361
1499	PRIVATE DRIVEWAY CROSSINGS - 2006	Highways	CONN REV G	\$20,065
1651	WHEELCHAIR RAMP UPGRADES	Highways	TRANSLK M	\$36,000
1735	224 ST @ 124 AVE INTERSECTION SAFETY	Highways	DCC ASSIST	\$1,151
		Highways	ICBC	\$19,000
		Highways	GEN REV	\$57,000
		Highways	DCC	\$114,000
1793	COTTONWOOD DR (118 - 119) PHASE 2	Highways	GEN REV	\$26,266
		Highways	DCC ASSIST	\$2,387
		Highways	DCC	\$236,397
1872	ILLUMINATED STREET SIGNS PROGRAM	Highways	GEN REV	\$10,000
1878	SAFER SCHOOL TRAVEL PROGRAM	Highways	GEN REV	\$25,000
1882	116 AVE (LOUGHEED - 232)	Highways	GEN REV	\$71,000
2827	240 ST (LOUGHEED - 104)	Highways	DCC	\$1,738,944
		Highways	DCC ASSIST	\$17,563
3112	EQUIPMENT REPLACEMENT PROGRAM - 2006	Highways	MACH	\$633,683
6182	287 ST @ LOUGHEED TRAFFIC SIGNAL	Highways	GEN REV	\$100,000
6186	DEWDNEY TRUNK ROAD @ 256 ST	Highways	GRAV ROYAL	\$137,500
7273	223 ST @ LOUGHEED HWY (TRAFFIC SIGNAL)	Highways	DCC ASSIST	\$513
		Highways	GEN REV	\$50,875
		Highways	TRANSLK M	\$101,750
		Highways	DCC	\$50,875

8120	LAITY ST (124 - 128)	Highways	GEN REV	\$110,400
8121	224 ST (ABERNETHY - 132)	Highways	GEN REV	\$108,200
8122	ABERNETHY WAY (231 - 232)	Highways	GEN REV	\$41,200
8127	224 ST (136 - 144) PREDESIGN	Highways	TRANSLK M	\$18,000
8128	BRIDGE REPAIRS AND STRUCTURAL UPGRADES	Highways	GEN REV	\$190,000
8136	249 ST @ 13100 BLOCK	Highways	GEN REV	\$132,356
8185	DEWDNEY TRUNK RD (227 - 228)	Highways	TRANSLK M	\$120,000
8200	BIKEWAY PROGRAM	Highways	TRANSLK C	\$97,500
		Highways	GEN REV	\$97,500
626	PARK (231/137)	Park Acq	DCC	\$1,672,000
		Park Acq	GEN REV	\$88,000
		Park Acq	DCC ASSIST	\$16,887
1927	SILVER VALLEY NEIGHBOURHOOD PARK ACQ	Park Acq	DCC	\$345,600
		Park Acq	DCC ASSIST	\$3,490
		Park Acq	GEN REV	\$38,400
6194	GREENBELT ACQUISITION	Park Acq	PARK RES	\$200,000
1571	TRAIL IMPROVEMENT	Park Imp't	GEN REV	\$30,000
7303	PARK DEVELOPMENT (232/132)	Park Imp't	DCC ASSIST	\$1,818
		Park Imp't	GEN REV	\$20,000
		Park Imp't	DCC	\$180,000
8139	JERRY SULINA PARK WASHROOM	Park Imp't	GEN REV	\$10,010
8140	DOG PARKS	Park Imp't	GEN REV	\$20,000
8141	DAVISON POOL SLIDE	Park Imp't	GEN REV	\$6,000
8144	CEMETARY NICHE	Park Imp't	CAP W RES	\$100,000
8145	PUBLIC ART PROGRAM	Park Imp't	GEN REV	\$10,000
8146	DOWNTOWN BEAUTIFICATION	Park Imp't	GEN REV	\$40,000
8190	MAPLE RIDGE ENTRY SIGN EAST	Park Imp't	GEN REV	\$50,000
8198	CORE INFRASTRUCTURE	Park Imp't	DOWNTOWN R	\$50,000
1760	RECYCLING DEPOT EXPANSION	Gov't Services	RECYCL	\$50,000
1947	EQUIPMENT PURCHASE - LIBRARY	Gov't Services	GEN REV	\$7,700
6207	RECYCLING DEPOT (PROCESS EQUIPMENT)	Gov't Services	RECYCL	\$5,375
6210	RECYCLING DEPOT (LEASEHOLD IMPROVEMENT)	Gov't Services	RECYCL	\$20,000
8042	OPERATING CAPITAL MISCELLANEOUS 2006	Gov't Services	OP CAP	\$45,045
8183	ENVIRONMENTALLY SENSITIVE AREA IMPLEMENT	Gov't Services	GEN REV	\$75,000
8184	STREAM MAPPING UPDATE	Gov't Services	GEN REV	\$10,000
8187	OCP PROCESS SUPPORT	Gov't Services	SURPLUS	\$20,000
1453	FIREHALL #4 COMPUTER TRAINING CENTRE3	Protective Services	FIRE C/A R	\$45,000
1477	EQUIPMENT REPLACEMENT - RESCUE ONE	Protective Services	FIRE	\$400,000
3648	FIREHALL #4 1250 PUMPER	Protective Services	FIRE C/A R	\$500,000

7105	FIREHALL #4 PROTECTIVE AND SAFETY EQUIP.	Protective Services	FIRE C/A R	\$83,960
7633	FIREHALL #4 TECHNICAL & FURNISHINGS	Protective Services	FIRE C/A R	\$200,000
8049	TRAFFIC CONTROL PRE-EMPTION DEVICES	Protective Services	GEN REV	\$25,000
8054	RCMP BUILDING EXHIBIT DRYING ROOM	Protective Services	GEN REV	\$20,000
8055	EQUIPMENT PURCHASE RCMP	Protective Services	GEN REV	\$35,000
1487	EQUIPMENT REPLACEMENT - INFO. SER.(2006)	Technology	IS EQP REP	\$388,164
1703	AMANDA PHASE 4 DOGS & EXCESS CAPACITY	Technology	GEN REV	\$50,000
1846	IS DEPT LARGE FORMAT PLOTTER	Technology	GEN REV	\$20,340
1849	MANAGEMENT REPORTING SOFTWARE PHASE 1	Technology	GEN REV	\$13,000
3639	WIDE AREA NETWORK PHASE 2	Technology	GEN REV	\$20,000
8052	SOFTWARE - PAYMENT SERVER TENDER RETAIL	Technology	GEN REV	\$6,435
8075	EQUIPMENT PURCHASE - BLANEY ROOM ELMO	Technology	GEN REV	\$5,000
8079	EQUIPMENT PURCHASE WEB SECURITY FILTER	Technology	GEN REV	\$18,205
8086	EQUIPMENT PURCHASE STREAMING VIDEO	Technology	GEN REV	\$26,650
8087	IT NETWORK MANAGEMENT SOFTWARE	Technology	GEN REV	\$40,550
8088	IT PHONE SYSTEM UPGRADE PHASE 1	Technology	GEN REV	\$52,400
8092	IT CASEWARE WORKING PAPERS	Technology	GEN REV	\$13,980
8095	LANDSCAPE ARCHITECTURE DESIGN SOFTWARE	Technology	GEN REV	\$5,000

## Appendix

- The support documentation to the Capital Works Program (2006-2010) Business Plan includes information by service area regarding business purpose, legislative considerations, background information, policies, guiding principles, affiliations and partnerships, sustainability considerations and key funding sources as identified below. To be completed following the Corporate Management Team's endorsement of all business plans.
  - Capital Works Program Support Document
    - Corporate Strategic Plan
      - Vision
      - Business Purpose
      - Value Statements
      - Focus Areas



- Service Area Information for all business areas
  - Waterworks Engineering
  - Waste Service Engineering
  - Drainage and Terrain Engineering
  - Transportation and Traffic Engineering
  - Park Acquisition
  - Park Improvements
  - Recreational Services
  - Government Services
  - Technology
  - Protective Services – Fire
  - Protective Services – Police (RCMP)
  
- Reports
  - Project Funding Summary (2006-2010)
  - Service Area Component Summary (2006-2010)
  - Projects and Funding List (2006-2010)
  
- Maps and Charts
  - Areas and Sub-Areas Map
  - Project Mapping (2006)