Maple Ridge

2027- 2031 Five Year Financial Plan: Business Planning Guidelines

Business Plans must be aligned with the **Council Strategic Plan, Objectives and Key Results**.

Budget decision packages and capital budget items will be developed in the context of the current economic environment in the community and the province. Affordability remains a primary concern for residents and maintenance of services is the priority. New projects, programs and services must provide a clear rationale and return on investment to secure funding in the Five-Year Financial Plan.

2027 budget proposals will be brought forward in the context of the future year anticipated tax rates outlined in the 2026-2030 Five Year Financial Plan.

Table 1. Adopted 2026-2030 Financial Plan Property Tax Rate Increases

PROPERTY TAX RATES	2026	2027	2028	2029	2030
General Purpose	2.15%	2.90%	2.90%	2.90%	2.90%
Police / Fire Protective Services	1.35%	0.60%	0.60%	0.60%	0.60%
Infrastructure	-	1.00%	1.00%	1.00%	1.00%
Parks, Rec & Culture Levy	-	-	-	-	-
TOTAL	**3.50%**	**4.50%**	**4.50%**	**4.50%**	**4.50%**

Growth Assumption

The growth assumption in the current Five-Year Financial Plan is 1.5% each year.

However, in 2025 the growth rate was well below this assumed rate and landed at 0.9%. Estimating growth rates in advance is a challenge for any municipality. There is a risk that poor market conditions could result in a lower growth rate in the community. If this occurs, there will be additional pressure on funding corporate activities within the tax rate projected in the current Five-Year Financial Plan.

2027 Business Planning Priorities

Development of departmental workplans and initiatives that will inform the 2027 -2031 Five-Year Financial Plan should focus on the following priorities:

- Completing Key Results in the 2023-2026 Council Strategic Plan
- Completing in progress and approved projects in the Capital Work Plan and Departmental Workplans
- Ensuring priorities outlined by residents in the 2025 Community Survey are advanced by delivering priority projects and services.
- Demonstrating a people first approach to staffing and development ensuring momentum is sustained as one of BC's top 100 employers, our systems are modernized, and a One City culture is embedded across service delivery.
- Increasing the commercial and industrial portion of tax revenue and generating employment through economic growth
- Delivering committed infrastructure and related projects made possible through external grant funding.
- Activities that support achievement of mandated housing targets
- Continuously improving service excellence through incremental and step-change innovation in service delivery.
- Confirming opportunities to manage service levels to identify savings for service enhancements where appropriate.
- Ensuring increases in regular full time and part time positions are aligned with strategic priorities and departmental workplans

Operating Requests

- Staff will review existing departmental operating budgets to identify savings, and cost reduction opportunities through continuous improvement, prior to confirming new operating requests and budget changes.
- Budgets are to be prepared with a focus on delivering services in accordance with tax increases identified in Table 1. Staff will strive to develop budgets that enable the city to achieve a lower tax rate increase than forecasted where feasible.
- Departments will seek out and secure external funding opportunities from other sources to offset the need for budget increases to maintain or expand service levels.
- Fees and Charges updates enable the City to maintain revenue that supports service delivery and ensure that users pay an appropriate share of the costs for the services they receive.

Capital Requests

- Focus in 2027 business planning will be on ensuring the delivery of the existing commitments to projects in the adopted 2026-2030 Five Year Financial Plan.
- New initiatives will primarily support major corporate initiatives to further enable and extend the priority corporate projects in the existing plan. For example; North 256 Industrial Lands, Abernethy Way expansion, new recreation amenities and bus rapid transit.
- Updates to the business cases for capital requests will support departments to identify both direct capital costs and ongoing operating impacts from major capital projects.

Business Planning Timelines

Date(s)	Description
July 14, 2026	Business Planning Guidelines confirmed by Council
July 24, 2026	Euna finance software launches submission begins
July – October 2026	Budget & Business Plan Development and entry of requests
October 12, 2026	Capital Requests Closing Date
November 16, 2026	One time and Incremental Decision Packages Closing Date
January 2027	Capital and One time request approvals
February 2027	Council Budget deliberations
March 2027	Confirmation of direction on Tax Rate and Ongoing Decision Packages
April 2027	Carry forwards incorporated into Financial Plan
May 2027	Adoption of Amended Five-Year Financial Plan Adoption of Property Tax Rate Bylaw