

2026-2030 Financial Plan Bylaw 8098-2026

Recommendation:

THAT the 2026-2030 Financial Plan Bylaw 8098-2026 be given first, second and third reading.

Report Purpose and Summary Statement:

This report provides Council with an overview of community engagement efforts that informed the proposed 2026–2030 Financial Plan. It also summarizes changes made since the presentation in February 2026.

The *2026-2030 Financial Plan Bylaw No. 8098-2026* incorporates all aspects of the City's budget including: the 2026–2030 Capital Plan; one-time decision packages approved in December 2025; ongoing decision packages previously approved by Council; operating and capital carryforwards.

Previous Council Action:

On July 29, 2025, Council approved the business planning guidelines for the 2026-2030 Financial Plan.

On December 8, 2025, Council received a budget overview. Presentations included a review of budget increase drivers and ongoing cost savings.

In December 2025, Council approved the 2026-2030 Capital Program, water and sewer utility rates, and one-time Decision Packages, allowing staff to proceed with infrastructure and planning initiatives.

On January 27, 2026, staff presented Council with a 2025 departmental year in review and a summary of findings from community surveys completed in 2025.

On February 17, 2026, Council approved the 3.5% property tax increase for 2026 and a tax increase of 4.5% for the years 2027, 2028, 2029 and 2030. Council also approved ongoing Decision Packages and directed staff to undertake public engagement on the draft Financial Plan

Financial Impact:

The report identifies a municipal property tax increase equivalent to \$101 for an average home valued at \$1,040,000, equating to a 3.5% property tax increase for 2026.

Funding Source:	The City's Financial Plan addresses all City funding sources including general revenue and reserves.
Strategic Alignment:	Liveable Community; Climate Leadership & Environmental Stewardship; Engaged, Healthy Community; Diversified, Thriving Economy; Governance & Corporate Excellence
Communications:	City staff engaged the public prior to presenting the Financial Plan to Council for adoption, a summary of findings from the engagement is included in Attachment E and in this report.
Applicable Legislation/ Bylaw/Policy:	The Community Charter [SBC 2003] requires adoption of the Financial Plan Bylaw by May 15 of the first year of the Five-Year Financial Plan. This report also relates to the <i>Maple Ridge Property Tax Rates 2026 Bylaw No. 8099-2026</i> .

To: Mayor and Council

File number: [05182502]

2026-2030 Financial Plan Bylaw 8098-2026

BACKGROUND:

On July 29, 2025, Council approved the Business and Financial Planning Guidelines, establishing the overall direction for the budget process.

In December, Council received a budget overview that reviewed key budget increase drivers and ongoing cost-saving measures. Council subsequently approved the \$431.98-million 2026–2030 Capital Program and one-time Decision Packages, enabling infrastructure and planning initiatives to begin in the New Year. The 2026–2030 water and sewer utility rates were also approved later that month.

The plan advances nearly 140 projects in transportation, public safety, utilities, and community facilities. In 2026, \$115.6 million is invested in projects that reduce traffic congestion, improve safety, renew aging infrastructure, and expand access to recreation.

In late January 2026, Council received the 2025 departmental year-in-review, and findings of the Community Survey conducted in late 2025 that provide important input to the City's ongoing financial planning. Survey findings showed that residents want the City to focus on providing essential services while ensuring our infrastructure is keeping up with rapid growth. Concerns expressed by residents about the value they receive for their tax dollars demonstrate that the City must continue efforts to keep property taxes affordable as we continue to deliver core services our community relies on.

In mid-February 2026, staff presented a Business Planning update that proposed a property tax increase of 3.5%. The proposed increase reflects updated assessment growth, additional cost savings, and reviewed the expected impact on 2027-2030 tax rates from RCMP staffing adjustments. Council directed staff to undertake additional community engagement on the draft 2026–2030 Financial Plan.

This report provides a summary of that engagement, changes since the February presentation, and details the components included in the Financial Plan Bylaw.

ANALYSIS:

Discussion:

As noted in the February 2026 update, assessment growth came in below the budget target (just under 1% versus 1.5%), creating a funding gap that required additional offsets.

To address this, the planned 2026 increase to the Infrastructure Sustainability Reserve (ISR) was removed to help achieve the 3.5% property tax increase. This, along with the removal of the

Parks, Recreation & Culture levy, revenue and expense adjustments and detailed program reviews enabled the reduction of the proposed property tax increase to 3.5% for 2026 and 4.5% in subsequent years of the Five-Year Financial Plan.

In addition, the planned 2027 increase to fund 10 additional RCMP members has been phased in over four years to align with expected hiring timelines. This increase has also been adjusted to account for the loss of RCMP rent and support service revenues from Pitt Meadows. The budget is also affected by a number of external cost pressures including inflation, labour and contract increases, rising costs on fees collected on behalf of other levels of government, and provincial housing requirements.

To limit the tax increase to 3.5 per cent, one of the lowest in the region, City staff identified more than \$4.6 million in additional savings by seeking efficiencies, closely reviewing programs, realigning funding and distributing costs over multiple years.

Financial Impact

Proposed Property Tax Increase	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%
	3.50%	4.50%	4.50%	4.50%	4.50%

For illustration, the impact of the 3.5% property tax increase is shown using the “average home,” which includes both single-family and multi-family properties (e.g., townhouses and apartments). In 2026, the average home is valued at \$1.04 million. At this value, a 3.5% property tax increase equates to approximately \$101 more in property tax compared to 2025.

Water and sewer rate increases for 2026 were also approved in December 2025, at 4.5% and 6.05%, respectively. Combined with property taxes, the total expected increase for an average home receiving both services is \$181, or 4.1%.

Estimated Tax Impact on Residence Assessed at \$1.04M

Municipal Property Taxes	2025	2026	Increase
General Purpose	\$2,880	\$2,980	\$101 (3.5%)
UTILITIES			
Water	\$822	\$859	\$37 (4.5%)
Sewer	\$716	\$759	\$43 (6.1%)
			\$181 (4.1%)

This does not include external agency levies such as TransLink or the provincial school tax, which BC municipalities are required to collect but do not control.

The 2026-2030 Financial Plan Bylaw No. 8098-2026 includes carryforwards – both capital and operating projects - approved in prior years that are currently underway. Given their size and complexity, many of these projects span multiple years to complete.

The bylaw presents a consolidated financial plan encompassing the General Revenue Fund, Sewer and Water Utility Funds, and the Capital Program, and is structured to meet legislative requirements.

The full capital project listing, approved decision packages and other Financial Planning & Reporting documents are available on the City's website at mapleridge.ca/budget.

Capital Plan Updates Since December 2025

The 2026 Capital Plan has been updated to include \$5.6 million in additions since it was last presented to Council in December.

The most significant change follows a comprehensive fleet review concluded in February, which resulted in a \$5 million increase to the Equipment Replacement – Fleet program. This brings the total program budget to \$6.4 million. The replacements include a \$2 million investment in electric and hybrid vehicles, and is tax-neutral as it is funded through existing replacement reserves.

Other additions to the plan since December include:

- FVRL Infrastructure (\$70,000): Library furniture replacement and renovations.
- Town Centre Road Network (\$60,000): Previously presented to Council.
- Grant-Funded Projects: The Japanese Garden (\$400,000) and the Summer Games Legacy (\$56,000), both of which were previously presented to Council and approved.

There are also several administrative updates to capital projects which change start dates or have minor updates to cost.

Carryforwards

As is typical of a Financial Plan, carryforwards are included to maintain momentum on previously approved capital projects and departmental operating work plans. This ensures that resources remain dedicated to their intended purposes without any impact on the current year's tax levy.

Public Engagement:

In December 2025, Council received an update on community priorities that have informed the Financial Plan. These priorities were based on a community survey in Fall 2025, and analysis of feedback on a variety of City engagement events throughout the year. At that time, Council directed staff to undertake public engagement on the elements of the draft Financial Plan.

Staff posted a survey about the budget on the City website and engaged with the community through a variety of methods to maximize outreach and opportunities for residents to share their perspective. This included:

- five in-person engagement events in March and April 2026 (at Planet Ice, Library, ACT, Seniors Centre, St Patrick's Church Pancake Breakfast)
- online distribution of budget materials on www.mapleridge.ca/Budget
- organic and paid social media promotion of in-person events and the survey
- a mailout to households
- reminders through the City's email newsletter
- Posters/outreach to community organizations
- "Real Ridge" podcast episode focused on educating residents about the budget
- Budget Talks video series were also shared explaining the budget process

Staff prepared a Budget Highlights document summarizing the key information in the Financial Plan and included as Attachment D. This document was mailed to all households and distributed at City facilities, online and in-person at information events. This outreach was supported by a giveaway draw for a \$150 Downtown BIA gift voucher, which was optional for residents who completed the online survey.

Detailed content was provided on mapleridge.ca/Budget and engage.mapleridge.ca/Budget 2026 to inform residents of the elements of the draft Financial Plan and seek feedback and input on community priorities. The survey on the Engage Maple Ridge site received 290 submissions.

Findings from the survey and other engagement data collected at in-person events are summarized in Attachment E – What we learned. From this data we have confirmed that 61 per cent of residents and business owners completing the survey believe that the budget either somewhat reflects or reflects very well their priorities and how they want taxpayer funds to be invested. A further 17 per cent of respondents were neutral and 20 per cent felt the budget did not reflect their priorities well.

Residents were also very satisfied or somewhat satisfied (60%) with the information available about the components of the budget and information on how the tax revenue is invested on their behalf.

Priorities confirmed through the engagement events and survey data were:

- Managing affordability
- Maintaining public safety
- Promoting business development and commercial/industrial opportunities
- Investing in roads, traffic, utilities, and emergency preparedness
- Balancing growth and land use impacts.

These priorities are consistent with the findings of the Fall 2025 community survey that informed the development of the Financial Plan. Over half of the residents and business owners engaged support the direction set by Council in the Financial Plan.

Applicable Legislation/Bylaw/Policy:

The annual business planning process concludes with the adoption of the five-year Financial Plan and the Property Tax Rate Bylaws. As per the *Community Charter*, these bylaws must be adopted by Council on or before May 15 of each year to ensure compliance with provincial legislation.

CONCLUSION:

The Financial Plan is a multi-year planning and reporting tool that reflects Council’s priorities and commitment to quality service delivery. With a 3.5% property tax increase—among the lowest of comparator municipalities—the Plan balances fiscal responsibility with community needs, with affordability as the primary driver.

Council retains the authority to amend the Financial Plan at any time, ensuring the City remains responsive to emerging challenges and opportunities.

Prepared by: C.K. Lee
Manager of Financial Planning

- Attachments:**
- (A) 2026-2030 Financial Plan Summary of 2026 Consolidated Plan
 - (B) 2026-2030 Financial Plan Bylaw 8098-2026
 - (C) 2026-2030 Financial Plan Bylaw 8098-2026 Statements 1, 2, 3
 - (D) Budget Highlights 2026 Mailout
 - (E) What We Learned – 2026 Budget Engagement

Report Approval Details

Document Title:	2026-2030 Financial Plan Bylaw 8098-2026 Report.docx
Attachments:	<ul style="list-style-type: none">- Attachment A - 2026-2030 Financial Plan Summary of 2026 Consolidated Plan.docx- Attachment B - 2026-2030 Financial Plan Bylaw 8098-2026.docx- Attachment C - 2026-2030 Financial Plan Bylaw 8098-2026 Schedules 1, 2, 3.docx- Attachment D - 2026 Budget Highlights Mailout.pdf- Attachment E - What We Learned - 2026 Budget Engagement.pdf
Final Approval Date:	Apr 16, 2026

This report and all of its attachments were approved and signed as outlined below:

Trevor Thompson, Chief Financial Officer

Carolyn Mushata, Director of Legislative Services and Corporate Officer

Scott Hartman, Chief Administrative Officer

Summary

2026 Consolidated Financial Plan

Revenue

Property Taxes & Parcel Charges	\$131.8M
Fees & Charges	\$76.1M
Interest, Grants and Other	\$21.3M
Development Fees	\$71.2M
Borrowing Proceeds	\$82.4M
Reserves	\$205.4M
TOTAL REVENUES	\$588.2M

Expenses

Capital Program	\$324.2M
Operating Expenditures	\$226.8M
Principal & Interest Payments	\$6.6M
Reserves	\$30.6M
TOTAL EXPENSES	\$588.2M

Balanced Budget **\$0.0M**

Revenues = Expenses; municipal budgets cannot run a deficit

Detail of Operating Expenditure

General Government	\$30.4M
Planning & Development	\$11.5M
Engineering Services	\$19.2M
Parks, Recreation & Gen. Gov. Properties	\$37.6M
Police & Bylaw Services	\$41.4M
Fire Protection	\$18.8M
Sewer	\$18.0M
Water	\$19.0M
	\$195.9M
Amortization	\$30.8M
TOTAL OPERATING EXPENDITURES	\$226.8M

CITY OF MAPLE RIDGE

BYLAW NO. 8098-2026

A bylaw to establish the five-year financial plan for the years 2026 through 2030

WHEREAS, the public has had the opportunity to provide comments or suggestions with respect to the financial plan;

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

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

1. This Bylaw may be cited as "Maple Ridge 2026-2030 Financial Plan Bylaw No. 8098-2026".
2. Statement 1 attached to and forming part of this bylaw is hereby declared to be the Consolidated Financial Plan of the City of Maple Ridge for the years 2026 through 2030.
3. Statement 2 attached to and forming part of the bylaw is hereby declared to be the Revenue and Property Tax Policy Disclosure for the City of Maple Ridge.
4. Statement 3 attached to and forming part of the bylaw is hereby declared to be the Capital Expenditure Disclosure for the City of Maple Ridge.

READ a first time the ____ day of April, 2026

READ a second time the ____ day of April, 2026

READ a third time the ____ day of April, 2026

ADOPTED the ____ day of April, 2026

PRESIDING MEMBER

CORPORATE OFFICER

ATTACHMENTS: Statement 1, Statement 2 and Statement 3

Statement 1**Consolidated Financial Plan 2026-2030 (\$ in thousands)**

	2026	2027	2028	2029	2030
REVENUES					
Revenues					
Development Fees					
Developer Contributed Assets	20,000	20,000	20,000	20,000	20,000
Developer Cost Charges	43,736	26,800	37,973	14,109	23,775
Parkland Acquisition	1,918	200	200	200	200
Contribution from Others	5,537	1,648	3,096	1,587	1,598
Development Fees Total	71,191	48,648	61,269	35,896	45,573
Property Taxes	131,659	139,465	147,683	156,416	165,689
Parcel Charges	135	141	147	154	161
Fees & Charges	76,072	80,094	84,855	90,051	95,657
Interest	4,435	4,555	4,575	4,575	4,575
Grants	16,825	11,162	7,516	5,952	42,852
Total Revenues	300,317	284,065	306,045	293,044	354,507
EXPENDITURES					
Operating Expenditures					
Debt & Interest Payments	1,511	1,668	4,299	5,665	6,474
Amortization	30,808	30,808	30,808	30,808	30,808
Other Expenditures	195,967	192,747	197,442	206,464	215,551
Total Expenditures	228,286	225,223	232,549	242,937	252,833
ANNUAL SURPLUS	72,031	58,842	73,496	50,107	101,674
Add Back: Amortization Expense (Surplus)	30,808	30,808	30,808	30,808	30,808
Less: Capital Expenditures	304,081	74,377	85,255	69,820	78,305
Less: Developer Contributed Capital	20,000	20,000	20,000	20,000	20,000
CHANGE IN FINANCIAL POSITION	(221,242)	(4,727)	(951)	(8,905)	34,177
OTHER REVENUES					
Add: Borrowing Proceeds	82,400	5,000	-	30,000	-
OTHER EXPENDITURES					
Less: Principal Payments on Debt	5,111	4,061	2,809	3,781	5,317
TOTAL REVENUES LESS EXPENSES	(143,953)	(3,788)	(3,760)	17,314	28,860
INTERNAL TRANSFERS					
Transfer From Reserve Funds					
Capital Works Reserve	889	-	-	-	-
Equipment Replacement Reserve	13,699	2,572	2,127	2,632	2,737
Fire Department Capital Reserve	1,219	-	-	-	-
Growing Community Reserve	13,735	1,500	-	-	-
Sanitary Sewer Reserve	1,494	-	-	-	-
Total Transfer from Reserve Funds	31,036	4,072	2,127	2,632	2,737
Less: Transfer To Reserve Funds					
Capital Works Reserve	1,064	(14)	497	1,315	(210)
Equipment Replacement Reserve	3,025	3,410	3,683	3,851	4,022
Fire Department Capital Reserve	1,653	1,513	1,186	(947)	(1,965)
Land Reserve	5	5	5	5	5
Total Transfer to Reserve Funds	5,747	4,914	5,371	4,224	1,852
Transfer From (To) Own Reserves	107,729	4,692	(5,093)	(7,378)	(9,076)
Transfer From (To) Surplus	10,935	(62)	12,097	(8,344)	(20,669)
Transfer From (To) Surplus & Own Reserves	118,664	4,630	7,004	(15,722)	(29,745)
TOTAL INTERNAL TRANSFERS	143,953	3,788	3,760	(17,314)	(28,860)
BALANCED BUDGET	-	-	-	-	-

Statement 2

Revenue and Property Tax Policy Disclosure

REVENUE DISCLOSURE

Revenue Proportions	2026		2027		2028		2029		2030	
	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%	\$ ('000s)	%
Revenues										
Property Taxes	131,659	34.5	139,465	48.2	147,683	48.3	156,416	48.4	165,689	46.6
Parcel Charges	135	-	141	-	147	-	154	-	161	-
Fees & Charges	76,072	19.9	80,094	27.7	84,855	27.7	90,051	27.9	95,657	27.0
Borrowing Proceeds	82,400	21.5	5,000	1.7	-	-	30,000	9.3	-	-
Other Sources	92,451	24.2	64,365	22.3	73,360	24.0	46,423	14.4	93,000	26.2
Total Revenues	382,717	100	289,065	100	306,045	100	323,044	100	354,507	100
Other Sources include:										
Development Fees Total	71,191	18.6	48,648	16.9	61,269	19.9	35,896	11.1	45,573	12.8
Interest	4,435	1.2	4,555	1.6	4,575	1.5	4,575	1.4	4,575	1.3
Grants (Other Govts)	16,825	4.4	11,162	3.9	7,516	2.5	5,952	1.8	42,852	12.1
	92,451	24.2	64,365	22.3	73,360	24.0	46,423	14.4	93,000	26.2

OBJECTIVES & POLICIES

Property Tax Revenue

Property tax revenue is the City's primary revenue source, and one which is heavily reliant on the residential class. Diversification of the tax base and generation of non-tax revenue are ongoing objectives, outlined in Financial Sustainability Policy 5.52 section 6.

The Financial Plan includes property tax increases that are as listed below:

	2026	2027	2028	2029	2030
General Purpose	3.50%	3.50%	3.50%	3.50%	3.50%
Infrastructure Replacement	-	1.00%	1.00%	1.00%	1.00%
Total Property Tax Increase	3.50%	4.50%	4.50%	4.50%	4.50%

Additional information on the tax increases and the cost drivers can be found in the most recent Financial Overview Report.

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

Parcel Charges

Parcel charges, for some properties, consist of a local area service or improvement charge. They are a useful tool for assigning a fixed or variable cost to all, or a subset of, properties to support specific services. Unlike property taxation, parcel charges do not need to be based on assessed property value and can instead reflect other factors that more accurately represent the cost of delivering the service.

A sewer parcel charge that existed in previous financial plans has been removed.

Statement 2

Revenue and Property Tax Policy Disclosure

Fees & Charges

Fees should be reviewed annually and updated if needed. Fees are used to offset some or all the costs of providing specific services. The utility fees are reviewed annually with a view towards using rate stabilization practices to smooth out large fluctuations in rates, as set out in the Business Planning Guidelines.

Borrowing Proceeds

Debt is used when it makes sense, and with caution as it commits future cash flows to debt payments, restricting the ability to use these funds to provide other services. The source of the debt payments needs to be considered as does the justification for advancing the project. More information on previously approved borrowing can be found in the most recent Annual Financial Report.

Other Sources

This will vary greatly year to year as it includes:

- Development fees which fund capital projects from the Development Cost Charges reserve
- Contributions from others in relation to capital
- Grants which are sought from various agencies and may be leveraged with City funds

PROPERTY TAX DISCLOSURE

Property Tax Revenue Distribution

Property Class	Taxation Revenue ('000s)		Assessed Value ('000s)		Tax Rate (\$/1000)	Multiple (Rate/Res.Rate)
Residential	103,222	79.8%	36,037,598	91.0%	2.8643	1.0
Utility	962	0.7%	24,041	0.1%	40.0000	14.0
Major Industry	-	0.0%	-	0.0%	14.9274	5.2
Light Industry	6,591	5.1%	883,091	2.2%	7.4637	2.6
Business/Other	18,448	14.3%	2,643,727	6.7%	6.9782	2.4
Rec./ Non-Profit	77	0.1%	7,820	0.0%	9.8296	3.4
Farm	108	0.1%	4,627	0.0%	23.3552	8.2
Total	129,409	100%	39,600,905	100%		

Statement 2

Revenue and Property Tax Policy Disclosure

PROPERTY TAX DISCLOSURE

Objectives & Policies

Property taxes are the City's largest source of revenue. Annual business planning practices are the mechanism for resource allocation decisions.

The City's Financial Sustainability Policy section 6 discusses the necessity of diversifying the tax base. Development of employment-related properties is one method of diversification.

A policy in the Financial Sustainability Plan that calls for stable tax increases and the adoption of the annual increase early in the prior year in the Business Planning Guidelines provides citizens with a more stable and predictable set of cost increases.

Property Tax Rates

It is policy to adjust property tax rates annually to offset the change of market values on property taxes. Tax rates are set to offset market change in each property class. Property tax increases are then applied at the same relative increase for all classes, unless legislation restricts the rates, as with Class 2, Utility.

In previous years, class 5 and 6 were treated as a composite class; in this financial plan, this is no longer the case and they are treated separately.

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

Permissive Tax Exemptions

Council has set policies around the use of permissive tax exemptions. These are Council Policies 5.19 through 5.24. These policies discuss Churches, Community Halls, Heritage Sites, Homes for the Care of Children and the Relief of the Aged, the Poor, the Disabled and the Infirm, Municipal Recreational Services, Private Hospitals and Daycares, Private School and Youth Recreation Groups.

Revitalization Tax Exemptions (no current programs)

In the past, Revitalization Tax Exemptions have been leveraged as a tool to provide incentives for the attainment of strategic goals related to land development and the attraction of high-value jobs. The Town Centre Investment Incentive Program was established to attract private investment in the fulfillment of the Town Centre Area Plan. Similarly, the Employment Land investment Incentive Program was designed to encourage job creation by supporting investment in buildings and infrastructure on identified "employment lands".

Statement 3

Capital Expenditure Disclosure

The sole purpose of this statement is to meet legislative requirements and highlight the value of the Development Cost Charges; no other conclusions should be drawn from the figures as the information could be misconstrued. This disclosure is required under the Local Government Act s. 560 (2); capital costs attributable to projects to be partially funded by Development Cost Charges (DCC) must be included in the financial plan. The DCC program includes projects as far out as 2045 so the capital expenditures must be extended to match. Certain types of projects are not planned past the five-year time horizon of the financial plan. Much less scrutiny is given to projects that are planned in years 2031 through 2045. Projects in these years typically exceed likely funding available.

Capital Program for 2031 – 2045

(\$ in thousands)

Capital Works Program	8,296
 Source of Funding	
Development Fees	
Development Cost Charges	4,575
Contribution from Others	-
	<u>4,575</u>
Borrowing Proceeds	-
Grants	-
Transfer from Reserve Funds	807
Revenue Funds	2,914
	<u>3,721</u>
	<u><u>8,296</u></u>