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## Introduction

### Budget in Brief

The Budget includes a property tax increase of 4.25% that was set after a review of Council priorities and District operations, and an overall increase to taxes and utility fees of 5.19%. The 4.25% increase assumes an even distribution of taxes amongst all property classes, which will be debated at Council's Tax Distribution Workshop scheduled for Wednesday April 15. The increase to utility fees is primarily driven by external charges levied by Metro Vancouver and the cost of renegotiating the recycling contract at current market rate.

As demand for limited resources remains high, targets were used in the preparation of this budget to contain increases within affordability parameters. As in prior years, this budget emphasizes the aggressive pursuit of non-taxation revenues, expenditure containment, and maintenance of existing levels of service. The draft operating budget for 2009 is \$104.5 million compared to \$100.3 million in 2008.

### Budget Issues

The District's share of Partner Agency budgets for 2009 was calculated using cost sharing formulas contained within existing service agreements. Our Partner Agencies currently require 38% of overall funding from taxation. Council has expressed an interest in reviewing these cost sharing formulas in the near future.

Regional costs for our utilities continue to increase at rates much greater than those of municipal property taxes. With significant capital projects on the horizon this trend is expected to continue into the foreseeable future.

Council's policy of adding 1% to property taxes each year to address the infrastructure funding gap has not successfully kept pace with higher construction costs. New strategies will be required to address this issue, and this is a high corporate priority for 2009.

A number of major capital projects are not included in this financial plan pending confirmation of external funding sources and amendment to this plan. These include Capilano Road Upgrade, construction costs for the new Spirit Trail, and a new Artificial Turf Field in the Seymour area.

	2009	Y:Y	
Average Single Family Home *	843,494	-	-
Property Taxes	2,063	84	4.25%
Utility Fees			
Water	369	24	
Sewer and Drainage	346	24	
Recycling and Solid Waste	201	15	
	916	63	7.39%
<b>Total</b>	<b>2,979</b>	<b>147</b>	<b>5.19%</b>

\* From 2008 BC Assessment roll, 99.5% unchanged for 2009



David Stuart  
CAO

## Chief Administrative Officer's Message

### To the Mayor and Council of the District of North Vancouver:

I am pleased to present the draft 2009 – 2013 Financial Plan. This plan is the collective effort of the Leadership Team to turn aspirations into actions. We believe that this plan effectively captures Council priorities and responds to residents' service demands within fiscally responsible parameters.

This year, we are proposing a tax increase of \$84, or 4.25%. This will allow us to move forward with a number of initiatives, including commencement of the Official Community Plan review, seismic upgrade to the Montroyal Fire Hall, significant gains in energy efficiency, technology improvements at the Parkgate Library, investments in commercial revitalization, and a catch-up in deferred infrastructure maintenance. Other projects such as the redesign of a portion of Capilano Road and construction of an artificial turf field will be included in future amendments to the financial plan.

It is with confidence that I assure Council and residents that, as steward of the District's assets, we have diligently looked for opportunities to make immediate adjustments to reflect the new economic reality. We are staying in touch with key economic performance indicators and monitoring service expenditures to ensure we will be in a position to respond more fundamentally to future economic changes.

There is no clear understanding at this point on the breadth and depth of the current recession. However, a consensus seems to be emerging that a modest recovery is possible by the second quarter of 2010. Council has carefully considered the impact on services and capacity of a premature reaction to an economic slowdown, and has chosen to give the economic stimulus packages announced by other levels of government a chance to take effect before making any radical decisions that would reduce services and ultimately quality of life in our community.

It takes 25 weeks in a calendar year for the average District resident to pay for federal, provincial and municipal taxes combined. Of that, only two weeks are spent earning the municipal portion. Yet, the biggest financial challenges currently faced by most communities come under municipal jurisdiction; our deteriorating roads, pipes, transit systems, parks and facilities all demand our attention. There is a sense of urgency evolving among municipalities that a new approach is required to break the fiscal imbalance that exists between revenue sources accessed only by senior levels of government and local service obligations. Conditional grants from senior governments, while welcome, are not a sustainable solution.

In closing, I would like to acknowledge Council's leadership in providing the financial direction, the District's Executive Team for its collective effort in allocating scarce resources to sometimes competing interests, and the Finance Division for leading the budget process on behalf of the Corporation.

David Stuart  
Chief Administrative Officer



Nicole Deveaux  
CFO

## Chief Financial Officer's Message

### To the Mayor and Council of the District of North Vancouver:

It is with pleasure that I introduce the draft 2009-2013 Financial Plan to Council and the residents of the District of North Vancouver. A Financial Plan is a blueprint which reflects priorities, directions and actions at a point in time. It is based on the most current information and latest economic realities and projections. Council understands the economic uncertainty that is affecting the community and the general sentiment that fiscal prudence should prevail. Council's directions in the preparation of the draft 2009-2013 Financial Plan balanced the new economic reality with the goal of maintaining the quality of life that residents demand.

We are proposing a total operating and capital budget of \$104.5 million and \$20.5 million respectively which is balanced by a 4.25% tax increase. Non-discretionary cost pressures brought about by collective agreements and provincially-legislated municipal tax incentives granted to port industries account for 3.25% of that percentage. The remaining 1% is the continuation of Council's dedication to end the cycle of deferred maintenance and reliance on land sale reserves to fund the renewal of our infrastructures.

It has been challenging to contain the adverse impact on our revenues of the deterioration of our economy. Our investment income has suffered greatly from a steep decline in interest rates. Our revenues from development related activities have shown a significant decline already with more of a ripple effect expected for next year. Some of our basic commodities have seen cost reductions but not to the pre-

inflationary levels of a few years ago. Not to say anything of the more frequently occurring "extraordinary" weather events which force us to operate under costly emergency conditions and also require that we set aside greater contingencies for unplanned events.

We have mobilized our energy in aggressively pursuing all options for external funding from other levels of government. The 2009 capital plan includes approximately \$1.5 million from outside sources for transportation improvements, energy management and facilities refurbishing. We also, to the extent allowable by the rules and regulations of the Development Cost Charges program, accessed over \$600,000 towards the funding of capital expansion.

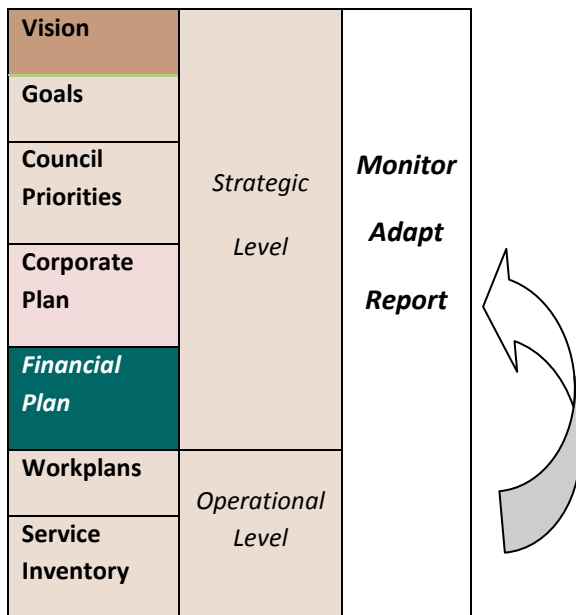
The District of North Vancouver is unique in many ways. We have a demanding geography, a widely dispersed territory, a steady population base and limited commercial and industrial activities. Yet, preliminary discussions with other municipalities who have an expanding tax base, ancillary sources of revenues and younger infrastructures indicate that this financial plan compares favourably with some of the pressures that will see reflected in tax rate increases in the region this year. Just as important is the fact that we are staying on course without drawing on our reserves and compromising our financial resilience.

We trust that the community will see this plan as reasonable, justifiable, and moderate in the face of a rapidly changing landscape.

Nicole Deveaux, CA  
Chief Financial Officer

## The Budget Process

We are entering 2009 with a renewed perspective on corporate performance. In this integrated view, the financial plan and the process by which it was developed are instrumental in corporate performance management.



***The Financial Plan allocates resources to the essential and priority work of the District***

## Corporate Performance

The District is committed to continual improvement of our performance management and reporting systems. In 2009, our focus will be:

- Developing a vision with the community through the OCP process
- Publishing a 3-year Corporate Plan and integrating it with the Financial Plan and Annual Report
- Aligning Division service goals with the corporate plan and providing performance targets or milestones (see Feature Sheet section of this workbook)
- Completing the first phase of our service inventory analysis
- Implementing an internet based reporting system that represents and tracks progress on priority goals and actions. The new system will bring the corporate plan to life and enable Council, staff and the public to stay connected to priorities and progress. The five emerging goal areas in the Corporate Plan are shown below in the new web based tool (under development).



## Developing the Financial Plan

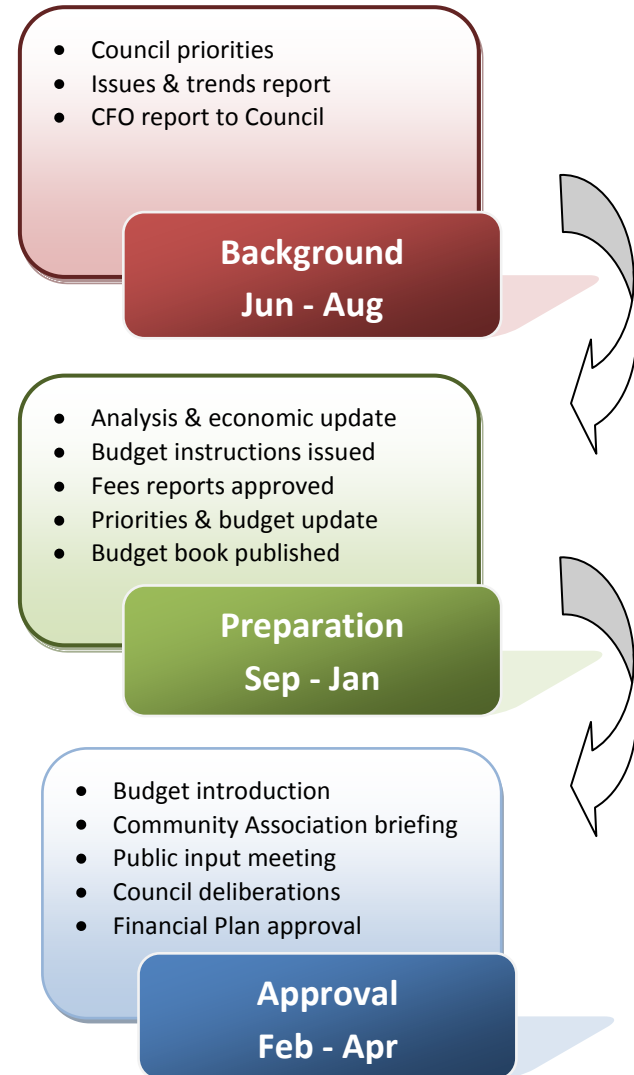
This year's Financial Plan incorporates improvements over last year's version, including closer alignment with Corporate Planning, the introduction of budget principles and a formal rating system for new requests, and additional best practices (see page 15). An outline of the budget process is described below and laid out at right, followed by the budget principles and an overview of the new rating system.

### Putting together the plan

The 2009 – 2013 Draft Budget was prepared between the months of September 2008 and January 2009, with the majority of the preparation work completed by internal Divisions in November. Background work included an initial review of Council priorities in June 2008 and a report from the Chief Financial Officer in August addressing the financial position of the District and the upcoming budget strategy.

Detailed analysis of corporate priorities, in light of evolving economic conditions and budget considerations, was undertaken in December to ensure goals and obligations, workplan priorities and budget allocations were in alignment.

The Financial Plan approval process will start February 2 when this workbook is introduced to the public. Council's first three readings are scheduled in March with final adoption in April. [A full schedule](#) of this part of the process can be found on page 24 of this workbook.



## Budget principles

This year the Executive Team adopted a new set of budget principles to facilitate an orderly, stream-lined approach to budgeting and to guide the process of allocating resources within the organization.

**1. Principle of Involvement**

A realistic and responsible budget is the collective responsibility of the organization led by the senior management team.

**2. Principle of Solidarity**

The organization stands unified behind the resource allocation recommendations that are developed and the decisions that are made by Council.

**3. Principle of Conservatism**

Budget requests are guided by the recognition that we have limited means and must act in a fiscally responsible manner given the financial challenges and responsibilities before us.

**4. Principle of Merit**

Resources are corporate assets to be deployed to the best use using collaborative decision making.

**5. Principle of Accountability**

Budget owners are accountable to Council and the Senior Executive Team for ensuring that requests are reasonable and communicated within the established budget protocol.

**6. Principle of Independence**

Budget requests reflect the organization's sense of priority separate from any special interests.

**7. Principle of Verifiability**

Budget requests are based on supportable facts that can be understood by the general public and other members of the organization.

**8. Principle of Flexibility**

Budgets are by nature iterative, dynamic and need to adapt to changing conditions.

**9. Principle of Time Efficiency**

Budgets are process driven and the agreed upon rules and timelines must be observed to conserve corporate resources.

**10. Principle of Oversight**

Council and the Senior Executive Team set high level directions and oversight to the budget and the allocation of financial resources to meet stated goals. Directors are responsible for effectively managing the resources and assets under their authority. Finance provides an oversight role over financial planning, resource allocation processes and financial performance monitoring to ensure corporate assets are used in a manner consistent with the policy direction provided by Council.

## Budget Principles – Continued

In addition to the above principles, a best practices framework for resource allocation decisions was also adopted. The end result is a strategic, comprehensive and collaborative approach to excellence in financial management.

### 1. Strategic Approach

Budget requests are supportable within the strategic framework established for the organization.

### 2. Broad Based Understanding

Budget decisions are communicated to staff with sufficient information in support of the corporate position.

### 3. Long-Term Outlook

Budget requests are consistent with the organization's long-term planning horizon.

### 4. Policy Driven

Budget requests reflect the policy direction set by Council and duly approved action plans.

### 5. Priority Driven

Competing budget requests are evaluated based on a set methodology and agreed upon criteria.

### 6. Committed to Planning

Budget requests are part of a plan which includes alternative scenarios and consideration of contingencies.

### 7. Result Oriented

Budget requests are holistic and focus on both the resources required and the outcome expected.

### 8. Inclusive

Budget requests recognize initiatives with a strong public interest and support.

### 9. Empowering

Budget decisions translate into approved authority to act within the parameters of one's organizational and functional responsibility except where additional Council direction is required to move forward.

### 10. Innovative and Creative

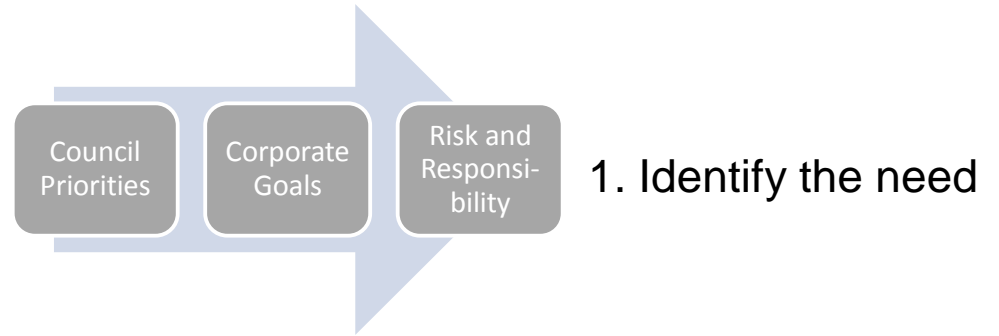
Budget requests demonstrate a willingness to experiment and consider unexplored options and opportunities for service delivery adjustments.

### Formal Rating System

New for 2009 was a formal rating system, or budget priority matrix, for new budget requests. Formal rating systems are a best practice in municipal planning that ultimately lead to better decisions, outcomes, and a greater understanding of operations. As we will always have more needs and wants than resources, prioritizing is a critical step.

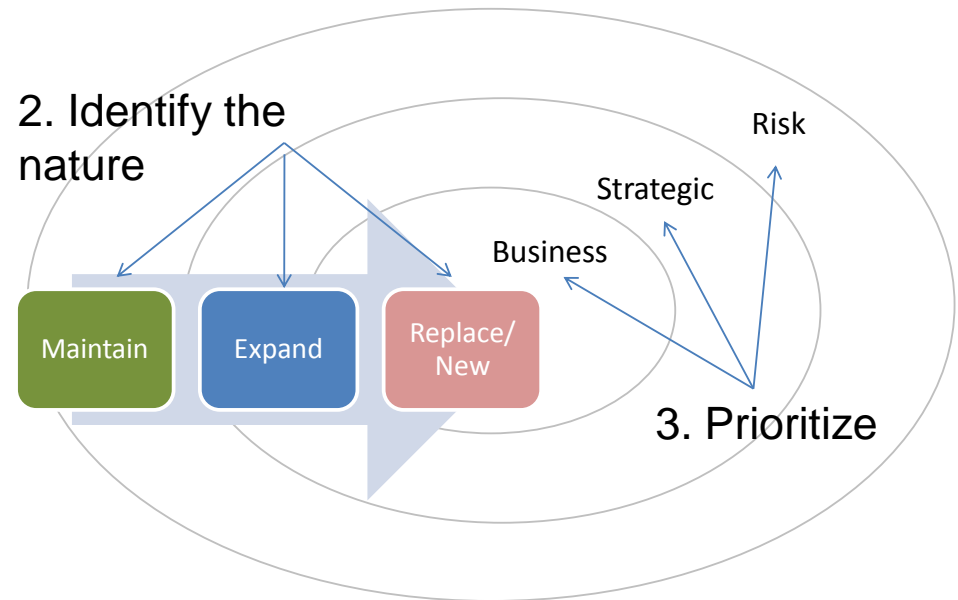
At the time this matrix was introduced, the priority setting and Corporate Planning processes were underway. Corporate Planning and Financial Planning worked together to incorporate as much of this emerging information into the budget matrix as possible. A small group participated in a ‘pilot’ of the process, and then budget owners were asked to provide the additional information required. The results were an improvement over prior years and the approach gained organizational support, providing a foundation to build on in future years.

The ‘budget highlights from this process were shared with Council at a special closed meeting on December 16.



#### How it worked







The matrix captured additional information on new budget requests including (1) the request source or need, (2) the nature or type of request and (3) prioritization scores from a risk, strategic, and business perspective. These scores were used alongside the Council priority survey information as a starting point for the budget discussions held in December.





## Council Referrals

Throughout 2008, Council referred a number of items to be discussed as part of the 2009-2013 Financial Plan. These include:

### Operating Budget

<b>Community Services</b>	That the 2009 Community Service Grants budget be increased by \$10,620	Included (in Policy Planning)	
<b>UBCM Tourism Grants</b>	Funding for proposed projects in Vancouver's North Shore Strategic Tourism Plan and Tactical Plan	Included (\$188k UBCM grant in Economic Initiatives)	
<b>Community Policing</b>	Increase existing two positions from part time to full time, improving supervised coverage to a full day	Not included (\$36k per annum)	
<b>Lower Lynn Concept Plan</b>	Request to support the Lower Lynn Concept Plan	Included (\$100k in Engineering and \$80k in Planning)	
<b>Edible Garden Project</b>	Request to identify and facilitate three spots for community gardens commencing April 2009	In planning phase, no additional funding required for 2009	
<b>Pesticide Use</b>	Request for \$25k for the implementation of the Pesticide Use Control Bylaw	Not included	

### Capital Budget

<b>Spirit Trail Initiative</b>	Funding for western section of Trail, between Mackay Creek and West Vancouver/Squamish Nation boundary	Design costs included (\$159k) Construction estimates \$2.9M, partnership discussions underway	
<b>Utilities</b>	Increase reserves to address regional pressures	Land acquisition costs currently built in the rate stabilization model	

## Financial Policies

In the preparation of the 2009-2013 Draft Financial Plan, we have followed a series of general financial principles complemented by specific budget preparation guidelines. These are reproduced below to enhance the reader's understanding of the financial information presented in this booklet.

### General Financial Principles

1) Balanced Budget

The District will pay for all operating expenditures and sustainment capital with current revenues and established reserves. We will avoid budgetary procedures that balance current expenditures at the expense of meeting future year's expenses, such as postponing expenditures or accruing future year's revenues.

2) Planning

The District will annually prepare a five-year plan which will include estimated operating impacts of future capital improvements. The five-year financial plan will remain in effect until superseded in the following year by a new five-year financial plan.

3) Asset Management

The District will strive to move away from pay-as-you-go capital expenditure planning into more robust life cycle, asset replacement and repairs, and maintenance planning.

4) Capital Renewal

The operating fund will continue contributing an additional 1% of the previous year's tax levy each year towards the funding of our existing capital until the sustainment level is reached.

5) Debt Management

The District will review its outstanding debt annually to ensure compliance with the guidelines of the Community Charter regulations with respect to overall borrowing capacity and assent free zone borrowing. Debt servicing cost will be loaded on the tax levy in the year of borrowing.

6) Revenue

The District will automatically revise user fees, subject to review by Council, to adjust for the effects of inflation. Taxation revenue for new construction will be included in revenue projection for the year based on the estimated development activity.

7) Investment

The District utilizes its cash holdings to generate investment income for both its operating fund and its capital reserves. The District's investment strategy prioritizes the preservation of capital and liquidity in order to ensure the security of assets and their availability to fund operating programs and capital investment needs.

8) Surplus

The accumulated operating fund surplus balance will be maintained at 5% of the previous year's revenue from taxation. The operating fund surplus generated in any given year can be used as a funding source for one-time items, not as an offset to the tax levy. Any surplus remaining after meeting the threshold will be contributed to the Infrastructure Replacement Reserve.

9) Reserves

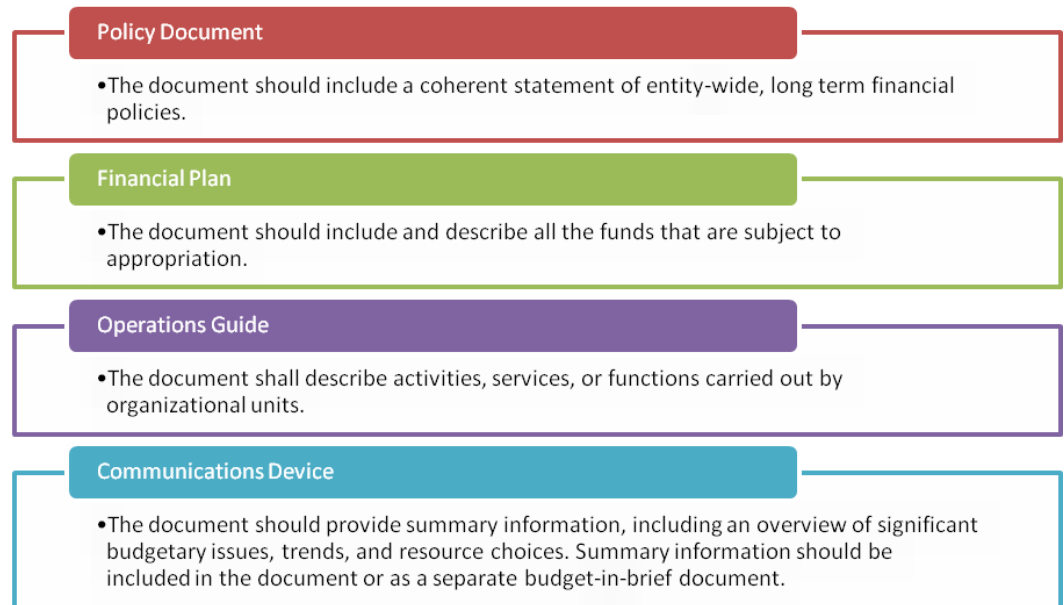
Reserves will be used for the purpose that they are intended for. Interest income from investments will be allocated to each reserve based on the average balance for the year. Equipment replacement reserves will be maintained at a level sufficient to fund equipment turnover in accordance with the expected economic life of a given asset.

### **Budget Preparation Guidelines**

- 1) There will be no significant reduction to existing services in 2009. Funding for new services will be added to the targeted tax levy at Council's discretion.
- 2) For 2009, targets will be set for operating and capital budgets as a means of containing budget submissions within affordability parameters.
- 3) Divisions will provide an inventory of services as part of the 2009 budget submission.
- 4) Budgeted operating revenues will be adjusted for changes to fees and expected activity levels for 2009.
- 5) In preparing the operating budget staff will maximize efficiencies, zero base salaries, and link non-salary operating costs to actual historical spending.
- 6) One-time items will be removed from the 2009 base line.
- 7) Core Operations and Partner Agencies will be expected to keep their year-over-year cost increases in line with the District.
- 8) Budget resource allocation decisions will be made on a priority basis subject to a Division's capacity to deliver.
- 9) Development Cost Charges will be used as a source of funds to the maximum extent possible.
- 10) The capital budget will focus primarily on maintenance of existing assets, but all requests will be assessed from a risk, strategic and business perspective.
- 11) Unspent prior year's capital will be released for re-prioritization. Incomplete work will need to be re-budgeted in the 2009 work plan.

## GFOA Best Practices

The Government Finance Officers Association (GFOA) has established a number of budget document criteria to improve the usefulness of the information and assist the public and decision makers in making informed decisions and evaluations. The GFOA evaluates budget documents within the four major categories outlined at right, there are 27 criteria in total.



The District met 21 of the 27 criteria in last year’s workbook. The remaining six criteria and their status are shown below.

Criteria	Status	Comments
1. Unit goals and objectives		Included in Feature Sheet section
2. Consolidated financial overview		Under development, shorten planning & accounting cycles
3. Changes in fund balances / equity		Under development, shorten planning & accounting cycles
4. Performance measures		Included in Feature Sheet section, corporate section on page 6 under development
5. Glossary		Included on last page of workbook
6. Statistical and supplemental information		Included in Community Profile section

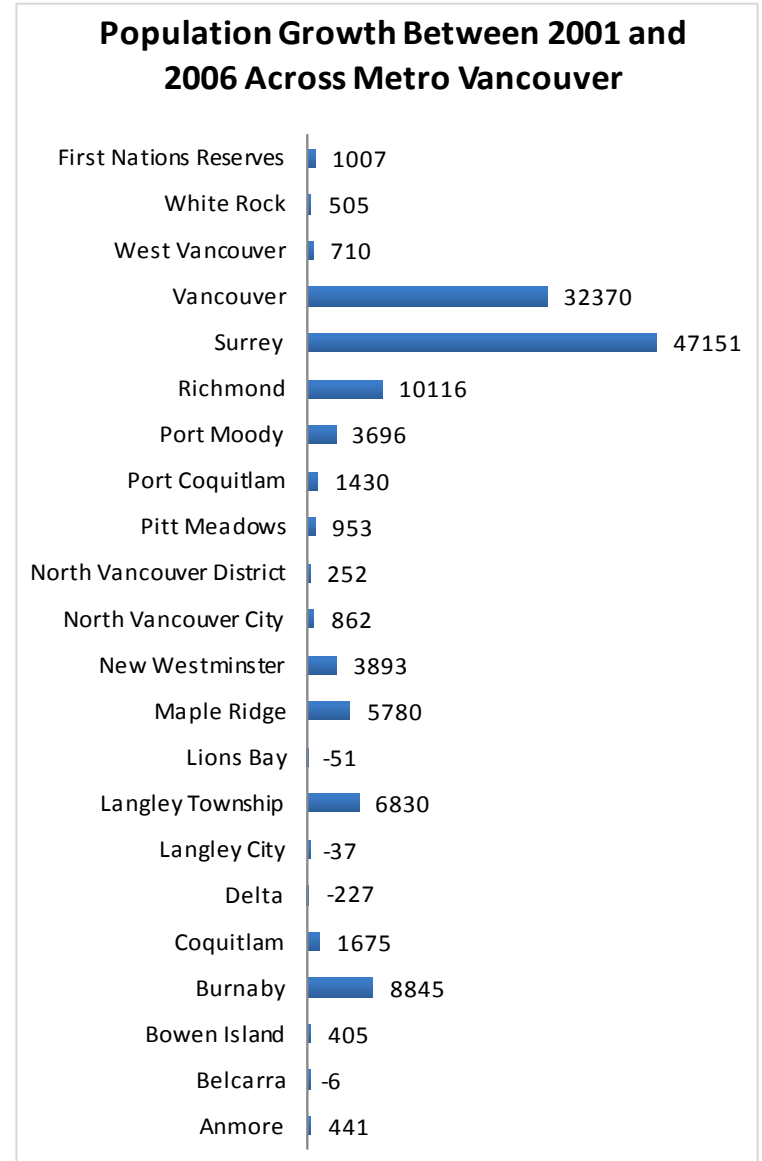
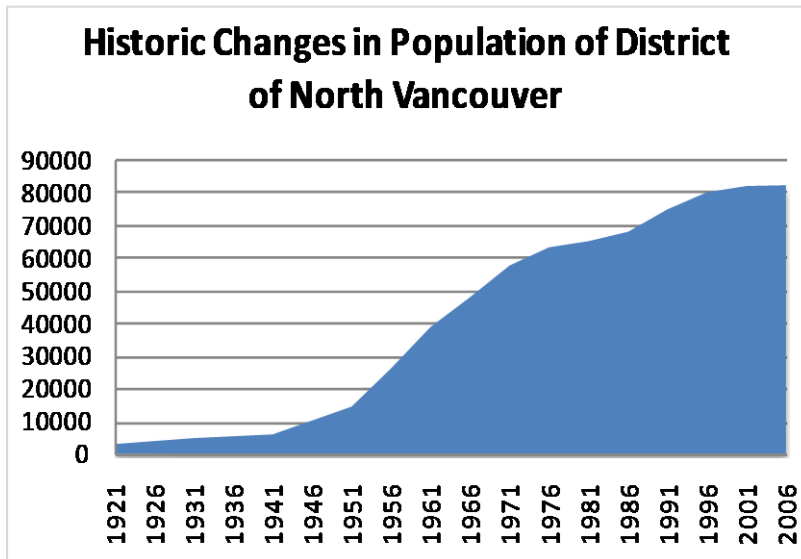
## Community Profile

The information presented below is based on the 2006 census, the most recent data available

### Population and Growth

The District of North Vancouver had a total population of 82,562 in 2006, which was up from 82,310 in 2001.

Over this time period the District of North Vancouver was amongst the slowest growing municipalities in the Metro Vancouver region, which saw an overall addition of some 130,000 people.



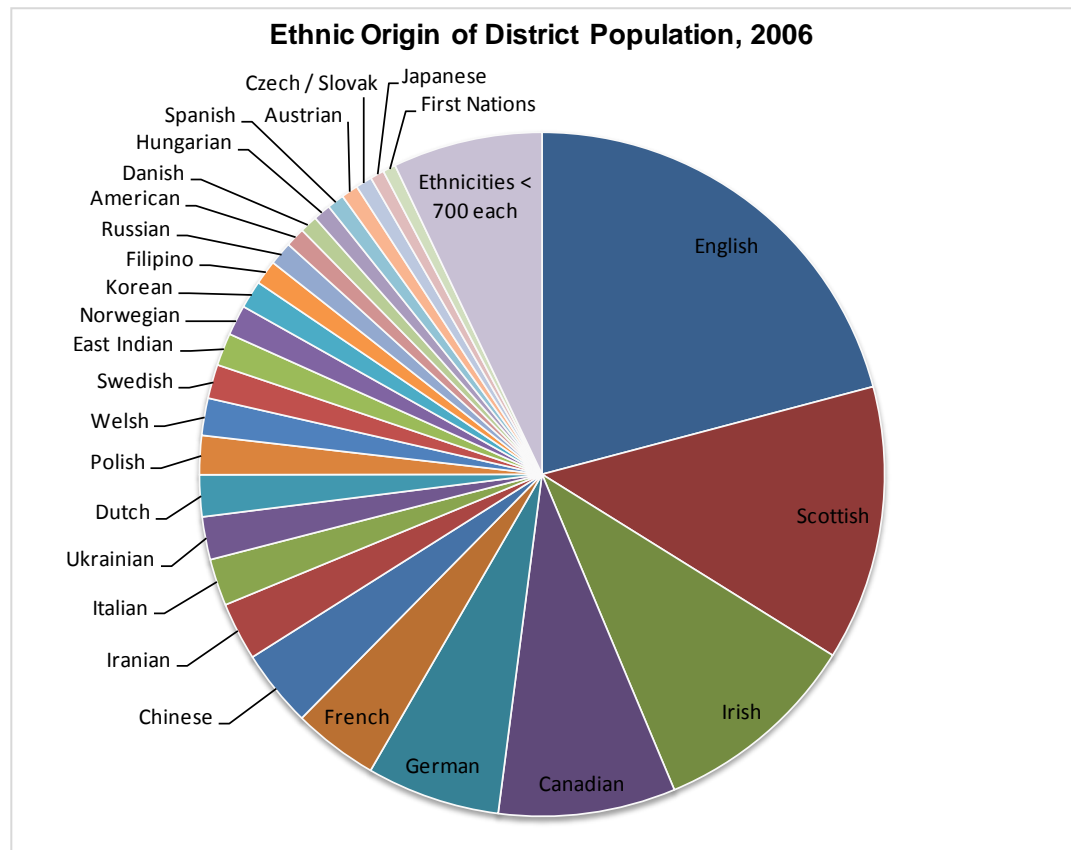
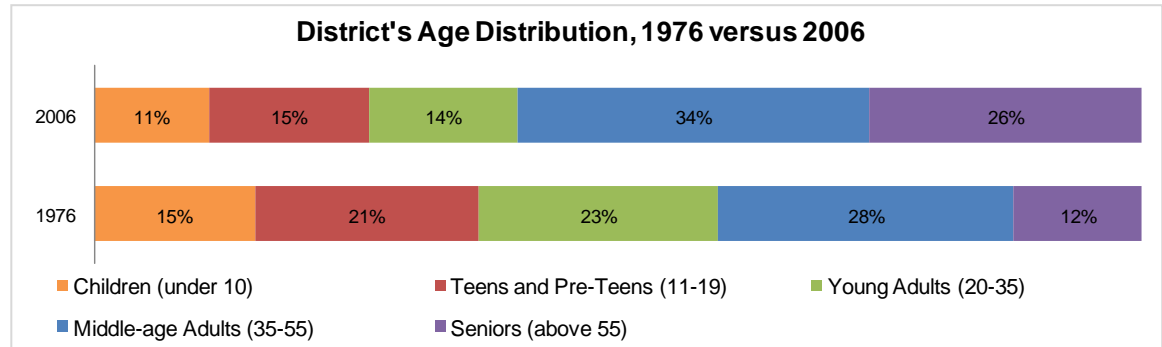
## Age

The District is home to a high number of people in the 40-55 age group and a high number of people in the 10-20 age group, which is typical for a family-oriented neighbourhood.

Comparing a snapshot of the District population in 2006 with that of 1976 suggests that overall the District has an aging population. The number of seniors living in the District has increased dramatically over the past 30 years and is expected to keep growing, while the number of children and teenagers has declined.

## Ethnicity

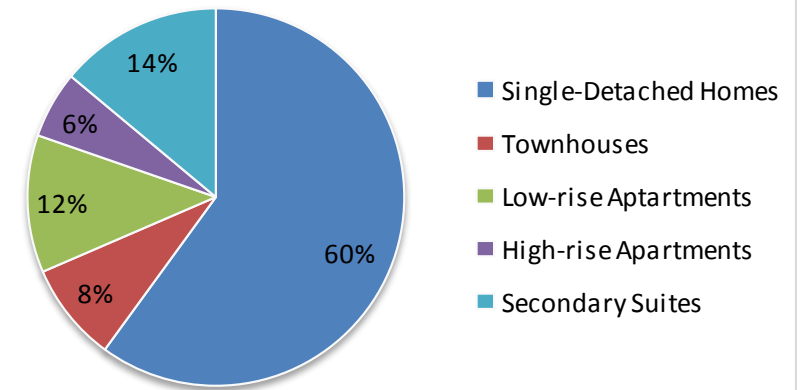
In 2006 over 22% of the District's population identified as a visible minority. The most prevalent languages spoken at home in the District are English, Farsi, Korean and Cantonese.



### Housing

There are nearly 30,000 residences in the District. The majority are single family homes (60%), and apartments and townhouses make up about 25%. As of March 2008, the average sale price in North Vancouver was about \$930,000 for a typical single family house, \$620,000 for a townhouse or row-house, and \$400,000 for an apartment. From 2001 to 2006 the average value of owned dwellings increased by about \$300,000. In 2005, the median monthly rent in the District was about \$1,000, which is relatively higher than the median monthly rent within Metro Vancouver (\$812). The 2008 homeless count put the number of homeless on the North Shore at 127, up from 85 in 2005.

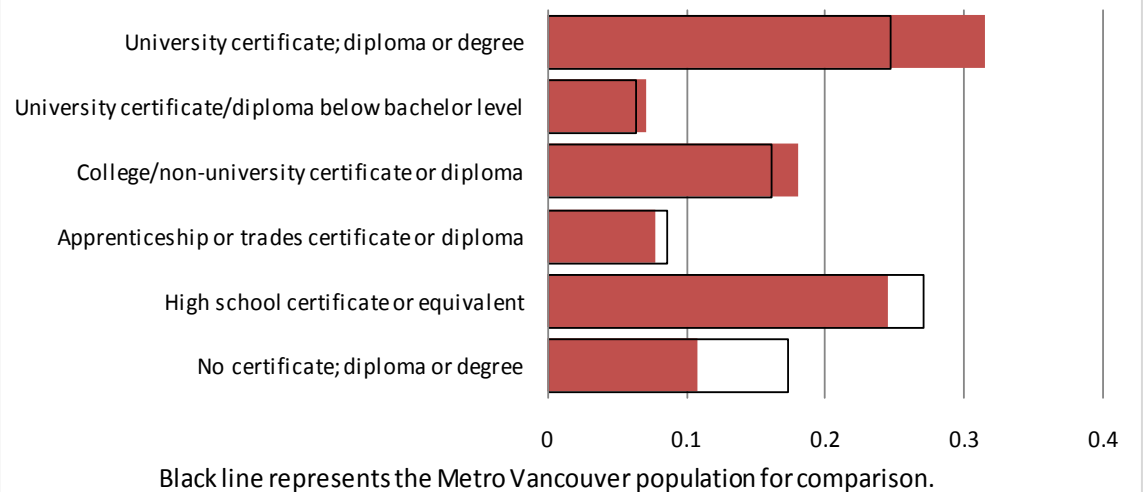
**Distribution of Housing Types in the District (2006)**



### Education

One third of the adult population of the District hold university degrees.

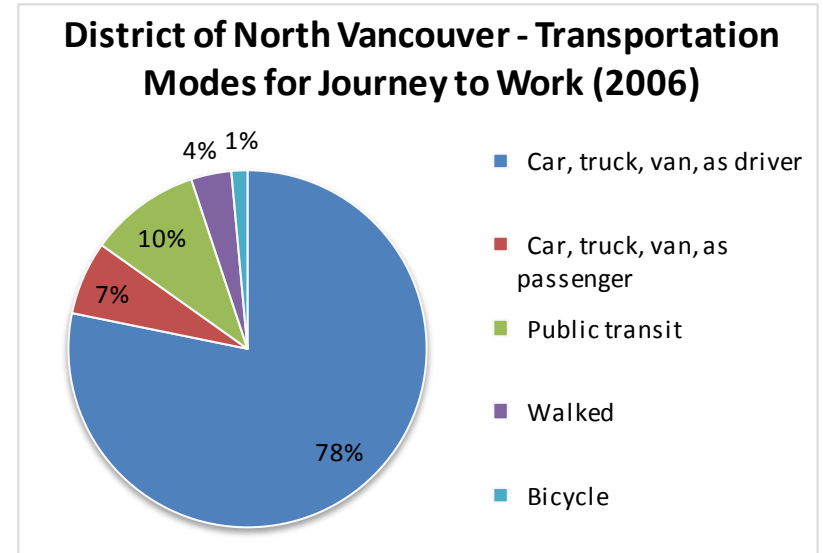
**Educational Attainment of District Residents (2006)**



## Transportation

Of the 37,805 DNV residents who commuted to work in 2006, about 29,245 (77%) got to work as the driver of a car, truck or van, while 2,490 got to work as passenger in those vehicles. Another 3,760 used public transit and 1,895 walked or cycled to work.

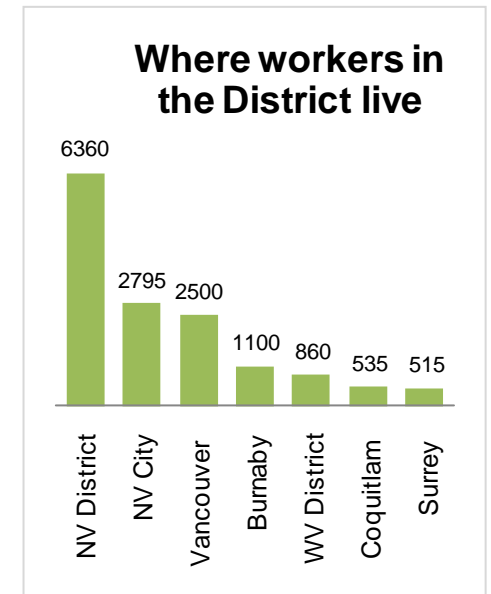
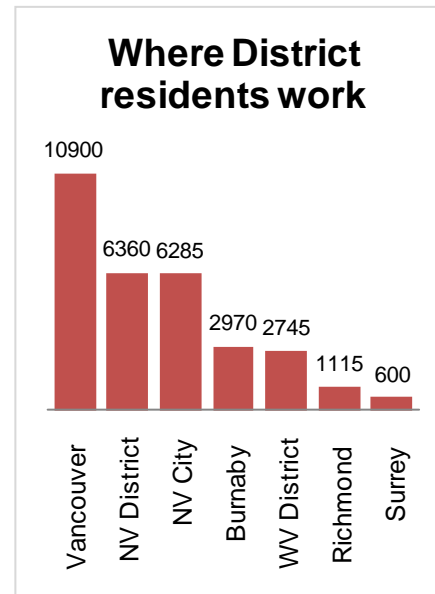
There were approximately 530,000 daily trips originating on the North Shore in 2004. About 78% of the trips originating on the North Shore also end on the North Shore while 22% cross the water into Vancouver and other parts of the region.



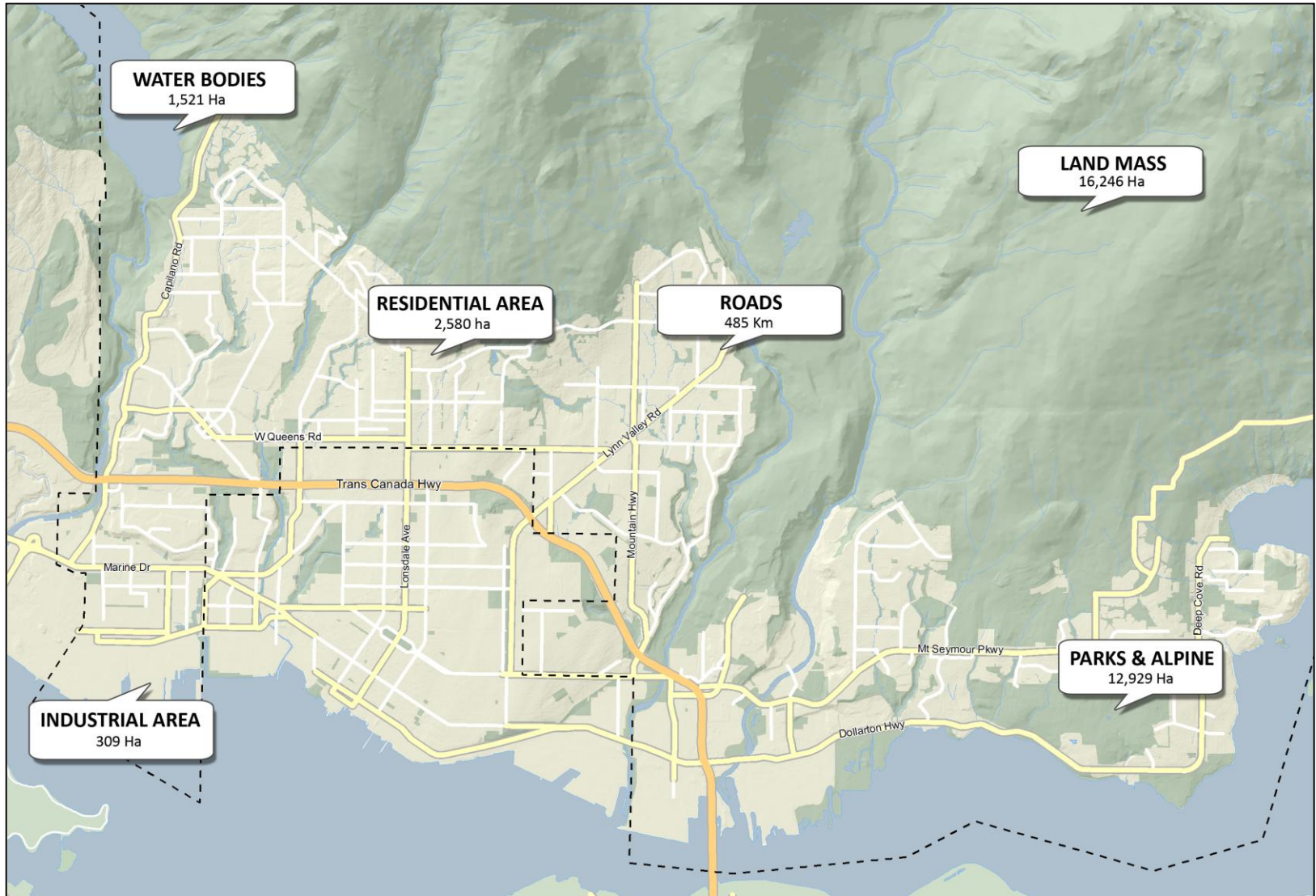
## Employment

The median income for households within the District increased from \$70,228 in 2000 to \$77,032 in 2005. However, nearly 10,000 people or about 12% of the District's population lived in a low income household in 2005.

The number of jobs within the District of North Vancouver is approximately 22,000. Of these, over 5,000 are home businesses. The unemployment rate was 4.9% for the District in 2005, compared to 6% for British Columbia. The biggest area of employment for District residents is sales and services, followed by business, finance and administration occupations.



## Geographic Facts and Figures

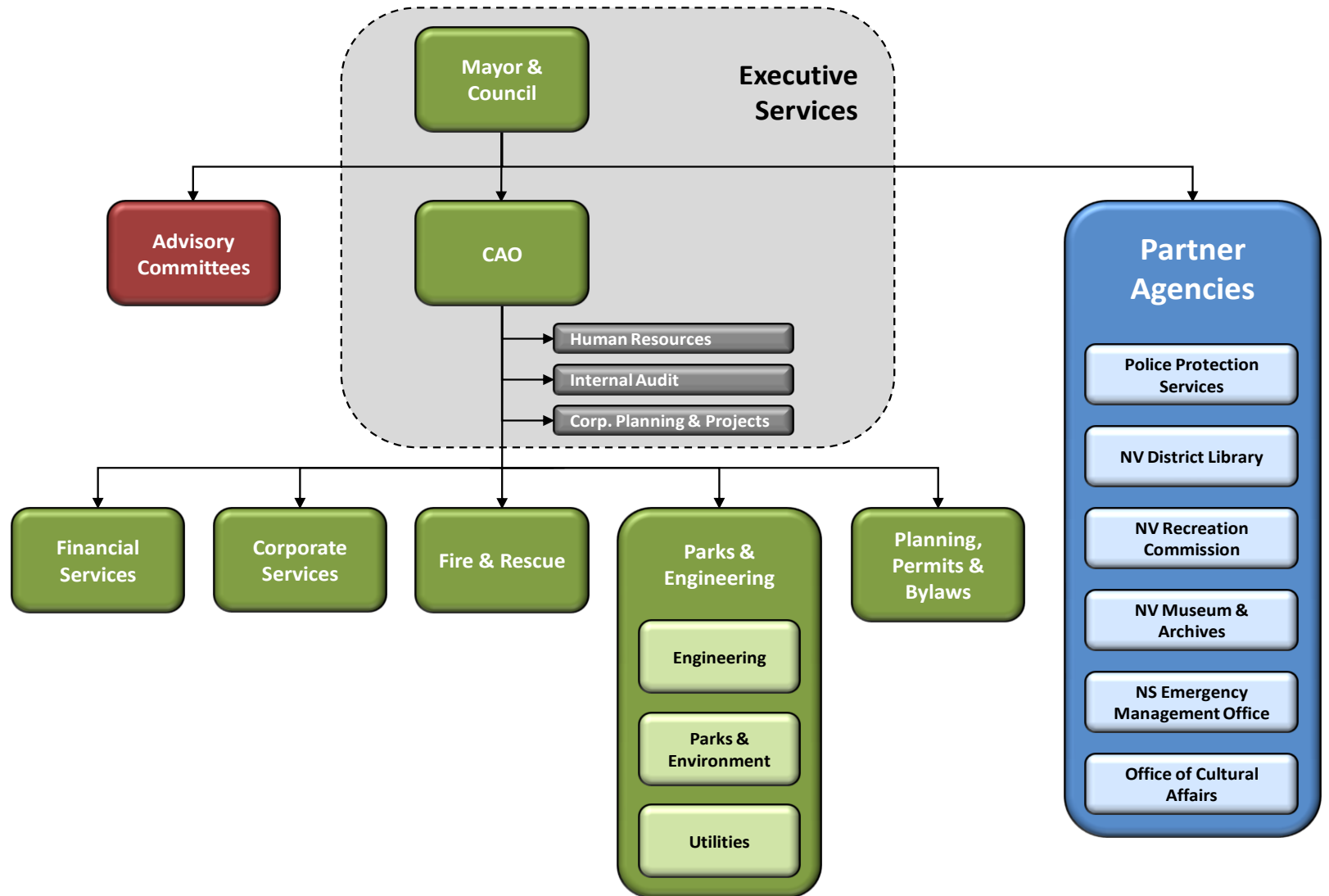


## Administrative Information

### Executive Team

<b>Chief Administrative Officer</b> David Stuart	<b>990-2206</b>	<b>Director, Parks and Engineering</b> Jozsef Dioszeghy	<b>990-3828</b>
<b>Director of Financial Services and Chief Financial Officer</b> Nicole Deveaux	<b>990-2234</b>	<b>Director, Library Services</b> Heather Scoular	<b>990-5800 Ext 8103</b>
<b>Director of Corporate Services</b> Gavin Joyce	<b>990-2205</b>	<b>R.C.M.P. Officer-In-Charge</b> Acting Superintendent Les Flewelling	<b>985-1311</b>
<b>Director of Fire and Rescue Services</b> Doug Trussler	<b>980-7575</b>	<b>Director, North Vancouver Recreation Commission</b> Heather Turner	<b>983-6309</b>
<b>Director of Planning, Permits and Bylaws</b> Brian Bydwell	<b>990-2398</b>	<b>Director, North Shore Emergency Management Office</b> Dorit Mason	<b>983-7440</b>
<b>Director, Office of Cultural Affairs</b> Ian Forsyth	<b>982-3891</b>	<b>Director, North Vancouver Museum and Archives</b> Nancy Kirkpatrick	<b>990-3700 Ext 8001</b>

## District Organization Chart



## Staffing Levels

	2009	2008 Restated	Y:Y Change	
<b>Core Operations</b>				
Corporate Services	67.3	33.7	33.6	see notes below
Executive Services	17.4	24.9	(7.5)	see notes below
Financial Services	35.6	35.6	-	
Fire & Rescue Services	138.6	138.6	-	
Parks & Engineering Services	237.2	231.2	6.0	see notes below
Planning, Permits & Bylaws	69.8	98.3	(28.5)	see notes below
	<b>565.9</b>	<b>562.3</b>	<b>3.6</b>	
<b>Partner Agencies - DNV Share</b>				
Police - RCMP Members 58.7%	81.0	81.0	-	
Police - Municipal Employees - 54%	41.6	41.6	-	
Library - 100%	66.4	66.7	(0.3)	
NS Emergency Management Office - 48.6%	2.2	2.2	-	
NS Recycling - 48.61%	4.4	4.4	-	
NV Recreation Commission - 66.86%	209.6	198.2	11.4	Increased participation; revenue offset
NV Museum and Archives - 50%	4.6	4.4	0.2	Part Time Heritage Fair Coordinator
NV Office of Cultural Affairs - 50%	2.5	2.5	-	
	<b>412.3</b>	<b>401.0</b>	<b>11.3</b>	
<b>TOTAL FTE's</b>	<b>978.2</b>	<b>963.3</b>	<b>14.9</b>	

### Notes:

- The District's 2008 reorganization resulted in some departments moving from one division to another.
- Core Operations total change is due to a funding reallocation for a customer service representative and 2 positions for Facilities including a term position for an Energy Manager, which is 50% funded by BC Hydro.
- Original 2008 FTE was 552.4 and has been restated to 562.3 for comparison purposes. In 2008, some temporary hours were not included in the calculation.

## 2009 – 2013 Draft Financial Plan Schedule

Date	Meeting Purpose	Time / Location	Comments
Monday February 2	Budget presentation and Introduction of the Draft Financial Plan Workbook	Council Chamber 7 pm	Overview of budget highlights and walk through the workbook
Wednesday February 11	Community associations briefing	Meeting Room A 7-9 pm	Special Financial Plan meeting
Tuesday February 17	Receive public input and Council opening remarks	Council Chamber 7-9 pm	Special Financial Plan meeting
Tuesday February 24	Financial Plan deliberations	Committee Room 5-7 pm	Special Financial Plan meeting
Wednesday March 4	Financial Plan deliberations (if required)	Committee Room 5-7 pm	Authority to proceed with the preparation of Financial Plan Bylaws
Monday March 16	First three readings of Financial Plan Bylaws	Council Chamber 7 pm	Regular Council Meeting
Monday April 6	Final adoption of Financial Plan Bylaws	Council Chamber 7 pm	Regular Council Meeting
Wednesday April 15	Tax Distribution Workshop	Committee Room 5-7 pm	Authority to proceed with the preparation of the Tax Rate Bylaw
Monday April 20	First three readings of Tax Rate Bylaw	Council Chamber 7 pm	Regular Council Meeting
Monday May 4	Final adoption of Tax Rate Bylaw	Council Chamber 7 pm	Regular Council Meeting

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## Financial Plan Overview

### Operating Fund Review

#### **Assumptions**

Fee increases are 2.0 – 3.5% for 2009 and assumed to be 2.5% for the outer years

Salaries and related expenditures increases are 3.5% in 2009, 4% in 2010 and 2011, and 3.0% in 2012 and 2013

Growth in taxation revenue from new construction is at \$500k per year in the outer years, driven by taxable improvements on existing properties and the addition of new units (population growth approximately 0.5% per year)

Economic slowdown reducing construction activity by approximately 20% from 2008 actual levels

Energy costs stabilize and are generally planned at same level as 2008

#### **Revenues**

Non-taxation revenues are up by 5.2% (\$1.5 million), with the majority of this increase attributable to user fee increases approved by Council in December 2008. Property income from the Lynn Valley Town Centre also increases as it enters into its first full year of operation in 2009.

#### **Expenditures**

Expenditures increase by 4.2% (\$4.3 million) and are driven primarily by the planned \$670k increase in capital funding from taxation, (1% on the tax levy), \$1.7 million increase in salaries from operations (2.5% on the tax levy), and a significant adjustment to market of our recycling contract of (\$536k).

#### *Core Operations*

Total expenditures for Core Operations increase by 3.8% or \$2.1 million since last year. Salary changes account for \$1.7 million of that amount (2.5% on the tax levy) and are governed by the collective agreement. The majority of non-labour costs were held to 2008 budget levels per the budget guidelines for the organization.

*Partner Agencies*

Expenditures have increased by 3.8% from 2008 (\$1.1 million). The cost drivers are \$536k for North Shore Recycling (new contract for collection and processing), \$341k for the Recreation Commission to face increased demand (District share of net increase) and \$126k for the Lynn Valley Library (salary annualization).

*General Government*

Expenditures have grown by \$1.1 million compared to last year (or 6.7%). This is attributable to the \$670k increased contribution to the capital fund and salary related expenditures and other adjustments.

*Surplus Use*

A total of approximately \$1 million in prior year's surplus has been used to fund one-time operating items in the operating budget. This is a net increase of \$188k over 2008's surplus use. A total of \$380k of operating surplus was also applied to capital works (page 36).

**Impact on the Tax Levy**

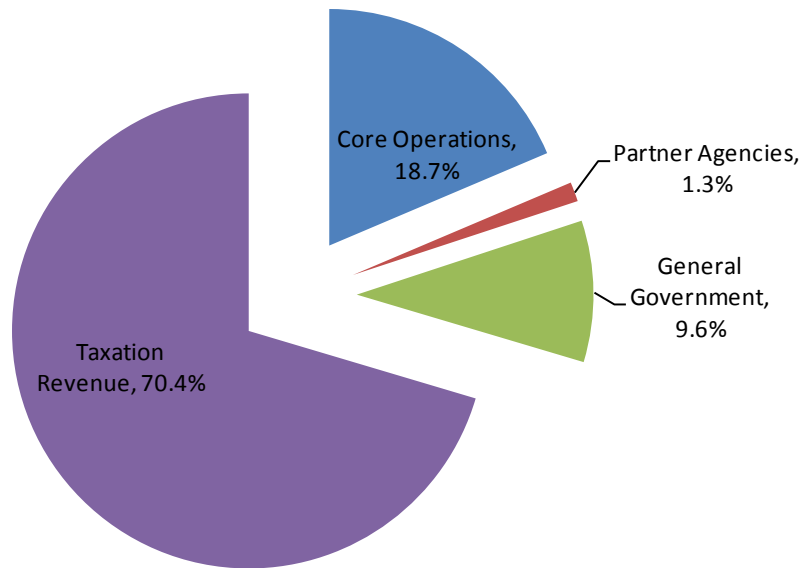
	Change from 2008		<u>Comments</u>
	\$	%	
<b>NON-TAX REVENUE</b>			
<b>Increase</b>			
Tax - Base Adjustments	606	0.9%	New construction and other appeals
Property Income	94	0.1%	Primarily Lynn Valley Town Centre
General User Fees and Other Income	224	0.3%	As per December Council Report - Annual Review of Fees
Recycling and Waste User Fees	657	1.0%	As per December Council Report - Waste Collection & Recycling
Transfers In	188	0.3%	Surplus utilization (net change)
Grants	318	0.5%	For Official Community Plan and Tourism Initiatives
Other Adjustments	46	0.1%	
	<b>2,133</b>	<b>3.2%</b>	
<b>Decrease</b>			
Tax Losses	(727)	-1.1%	GVWD, Kinder Morgan and other adjustments
<b>Net revenue increase</b>	<b>1,406</b>	<b>2.1%</b>	

**Impact on the Tax Levy – Continued**

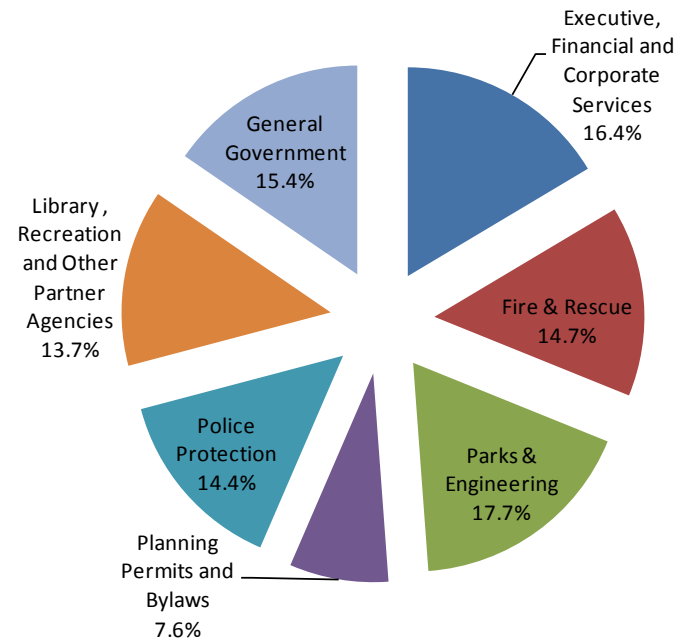
	<b>Change from 2008</b>		<b><u>Comments</u></b>
	<b>\$</b>	<b>%</b>	
<b>EXPENDITURES</b>			
<b>Increase</b>			
<b><u>Core Operations &amp; General Government</u></b>			
Salaries and Related Expense	1,665	2.5%	Negotiated settlement and adjustments
Benefits Adjustments	218	0.3%	Retirement allowance and pensions
Special Projects, Plans and Studies	543	0.8%	One-time items
Transfer to Reserves	192	0.3%	Operations
Contribution to capital fund	670	1.0%	As per Council Policy
Other	119	0.2%	
	<b>3,407</b>	<b>5.1%</b>	
<b><u>Partner Agencies</u></b>			
Recreation Services	341	0.5%	District share of net increase
Recycling Services	536	0.8%	Market adjustments and service contract
Other Agencies	199	0.3%	
	<b>1,076</b>	<b>1.6%</b>	
<b>Decrease</b>			
Debt servicing and interest expense	(154)	-0.2%	One-time debt costs in 2008, interest rate reduction
Other services and adjustments	(75)	-0.1%	
	<b>4,254</b>	<b>6.3%</b>	
<b>Net expenditure increase</b>			
	<b>4,254</b>	<b>6.3%</b>	
<b>PROJECTED TAX LEVY INCREASE</b>	<b>2,848</b>	<b>4.25%</b>	

### Operating Fund 2009 Budget

#### REVENUE



#### EXPENDITURE



**Operating Fund by Function – Revenue (000's)**

	ACTUAL 2007	BUDGET 2008	BUDGET 2009	PLAN			
				2010	2011	2012	2013
<b>Non-Tax Revenue:</b>							
<b>Core Operations</b>							
Executive Services	76	10	177	-	-	-	-
Financial Services	606	584	599	614	630	645	661
Corporate Services	4,890	6,185	6,594	6,576	6,766	6,931	7,097
Fire & Rescue	497	310	216	215	220	226	231
Parks and Engineering	7,411	7,440	7,852	7,711	7,972	8,455	9,016
Planning Permits and Bylaws	3,960	3,715	4,015	3,588	3,503	3,570	3,660
	17,441	18,244	19,454	18,704	19,091	19,828	20,666
<b>Partner Agencies</b>							
Police Protection	144	610	247	253	259	266	272
Library Services	7	-	-	-	-	-	-
NS Emergency Management Office	37	-	-	-	-	-	-
NS Recycling	589	608	1,144	1,424	1,459	1,496	1,533
NV Recreation Commission	30	-	-	-	-	-	-
NV Museum and Archives	-	10	-	-	-	-	-
Office of Cultural Affairs	25	-	-	-	-	-	-
	832	1,228	1,391	1,677	1,719	1,762	1,806
<b>General Government</b>	7,382	9,945	10,100	10,481	10,766	11,028	11,282
<b>Total Non-Tax Revenue</b>	25,654	29,417	30,944	30,862	31,575	32,618	33,753
<b>Taxation Revenue</b>	67,231	70,855	73,581	75,727	78,750	81,314	83,936
<b>Total Revenue</b>	92,885	100,272	104,526	106,589	110,325	113,932	117,690

2009 Taxation Revenue to grow 3.8%

2009 Total Non-Tax Revenue to grow 5.2% over 2008; 2010 – 2013 growth at 2.5% after reversing one-time items

2009 Total Revenue to grow 4.2%

**Operating Fund by Function – Expenditures (000’s)**

	ACTUAL	BUDGET	BUDGET	PLAN			
	2007	2008	2009	2010	2011	2012	2013
<b>Expenditures</b>							
<b>Core Operations</b>							
Executive Services	2,364	2,327	2,778	2,667	2,767	2,848	2,932
Financial Services	2,720	2,911	3,047	3,157	3,283	3,382	3,483
Corporate Services	9,016	11,132	11,349	11,484	11,923	12,252	12,587
Fire & Rescue	14,659	15,024	15,358	15,840	16,412	16,883	17,368
Parks and Engineering	18,235	18,027	18,512	18,777	19,587	20,413	21,326
Planning Permits and Bylaws	6,922	7,452	7,994	7,713	7,820	8,026	8,258
	53,917	56,873	59,039	59,638	61,792	63,804	65,954
<b>Partner Agencies</b>							
Police Protection	13,353	15,005	15,051	15,328	15,712	16,105	16,508
Library Services	4,189	4,570	4,696	4,814	4,934	5,057	5,184
NS Emergency Management Office	278	267	280	287	294	302	309
NS Recycling	386	608	1,144	1,173	1,202	1,232	1,263
NV Recreation Commission	6,514	6,612	6,953	7,127	7,305	7,488	7,675
NV Museum and Archives	414	456	468	480	492	504	517
Office of Cultural Affairs	662	773	775	794	814	834	855
	25,795	28,292	29,368	30,002	30,753	31,522	32,310
<b>General Government</b>							
	13,173	15,107	16,120	16,950	17,780	18,606	19,426
<b>Total Expenditures</b>	92,885	100,272	104,526	106,589	110,325	113,932	117,690

2009 Core Operations Expenditures to increase 3.8%

2009 Partner Agency Expenditures to increase 3.8%

2009 Total Expenditures to increase 4.2%

**Operating Fund by Function – Net (000's)**

	ACTUAL	BUDGET	BUDGET	PLAN			
	2007	2008	2009	2010	2011	2012	2013
<b>Net:</b>							
<b>Core Operations</b>							
Executive Services	2,288	2,317	2,601	2,667	2,767	2,848	2,932
Financial Services	2,113	2,326	2,448	2,543	2,654	2,736	2,822
Corporate Services	4,126	4,947	4,755	4,908	5,157	5,321	5,490
Fire & Rescue	14,162	14,715	15,141	15,625	16,192	16,657	17,136
Parks and Engineering	10,824	10,586	10,660	11,066	11,615	11,957	12,310
Planning Permits and Bylaws	2,962	3,737	3,980	4,125	4,317	4,456	4,599
	<b>36,476</b>	<b>38,629</b>	<b>39,585</b>	<b>40,934</b>	<b>42,702</b>	<b>43,976</b>	<b>45,288</b>
<b>Partner Agencies</b>							
Police Protection	13,210	14,395	14,805	15,075	15,452	15,839	16,235
Library Services	4,182	4,570	4,696	4,814	4,934	5,057	5,184
NS Emergency Management Office	241	267	280	287	294	302	309
NS Recycling	(203)	-	-	(251)	(258)	(264)	(271)
NV Recreation Commission	6,484	6,612	6,953	7,127	7,305	7,488	7,675
NV Museum and Archives	414	446	468	480	492	504	517
Office of Cultural Affairs	636	773	775	794	814	834	855
	<b>24,964</b>	<b>27,064</b>	<b>27,977</b>	<b>28,325</b>	<b>29,034</b>	<b>29,760</b>	<b>30,504</b>
<b>General Government</b>	5,791	5,162	6,020	6,469	7,014	7,578	8,144
<b>Taxation Revenue</b>	(67,231)	(70,855)	(73,581)	(75,727)	(78,750)	(81,314)	(83,936)
<b>Total Net</b>	-	-	-	-	-	-	-

2009 Net cost of Core Operations to increase 2.5%

2009 Net cost of Partner Agencies to increase 3.4%

**Operating Fund by Object (000's)**

	ACTUAL	BUDGET	BUDGET	PLAN			
	2007	2008	2009	2010	2011	2012	2013
<b>Revenues</b>							
Operating Revenue	21,699	22,287	23,552	24,354	24,973	25,899	26,866
Partner Subsidies	25	-	-	-	-	-	-
Shared Service Charges	2,821	2,940	3,014	3,090	3,167	3,246	3,327
Transfers In	1,109	4,190	4,378	3,418	3,435	3,473	3,560
	<b>25,654</b>	<b>29,417</b>	<b>30,944</b>	<b>30,862</b>	<b>31,575</b>	<b>32,618</b>	<b>33,753</b>
<b>Expenditures</b>							
Community Grants	1,415	1,319	1,353	1,387	1,422	1,457	1,494
Debt Principal & Interest	1,908	3,636	3,482	3,488	3,495	3,501	3,508
Insurance	780	857	845	866	888	910	933
Legal	197	207	207	212	218	223	229
Materials, Goods & Supplies	8,858	12,695	12,910	12,804	13,113	13,438	13,771
Partner Subsidies	24,922	27,588	28,577	29,291	30,023	30,774	31,543
Professional Services	2,290	1,994	2,603	1,569	1,436	1,453	1,492
Regional Charges	1,637	1,508	1,437	1,538	1,684	1,901	2,283
Salaries and Benefits	37,391	39,854	41,737	43,294	45,169	46,511	47,892
Shared Service Charges	-	-	-	-	-	-	-
Transfers Out	13,486	10,613	11,376	12,139	12,878	13,763	14,545
	<b>92,885</b>	<b>100,272</b>	<b>104,526</b>	<b>106,589</b>	<b>110,325</b>	<b>113,932</b>	<b>117,690</b>
<b>Taxation Revenue</b>	<b>67,231</b>	<b>70,855</b>	<b>73,581</b>	<b>75,728</b>	<b>78,750</b>	<b>81,314</b>	<b>83,937</b>

2009 Total Revenues to increase by 5.2%

2009 Total expenditures to increase by 4.2%

Notes:

- Transfers In and Out represent the movement of funds between the operating, reserve, and capital funds of the District
- Taxation amounts are the net difference between revenue and expense tables in the Feature Sheet section of this workbook.

## Capital Fund Review

The District continues to focus resources on maintaining existing assets. The 2009 budget for these *sustainment capital projects* totals 78.9% of the capital plan while the remaining 21.1% is for various types of *investment capital projects* for new assets. There is a slight shift in the budget allocation between these two groups as shown in the table on the next page.

The most significant investment project included in the 2009 capital budget is the western section of the North Shore Spirit Trail; although only design costs are included for now as discussions with funding partners continue. Additional funding for the Water Utility’s Seymour Booster Pump Station is the next highest cost project with an allocation of \$880,000. Preliminary work for this project is now complete and actual construction starts in 2009.

The total capital plan is \$20.5 million compared to \$21.4 million in prior year. Notable changes in the program budgets include:

- **Decrease in corporate fleet and technology:** life cycle approach to replacement results in fluctuating requirements
- **Decrease in road rehabilitation works:** the entire road network will be assessed in 2009; this new information will be used for shaping policy and planning future improvements
- **Decrease in library buildings program:** library reconstruction is now complete
- **Increase in facilities programs:** to address major upgrades required at Fire Hall #3 in Upper Capilano and general capital maintenance requirement of corporate facilities

The District continues to assess its asset base from a condition and replacement value perspective. There is evidence of a now larger funding gap between available financial resources and the cost of replacing aging infrastructure to maintain service levels. The estimate of the gap has grown during the last few years as a result of better information and construction cost hyperinflation. As inflation returns to ‘normal levels’ and new information on assets comes available, long-term capital plans will be revised including financial strategies to address a substantial backlog of capital works.

20 Year Outlook <sup>1</sup> (000's)	
	Total
Growth	26,600
Recreation Facility Replacement	62,945
Lifecycle Ugrades & Replacements <sup>2</sup>	351,977
Regional Projects <sup>3</sup>	99,000
	<u>540,522</u>
1. Construction costs estimates in 2008 \$'s 2. Based on 2007 year-end asset inventory 3. Lions Gate Waste Water Treatment Plan	

## Capital Improvements

### *Sustainment Capital*

Total funding for sustainment capital projects is \$16.2 million, representing 78.9% of the total capital plan. This is 9.5% lower than last year primarily due to a temporary reduction in work scope pending the outcome of the life cycle replacement study for fleet and technology assets.

### *Investment Capital*

Total funding for investment capital projects is \$4.3 million, representing 21.1% of the total capital plan. This is 22.4% higher than last year primarily due to the acquisition of new golf carts, previously provided for through an operating lease, and the addition of new Park trails. Other highlights for 2009 include \$880K for completion of the Seymour Booster Pump Station, \$500K for facilities Energy Upgrades, \$350K for Seymour Greenway (multi-year project), and \$159K for the North Shore Spirit Trail design.

CAPITAL BUDGET SUMMARY (000's)						
	2009		2008		Y:Y Change	
	\$	%	\$	%	\$	%
Sustainment	16,162	78.9	17,856	83.5	(1,694)	(9.5)
Investment	4,321	21.1	3,531	16.5	790	22.4
<b>Total</b>	<b>20,483</b>	<b>100</b>	<b>21,387</b>	<b>100</b>	<b>(904)</b>	<b>(4.2)</b>

Note: 2008 numbers were adjusted to move special watercourses budget to sustainment.

## **Capital Funding**

### *Tax Levy*

Tax levy funding has increased from \$7.2 million in 2008 to \$7.77 million in 2009, with most of this new funding allocated to Parks & Engineering for new trails and transportation infrastructure.

### *Reserves*

Reserve funding for 2009 is comprised of Infrastructure Reserve (\$725K), Equipment Reserves (\$1.04M), DCC Reserves (\$638K), Land Development Reserve (\$150K), Public Art Reserve (\$150K), and New Capital & Innovation Reserve (\$326K). Total funding from reserves is \$3.03 million.

### *Other Fees and Levies*

Other fees and levies refer to Northlands operating and Utilities operating revenues. Northlands operation will contribute \$195K while Utilities operating will contribute \$6.8 million to fund their respective capital projects.

### *Prior Year Capital and Surplus Use*

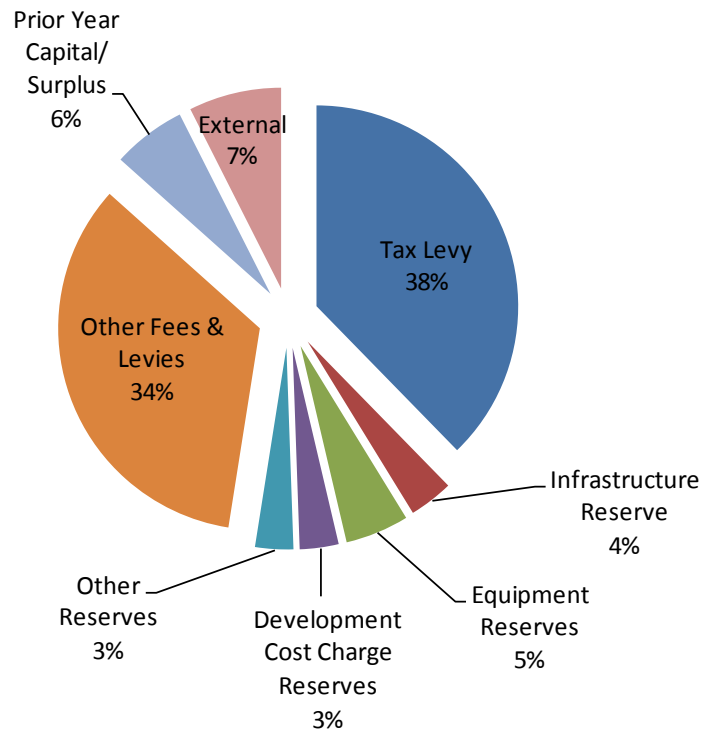
Prior year capital refers to surplus from completed and closed projects, or deferred and closed projects. This year, a total of \$784K is taken from prior year capital and \$380K from operating surplus.

### *External Funding*

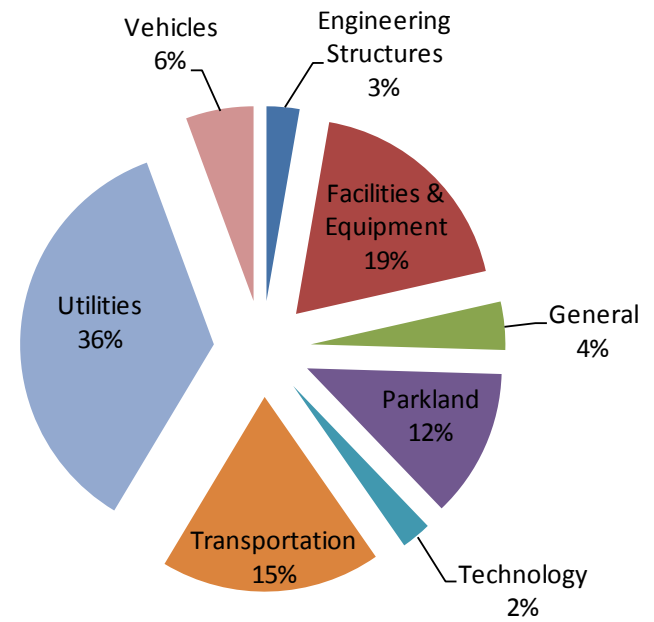
A total of \$1.5 million is expected to come from sources outside of the District. Included in this amount is \$583K from TransLink to support transportation projects, \$529K from various provincial programs, and \$217K from Metro Vancouver.

**Capital Fund 2009 Budget (\$20.5 Million)**

**BY SOURCE**



**BY ASSET TYPE**



**CAPITAL SUMMARY BY TYPE (000's)**

	Cost	Tax Levy	Infra Reserve	Equip. Reserves	DCC Reserves	Other Reserves	Other Fees & Levies	PY Capital/ Surplus	External
<b><u>Cost Type - Sustainment</u></b>									
Engineering Structures	410	410	-	-	-	-	-	-	-
Facilities & Equipment	2,725	1,492	725	183	-	-	75	250	-
General	720	720	-	-	-	-	-	-	-
Parkland	1,726	1,531	-	-	49	-	-	44	102
Technology	513	445	-	68	-	-	-	-	-
Transportation	2,834	2,438	-	-	26	-	-	-	370
Utilities	6,441	-	-	-	468	-	5,973	-	-
Vehicles	793	-	-	793	-	-	-	-	-
	<b>16,162</b>	<b>7,036</b>	<b>725</b>	<b>1,044</b>	<b>543</b>	<b>-</b>	<b>6,048</b>	<b>294</b>	<b>472</b>
<b><u>Cost Type - Investment</u></b>									
Engineering Structures	150	-	-	-	-	150	-	-	-
Facilities & Equipment	1,111	83	-	-	-	150	86	663	129
General	100	50	-	-	-	-	-	50	-
Parkland	804	234	-	-	-	-	-	65	505
Transportation	910	367	-	-	30	-	-	92	421
Utilities	886	-	-	-	65	-	821	-	-
Vehicles	360	-	-	-	-	326	34	-	-
	<b>4,321</b>	<b>734</b>	<b>-</b>	<b>-</b>	<b>95</b>	<b>626</b>	<b>941</b>	<b>870</b>	<b>1,055</b>
<b><u>Cost Type - Total</u></b>									
Engineering Structures	560	410	-	-	-	150	-	-	-
Facilities & Equipment	3,836	1,575	725	183	-	150	161	913	129
General	820	770	-	-	-	-	-	50	-
Parkland	2,530	1,765	-	-	49	-	-	109	607
Technology	513	445	-	68	-	-	-	-	-
Transportation	3,744	2,805	-	-	56	-	-	92	791
Utilities	7,327	-	-	-	533	-	6,794	-	-
Vehicles	1,153	-	-	793	-	326	34	-	-
	<b>20,483</b>	<b>7,770</b>	<b>725</b>	<b>1,044</b>	<b>638</b>	<b>626</b>	<b>6,989</b>	<b>1,164</b>	<b>1,527</b>

**CAPITAL SUMMARY BY AREA (000's)**

	Cost	Tax Levy	Infra Reserve	Equip. Reserves	DCC Reserves	Other Reserves	Other Fees & Levies	PY Capital/ Surplus	External
<b><u>Area - Sustainment</u></b>									
Corporate Services	1,130	956	-	99	-	-	75	-	-
Financial Services	50	50	-	-	-	-	-	-	-
Fire & Rescue	1,116	80	725	156	-	-	-	155	-
Gen. Government - Internal Charges	720	720	-	-	-	-	-	-	-
Library Services	76	76	-	-	-	-	-	-	-
NV Museum & Archives	10	10	-	-	-	-	-	-	-
NV Recreation Commission	928	720	-	208	-	-	-	-	-
Parks & Engineering	12,037	4,424	-	581	543	-	5,973	44	472
Police Protection	95	-	-	-	-	-	-	95	-
	<b>16,162</b>	<b>7,036</b>	<b>725</b>	<b>1,044</b>	<b>543</b>	<b>-</b>	<b>6,048</b>	<b>294</b>	<b>472</b>
<b><u>Area - Investment</u></b>									
Corporate Services	1,221	30	-	-	-	476	120	484	111
Executive Services - Council Reserve	100	50	-	-	-	-	-	50	-
Fire & Rescue	10	-	-	-	-	-	-	10	-
Library Services	210	23	-	-	-	-	-	169	18
Office of Cultural Affairs	150	-	-	-	-	150	-	-	-
Parks & Engineering	2,600	601	-	-	95	-	821	157	926
Planning, Permits & Bylaws	30	30	-	-	-	-	-	-	-
	<b>4,321</b>	<b>734</b>	<b>-</b>	<b>-</b>	<b>95</b>	<b>626</b>	<b>941</b>	<b>870</b>	<b>1,055</b>
<b><u>Area - Total</u></b>									
Corporate Services	2,351	986	-	99	-	476	195	484	111
Executive Services - Council Reserve	100	50	-	-	-	-	-	50	-
Financial Services	50	50	-	-	-	-	-	-	-
Fire & Rescue	1,126	80	725	156	-	-	-	165	-
Gen. Government - Internal Charges	720	720	-	-	-	-	-	-	-
Library Services	286	99	-	-	-	-	-	169	18
NV Museum & Archives	10	10	-	-	-	-	-	-	-
NV Recreation Commission	928	720	-	208	-	-	-	-	-
Office of Cultural Affairs	150	-	-	-	-	150	-	-	-
Parks & Engineering	14,637	5,025	-	581	638	-	6,794	201	1,398
Planning, Permits & Bylaws	30	30	-	-	-	-	-	-	-
Police Protection	95	-	-	-	-	-	-	95	-
	<b>20,483</b>	<b>7,770</b>	<b>725</b>	<b>1,044</b>	<b>638</b>	<b>626</b>	<b>6,989</b>	<b>1,164</b>	<b>1,527</b>

**CAPITAL SUMMARY BY SOURCE (000's)**

	<b>BUDGET</b>	<b>P L A N</b>				<b>TOTAL</b>
	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2009 - 2013</b>
Tax Levy	7,770	8,470	9,170	9,870	10,570	45,850
Infrastructure Reserve	725	-	-	-	-	725
Equipment Reserves	1,044	1,946	2,061	981	1,056	7,088
Development Cost Charge Reserves	638	584	643	674	694	3,233
Other Reserves	626	100	100	100	100	1,026
Other Fees & Levies	6,989	6,306	7,084	7,366	7,618	35,363
Prior Year Capital/ Surplus	1,164	450	450	450	450	2,964
External	1,527	450	450	450	450	3,327
	<b>20,483</b>	<b>18,306</b>	<b>19,958</b>	<b>19,891</b>	<b>20,938</b>	<b>99,576</b>

Note: \$2.8M (\$700k per year) in additional tax levy funding is planned for replacement assets from 2010 - 2013.

## Feature Sheets

### Executive Services



David Stuart  
CAO

#### Service Offering

The Executive Services Group includes the Chief Administrative Officer and Mayor and Council, who provide leadership by defining strategic directions and priorities to support the District's vision of a sustainable future. Service areas include: strategic planning, leadership and overall corporate governance to ensure Council direction is supported and corporate accountabilities are satisfied. Human resources, internal audit, business improvement, and communications services are also provided.

#### Operational Profile

The Chief Administrative Officer (CAO) and Mayor and Council function as the District's Executive Office. The CAO ensures Council direction is followed, keeps Council up-to-date on all



matters and provides ongoing policy advice. Through the Executive Committee of senior managers, the CAO leads all District employees, oversees all District operations and services, and sets the overall direction for long and short term goals and workplans.

Executive Services also includes Human Resources, Corporate Planning, Communications, and Internal Audit Departments. Human Resources is responsible for labour relations, pension and benefit administration and employment relations and services. Corporate Planning ensures alignment between strategic directions and operational activities, considering Council direction, corporate and community goals and our partner and stakeholder interests. Communications utilizes a number of channels to provide information to the public, and also provides internal communications consultative services. The Audit and Business Improvement Advisor performs independent reviews of the District's policies, processes and systems and makes recommendations to strengthen its corporate control framework or to enhance the effectiveness of operations.

**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
1. Continually improve service delivery to ensure effectiveness, fairness and innovation	<ul style="list-style-type: none"> <li>▪ Conduct service inventory review and analysis</li> <li>▪ Develop and update key corporate policies and processes</li> </ul>
2. Develop a comprehensive and integrated strategic planning and performance management system	<ul style="list-style-type: none"> <li>▪ Complete 2009-2011 strategic goals and business plan</li> <li>▪ Introduce an integrated performance management framework</li> </ul>
3. Increase effective partnerships and relationships with First Nations, municipal neighbours and regional partners	<ul style="list-style-type: none"> <li>▪ Implement protocol agreements for communications and consultation activities</li> <li>▪ Complete plans for appropriate involvement in the 2010 Winter Olympic Games.</li> <li>▪ Participate in regional &amp; broader initiatives (e.g. TransLink studies and Metro Vancouver waste resource plans)</li> </ul>
4. Identify and implement actions which reflect our corporate values and community expectations for promoting greater sustainability	<ul style="list-style-type: none"> <li>▪ Integrate The Natural Step (TNS) and Climate Change Corporate action plan items into Strategic Business Plan and budget processes</li> </ul>
5. Enhance and increase community engagement through technology and other innovative means, better access to information from website and online citizen engagement tools	<ul style="list-style-type: none"> <li>▪ Develop a comprehensive public engagement strategy framework</li> <li>▪ Develop targeted communications strategies for major initiatives, including the Official Community Plan</li> </ul>
6. Enhance the effectiveness of the District's corporate controls and operations	<ul style="list-style-type: none"> <li>▪ Complete the reviews identified in the 2009 audit plan</li> <li>▪ Work with District employees to identify and implement changes to improve corporate controls and operations</li> </ul>
7. Continually improve employee wellness, recruitment and retention	<ul style="list-style-type: none"> <li>▪ Engage in collective bargaining with IAFF, CUPE (Northlands) and CUPE (Library)</li> <li>▪ Conduct compensation survey and review</li> <li>▪ Conduct employee survey and follow up on results</li> <li>▪ Increase training and development through collaboration with neighbouring municipalities &amp; e-learning</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change	
<b>Program</b>					
Revenue					
Internal Audit	13	10	-	(10)	
Mayor & Council	3	-	-	-	
One Time Items	60	-	177	177	
	76	10	177	167	
Expenditure					
Chief Administrative Officer	503	500	495	(6)	
Communications	188	120	395	275	
Human Resources	995	996	1,016	19	
Internal Audit	115	121	137	16	
Mayor & Council	470	490	528	39	
One Time Items	93	100	207	107	
	2,364	2,327	2,778	450	
Tax Levy	2,288	2,317	2,601	283	
<b>Object</b>					
Revenue					
Operating Revenue	13	10	-	(10)	
Transfers In	63	-	177	177	
	76	10	177	167	
Expenditure					
Materials, Goods & Supplies	537	542	572	30	
Professional Services	15	15	122	107	
Salaries and Benefits	1,752	1,770	2,084	314	
Transfers Out	60	-	-	-	
	2,364	2,327	2,778	450	
Tax Levy	2,288	2,317	2,601	283	
<b>CAPITAL</b>		Cost	Tax Levy / User Fees	Reserves / Surplus	External
Capital Contingency		100	50	50	-

**WHAT'S NEW**

One time expenditure items include:

- Operating Contingency set at \$100k
- Enhancements to the District website to engage residents in dynamic and innovative ways and to provide greater access to District processes and services (\$35k)
- Development of strategic and planning resources to ensure critical components are in place to guide the workplan and service and budget decision making for a 3-year business cycle (\$25k).
- Review of the job classification and evaluation system (\$20k).

*Items 2-4 above are made up of professional services*

The Communications Department was moved from Corporate to Executive Services in December 2008.

Council changes include remuneration adjustments per policy and an increase in the budget for conference, training and special council sessions.

During the year, a need may arise that was not foreseen or known at the time of budget preparation. Council's capital contingency funding (\$100k) is available for these unplanned projects.



**Nicole Deveaux**  
CFO

## Financial Services

### Service Offering

The Financial Services Division focuses on long-term financial planning, including the development of financing options for replacement of aging facilities and maintenance of public works infrastructure. Financial strategies and taxation policies are based upon realistic and achievable targets, and reserve funds receive special consideration reflecting the strategic financial goals of the municipality.

The Financial Services Division is responsible for the stewardship, control and supervision over all financial affairs of the Municipality. Responsibilities include billing and collection of taxes, utility charges and all other monies paid to the municipality. Also the Division’s mandate includes the implementation and maintenance of appropriate financial systems and safeguards to steward and protect District assets. The Division provides leadership in developing and managing the long-term financial plan in alignment with the strategic

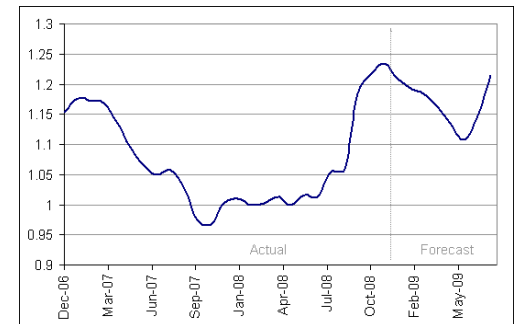


planning process, performs treasury functions and reports on a wide array of financial matters to ensure accountability and clarity in all District business. In addition, the

Supplies and Risk Management department oversees the

acquisition of goods and services for the whole Corporation. The Division works very closely with Internal Audit ensuring a high level of financial control and policy compliance.

The Division invests a considerable amount of resources in Council decision-support including the preparation, delivery and filing of the five-year financial plan, audited financial statements and statutory reports. This includes supporting the development of the annual report and reporting of corporate performance.



### Operational Profile

The Financial Services Division is led by the Chief Financial Officer and departmental managers. Finance includes longer term planning and budgets, business advisory services, accounting and financial reporting, treasury, and revenue and taxation. Supplies and Risk Management includes procurement, stores and risk and claims management.

**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
1. Develop a comprehensive Financial Framework, including: asset management, service inventory, long term capital plan and funding strategy	<ul style="list-style-type: none"> <li>▪ Complete first draft of service inventory and supporting analysis to Executive Team</li> <li>▪ Develop a first draft of financial scenarios/ models incorporating information from Asset Management project</li> <li>▪ Complete funding strategies, including draft revenue policies for taxation, user fees, community and developer contributions, and partnerships</li> </ul>
2. Complete the Asset Management Framework – Public Sector Accounting Requirements	<ul style="list-style-type: none"> <li>• Data validation and audit review</li> <li>• Business process improvements and implementation</li> <li>• Systems implementation and financial statement revision</li> </ul>
3. Continue to adopt best practices in public sector budgeting	<ul style="list-style-type: none"> <li>▪ Update budget workbook to include additional GFOA best practices</li> <li>▪ Council deliberations and bylaw adoption by statutory deadline</li> </ul>
4. Enhance customer service	<ul style="list-style-type: none"> <li>▪ Review business processes and technology used in the delivery of taxation services</li> </ul>
5. Increase participation in regional and municipal initiatives around taxation	<ul style="list-style-type: none"> <li>▪ Participate in the review of the property taxation regime</li> <li>▪ Contribute to the Port Property Tax Fairness study</li> </ul>
6. Enhance reporting and financial control capabilities from our financial systems	<ul style="list-style-type: none"> <li>▪ Activate user tracking and exception reporting functionality in the financial systems.</li> <li>▪ Support the use of business intelligence for financial management</li> </ul>
7. Facilitate the dissemination and understanding of financial information by the residents and Council	<ul style="list-style-type: none"> <li>▪ Adopt new information distribution channels, use website for up to date information releases, explore interactive tools for public input into the planning process</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Program</b>				
Revenue				
Accounting & Financial Reporting	40	44	81	37
Administration	14	12	12	-
Revenue & Taxation	161	173	169	(4)
Supplies & Risk Management	390	355	337	(18)
	606	584	599	15
Expenditure				
Accounting & Financial Reporting	477	520	728	209
Administration	675	727	735	7
Financial Planning & Cost Mgmt	409	418	451	33
Revenue & Taxation	491	565	621	55
Supplies & Risk Management	667	680	513	(167)
	2,720	2,911	3,047	137
Tax Levy	2,113	2,326	2,448	122
<b>Object</b>				
Revenue				
Operating Revenue	606	584	599	15
	606	584	599	15
Materials, Goods & Supplies	107	29	31	1
Professional Services	13	10	10	-
Salaries and Benefits	2,586	2,858	2,993	135
Transfers Out	13	14	14	-
	2,720	2,911	3,047	137
Tax Levy	2,113	2,326	2,448	122
<b>CAPITAL</b>				
	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Financial Initiatives	50	50	-	-

**WHAT'S NEW**

Commencing January 1, 2009, all Canadian municipalities will be required to account for their Tangible Capital Assets (TCA) – land, buildings, equipment, information technology hardware & software, vehicles, roads and sewer lines on an “accrual” (i.e. depreciation) basis.

Divisional resources were restructured in the latter half of 2008 resulting in improved efficiency and synergy. The reallocation of resources accounts for the shift in expenditures from Supplies & Risk Management to Accounting & Financial Reporting.

The BC/Alberta Trade, Investment and Labour Mobility Agreement (TILMA), which governs procurement practices for the public sector calls for reduced procurement thresholds of \$75k for goods and services and \$200k for construction, effective April 1, 2009.

New revenue will be generated by recovery of costs incurred to provide accounting financial reporting services to partner agencies.

Increased expenditures primarily represent position reclassifications and annualization of salary increases.

Capital includes the major repair of the Riverside barge ramp berth, which is administered by the Supply and Risk Management Department.



**Gavin Joyce**  
Director

## Corporate Services

### Service Offering

The major lines of business in the Corporate Services Division include administration, real estate and properties, legal services, facilities management and economic initiatives. The Division provides broad-based support through administrative and facility services as well as attending to the real estate, legal and economic policy needs of the District. Key services are outlined below.

**Administrative Services** includes the Clerks' Office which attends to official record-keeping, bylaws administration, and legal document execution, election and referenda organization, in addition to secretariat responsibilities for Council and its Committees. **Legal Services** provides in-house support as well as coordination of contracted services on legal and related issues. **Information Technology Services** ensures that Council and staff have the appropriate technological tools and support, and that geographic information is maintained.

**Real Estate and Properties Services** attend to the purchase and sale of property and the acquisition of rights-of-way or other property rights as needed. The department also manages District-owned real property, a portfolio of market and community based real estate based agreements, and performs real estate research, advice and real estate related negotiations on behalf of the organization.

**Facility Management** is responsible for the maintenance, security, and capital management of District operational

buildings and facilities stewardship from an improvement / replacement perspective.



**Strategic Economic Services / Initiatives** undertake the implementation of initiatives that ensure a vibrant District economy including actions that improve the District's competitiveness for new investment and stimulate suitable new business investment. The department is also responsible for managing golf and film location services.

### Operational Profile

Corporate Services is led by the Director of Corporate Services and Departmental Managers. The Division has six key service areas; Clerk's Office, Legal Services, Information Technology, Real Estate and Properties, Facilities Management and Strategic Economic Services/Initiatives.

**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
<p><b>1. Administration:</b></p> <ul style="list-style-type: none"> <li>▪ Continue collaborative efforts to ensure community safety</li> <li>▪ Implement Municipal Assistance and Info. Desk Program</li> <li>▪ Continue to improve management of Council meetings to allow greater focus on in-depth policy issues</li> <li>▪ Assess organizational readiness for paperless agenda packages and implement same</li> <li>▪ Continue electronic scanning program and reduction of non-essential records</li> <li>▪ Facilitate training sessions for departments and new staff regarding Freedom of Information and Privacy issues</li> <li>▪ Carry out a review of Council’s Advisory Committees and implement recommendations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete Police Services Review</li> <li>▪ Improve initial customer contact through general service</li> <li>▪ Review agenda process to support sound decision making</li>   <li>▪ Assess and investigate software issues/options</li>   <li>▪ Priorities are bylaws and minutes, bylaws scanning, building of business case for part-time imaging clerk</li> <li>▪ Deliver one workshop each quarter, provide customized orientation by department as requested</li> <li>▪ Define terms of reference, undertake and complete review, implement recommendations</li> </ul>
<p><b>2. Technology:</b></p> <ul style="list-style-type: none"> <li>▪ Implement the annual plan of information technology upgrades to improve accessibility to District information, as well as to provide District employees with the latest tools to ensure optimal service delivery</li> </ul>	<ul style="list-style-type: none"> <li>▪ Replacement of intranet</li> <li>▪ Increase the number of available e-commerce services</li> <li>▪ Upgrade to DNV WiFi technology</li> <li>▪ Update technology as part of Olympic security initiative</li> <li>▪ Transition desktop GIS application to web-based client</li> </ul>
<p><b>3. Real Estate &amp; Properties:</b></p> <ul style="list-style-type: none"> <li>▪ Develop a Land Strategy Framework, including an improved inventory database, policy adjustments and a formal approach to land development opportunities</li> <li>▪ Implement adjustments to existing agreements under the District community lease / rental house portfolios</li> <li>▪ Complete Maplewood industrial lot transactions and resolve sale opportunities in context of land strategy</li> <li>▪ Implement an increased facilities maintenance program</li> <li>▪ Resolve property mgmt. issues - Lynn Valley Town Centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prepare an outline</li> <li>▪ Present framework to Council</li> <li>▪ Draft Real Estate Review</li> <li>▪ Implement Policy</li> </ul>

**2009 Service Goals – continued**

<b>Milestones / Performance Targets</b>	
<p><b>4. Corporate Facilities:</b></p> <ul style="list-style-type: none"> <li>▪ Develop a facility maintenance framework and strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review facilities management model</li> <li>▪ Implement energy audit recommendations</li> <li>▪ Develop standards for municipal and public buildings</li> </ul>
<p><b>5. Economic Development:</b></p> <ul style="list-style-type: none"> <li>▪ Form a twinning agreement with Korean city</li> <li>▪ Implement a foreign investment attraction program including an innovative NV Trade Centre</li> <li>▪ Work with planning staff to amend zoning and business licence bylaws</li> <li>▪ Plan for 2010 torch ceremony and celebration site at LV Town centre</li> <li>▪ Feasibility study for North Shore outdoor complex</li> <li>▪ Mitigate the impact of the 2010 Olympics on film location service and studio service</li> <li>▪ Implement 3 year commercial area revitalization project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enter into an Economic Cooperation Agreement</li> <li>▪ Implement related actions</li> <li>▪ Hold a Zoning Bylaw Council Workshop</li> <li>▪ Olympic participation plans ready for execution</li> <li>▪ Make the go or no go decision</li> <li>▪ Rental Agreement for Lynn Valley Studio signed</li> <li>▪ Public area revitalization projects in Edgemont, Lynn Valley and Deep Cove</li> </ul>
<p><b>6. Golf Operations:</b></p> <ul style="list-style-type: none"> <li>▪ Complete final stage of the bunker renovation program</li> <li>▪ Continue fairway drainage work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve superior course playability 12 months of the year</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Program</b>				
Revenue				
Clerks	8	6	6	-
Legal	75	40	40	-
Administration	1	1	1	-
Facilities Management	(0)	-	38	38
Information Technology	106	122	114	(8)
Golf Facilities	3,133	3,337	3,584	247
GIS & Mapping	6	5	4	(1)
Real Estate & Properties	1,157	2,067	2,056	(11)
Economic Development	-	250	250	-
Film & Events	389	314	264	(50)
One Time Items	16	44	238	194
	<u>4,890</u>	<u>6,185</u>	<u>6,594</u>	<u>409</u>
Expenditure				
Administration	400	463	250	(213)
Clerks	810	938	992	54
Customer Services	2	93	-	(93)
Economic Development	310	589	525	(64)
Facilities Management	665	700	824	124
Film & Events	200	238	217	- 21
GIS & Mapping	566	634	668	34
Golf Facilities	2,945	2,987	3,033	46
Information Technology	1,867	2,003	2,017	14
Legal	307	421	428	7
Real Estate & Properties	944	2,067	2,156	89
One Time Items	-	-	238	238
	<u>9,016</u>	<u>11,132</u>	<u>11,349</u>	<u>217</u>
Tax Levy	4,126	4,947	4,755	(192)

**WHAT'S NEW**

Clerks and Administration expenditures decline due to reorganization changes with Executive Services

Film activity is expected to reduce due to economic conditions and the Olympics while golf revenue is expected to increase from a new rate structure and modest increase in activity.

Real Estate and Properties costs increase due to identified community facility needs and property management services.

Facilities Management increase is due to new positions for Energy and Project Management established in response to identified facility needs. The new positions are funded by organizational restructuring and BC Hydro grant funding.

One-time items are comprised of:

- Grant funded tourism initiatives identified in Vancouver's North Shore Strategic Tourism and Tactical Plan.
- Preparation and presentation of a District Land's Strategy Framework.

**Financial Information (000's) – continued**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
Revenue				
Operating Revenue	4,716	6,185	6,544	359
Transfers In	174	-	50	50
	<u>4,890</u>	<u>6,185</u>	<u>6,594</u>	<u>409</u>
Expenditure				
Insurance	33	30	31	1
Legal	193	200	200	0
Materials, Goods & Supplies	2,834	3,525	3,726	201
Partner Subsidies	69	70	70	-
Professional Services	379	371	446	74
Salaries and Benefits	4,658	5,158	5,042	(116)
Transfers Out	850	1,778	1,835	57
Expenditure	<u>9,016</u>	<u>11,132</u>	<u>11,349</u>	<u>217</u>
Tax Levy	4,126	4,947	4,755	(192)

### WHAT'S NEW

The majority of new revenue comes from the planned increase in Golf Services, grant funding for tourism initiatives, and transfers in to fund the one-time expenditure for the District's Land Management Strategy (DLMS) project.

Materials, Goods and Supplies increase due to Tourism Initiatives spending (grant funded) and community facility needs.

Professional Services increase in connection with the DMLS project and property management services.

Salaries and Benefits change due to net effect of the annualization of salary increases and the transfer of the Communications Department to Executive Services.



**Financial Information (000's) – continued**

CAPITAL	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Business Development	125	30	95	-
Corporate Buildings	813	313	389	111
Corporate Technology	445	445	-	-
Golf Playing Surface, Structures	128	128	-	-
Golf Vehicles & Equipment	492	67	425	-
Real Estate & Land Development	348	198	150	-
	<b>2,351</b>	<b>1,181</b>	<b>1,059</b>	<b>111</b>



**WHAT'S NEW**

This year's capital program includes typical costs for maintaining and improving corporate technology and golf services and increased funding for facility needs identified in the corporate buildings and real estate and properties programs.

Highlights:

- Over \$300K for corporate facility maintenance and building component replacements
- A \$500K placeholder for implementation of energy upgrade recommendations, largely funded from prior year capital (\$389K)
- Approximately \$198K for improvements to community facilities, including significant work on the Deep Cove Cultural Centre
- \$125K for revitalization of commercial areas including projects in Edgemont, Lynn Valley and Deep Cove



**Doug Trussler**  
Chief

## Fire and Rescue Services

### Service Offering

North Vancouver Fire and Rescue Services (NVFRS) provides comprehensive fire prevention (inspections, investigations, and plans review), public education, fire suppression, pre-hospital Emergency Medical Services (EMS), marine firefighting, and technical rescue services (auto extrication, swift water, tower crane, confined space, and high and low angle rope rescue) through highly trained and well equipped personnel based out of five stations strategically located in our community. NVFRS responds to over 4,200 emergency calls for assistance annually; over 50 percent of these are medical or rescue related.



### Operational Profile

The Division consists of 139 members: 120 operations officers and firefighters, six fire prevention officers and inspectors, one public education officer, one training officer, and two mechanics supported by three administrative staff; the command structure consists of six Chief Officers. The multi-discipline fleet includes both land and marine capability. Front-line emergency response apparatus include three engines, two quints (pump and aerial capability), one 30 meter aerial tower, one heavy rescue, one command vehicle and one fireboat. Fire resources also include a combined fire training facility and apparatus maintenance shop.



**2009 Service Goals**

		<b>Milestones / Performance Targets</b>
1. Begin implementation of Master Fire Plan as directed by Council		<ul style="list-style-type: none"> <li>▪ Complete the consolidated and revised Fire Bylaw</li> <li>▪ Reorganize management structure to improve command and control</li> <li>▪ Develop succession management plan for all positions</li> </ul>
2. Complete Fire Hall & Training Centre Needs Assessment & Building Design Concept		<ul style="list-style-type: none"> <li>▪ Recommend preferred location and design, concept drawing, and cost estimate to construct facility</li> </ul>
3. Develop pre-incident operational and evacuation plans to ensure a co-ordinated, effect response to major incidents		<ul style="list-style-type: none"> <li>▪ Development of formal, written evacuation plans</li> </ul>
4. Investigate feasibility of moving to the regional emergency communications network to solve interoperability and coverage issues		<ul style="list-style-type: none"> <li>▪ Complete analysis for transitioning to the E-COMM radio network</li> </ul>
5. Complete asbestos removal and seismic upgrade to Station No. 3		<ul style="list-style-type: none"> <li>▪ Issue contract for construction work</li> </ul>
6. Investigate and solve space planning needs at Station No. 1 to address safety risks and storage issues		<ul style="list-style-type: none"> <li>▪ Report back in first quarter</li> </ul>
7. Begin implementation of the Community Wildfire Protection Plan, as approved by Council		<ul style="list-style-type: none"> <li>▪ Complete the purchase of Wildfire Protection Plan equipment: Personal Protective Equipment, Large Volume Hose, Sprinkler Units, Wet Line, and Portable Pump</li> </ul>
8. Continue development of divisional emergency plans, in conjunction with divisions and Public Safety Manager		<ul style="list-style-type: none"> <li>• Development formal, written divisional emergency plans</li> </ul>
9. Expand the Division’s professional accreditation capability		<ul style="list-style-type: none"> <li>• Update existing company officer program</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Program</b>				
Revenue				
Administration	14	12	15	3
Dispatch	42	-	-	-
Maintenance	-	1	1	-
Operations	182	94	92	(2)
Training	79	47	42	(6)
One Time Items	179	155	67	(88)
	497	310	216	(93)
Expenditure				
Administration	2,711	2,894	2,934	40
Dispatch	357	330	340	10
Maintenance	1,029	1,029	1,031	2
Operations	10,012	10,257	10,621	364
Training	410	360	366	6
One Time Items	141	155	67	(88)
	14,659	15,024	15,358	334
Tax Levy	14,162	14,715	15,141	427
<b>Object</b>				
Revenue				
Operating Revenue	372	155	150	(5)
Transfers In	125	155	67	(88)
	497	310	216	(93)
Expenditure				
Insurance	6	-	-	-
Materials, Goods & Supplies	1,342	1,261	1,275	14
Professional Services	111	155	67	(88)
Salaries and Benefits	12,792	13,250	13,658	407
Transfers Out	409	358	358	-
	14,659	15,024	15,358	334
Tax Levy	14,162	14,715	15,141	427

**WHAT'S NEW**

One time expenditure items for 2009 include:

- Divisional Emergency Plans
- Pre-incident Operational and Evacuation Plans to ensure a coordinated and effective response to Wild-land Urban Interface Fire
- Review of E-COMM Wide Area Radio Network as an option for improving existing radio communications

Eleven Officers are eligible for retirement in 2009 and 2010. A provision for retirements is included in Salaries and Benefits.

The increase to salaries and benefits has been estimated pending the outcome of collective agreement negotiations.

**Financial Information (000's) – continued**

CAPITAL	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Fire Facilities & Equipment	1,055	80	975	-
Fire Vehicles	71	-	71	-
	<u>1,126</u>	<u>80</u>	<u>1,046</u>	<u>-</u>



**WHAT'S NEW**

Fire programs for 2009 include replacements and upgrades of fire stations and vehicles.

Highlights:

- \$760K for the upgrade of Fire Hall #3 on Montroyal
- \$240K for small equipment replacements
- Vehicle replacements include \$60K for a maintenance vehicle and \$11K for wildland urban interface emergency response trailer



Jozsef Dioszeghy  
Director

## Parks and Engineering Services

The Parks and Engineering Division is organized into three feature sheets in this workbook, Engineering, [Parks & Environment](#), and [Utilities](#).

### Engineering

#### Service Offering

Engineering includes two departments, Engineering Services and Engineering Operations.

**Engineering Services** is responsible for the overall strategic and tactical planning for the Parks and Engineering Division. The department offers coordination of emergency plan preparation and natural hazards issues for the District, technical design and project management services for the construction of major capital projects, as well as planning, operational and maintenance management for the District's transportation systems. Traffic signal and street lighting infrastructure ensures safe pedestrian, cyclist, transit and automobile movement through the implementation of sustainable capital replacement and maintenance programs. Other services include development support and customer service for the division.

**Engineering Operations** provides solid waste, street, construction, survey and fleet services. Solid waste provides weekly collection and disposal of household waste and yard trimmings. Collection services to commercial and multi-family customers are also provided. Street services include road pavement resurfacing and repairs, concrete repairs, street

cleaning, vegetation control, and snow and ice control. Survey provides construction layout and as-built records for capital projects as well as topographical work for land development. Construction provides inspection and project management services for contracted District capital and maintenance projects. The Department also ensures that the District's fleet is serviced to proper maintenance and safety standards and provides drainage infrastructure services to the Utilities Department.

### Operational Profile

Engineering Services includes the Director's office, Emergency and Natural Hazard Coordination, Manager Engineering Services, Engineering Design, Transportation Planning, Traffic Signals and Street Lighting Operations, Development Support, and Engineering Customer Service. Engineering Operations is organized into five sections: Solid Waste Operations, Streets Operations, Fleet and Garage, Survey, and Construction.



**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
1. Start to develop a comprehensive Infrastructure Maintenance and Replacement Plan	<ul style="list-style-type: none"> <li>▪ Complete a condition assessment and life cycle analysis for pavement network</li> <li>▪ Develop scenarios for levels of service</li> <li>▪ Complete and update pavement resurfacing policy</li> </ul>
2. Complete a comprehensive Fleet and Equipment Maintenance and Replacement Plan	<ul style="list-style-type: none"> <li>▪ Complete needs assessment and scenarios model</li> <li>▪ Right-size current fleet of vehicles</li> </ul>
3. Continue ongoing work to understand the risks posed to the community by natural hazards such as: wind, landslide, debris flows, floods, interface fire and extreme snow and other weather events	<ul style="list-style-type: none"> <li>▪ Develop appropriate policy</li> </ul>
4. Continue with Spirit Trail planning and early implementation steps	<ul style="list-style-type: none"> <li>▪ Complete public consultation and preliminary design for the western section. Work closely with Spirit Trail Committee on fundraising efforts</li> </ul>
5. Initiate Transportation Plan preparation	<ul style="list-style-type: none"> <li>▪ Prepare technical background work and integrate with OCP public consultation process</li> </ul>
6. Investigate new approaches to finance asset replacement and maintenance, and service delivery	<ul style="list-style-type: none"> <li>▪ Complete and update Development Cost Charges Bylaw</li> </ul>
7. Continue to work on reducing residential garbage volumes	<ul style="list-style-type: none"> <li>• Reduce residential waste tonnage by 5% through public education and enforcement of limits.</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Program</b>				
<b>Revenue</b>				
Administration	-	1	1	-
Construction	42	40	40	-
Fleet	25	5	5	-
Solid Waste	4,219	4,402	4,523	121
Street Operations	301	233	243	10
Technical Services	1,456	1,504	1,528	24
Traffic Operations	256	221	221	(0)
One Time Items	76	171	395	224
	<b>6,375</b>	<b>6,577</b>	<b>6,956</b>	<b>379</b>
<b>Expenditure</b>				
Administration	525	405	422	17
Construction	384	397	418	21
Customer Services	152	162	168	6
Fleet	80	5	5	0
Solid Waste	4,215	4,402	4,523	121
Street Operations	2,596	2,469	2,507	38
Survey	532	577	602	25
Technical Services	801	928	853	(75)
Traffic Operations	1,438	1,504	1,509	5
Transportation Planning	372	411	415	4
One Time Items	76	171	395	224
	<b>11,172</b>	<b>11,430</b>	<b>11,818</b>	<b>388</b>
Tax Levy	4,797	4,853	4,862	9

2009 Solid Waste rates increase to \$165.29 from \$163.65 for single family homes

**WHAT'S NEW**

On December 15, 2008 Council approved a 1% increase and a new rate of \$165.29 for the Solid Waste program. The 5-year projection for single family home rates increase to \$230.25 by 2013.

The increase in expenditures is primarily attributable to annualization of wages and salaries.

One-time projects funded from surplus include:

- Road Network Condition Assessments
- Transportation Master Plan
- Lower Lynn Valley Concept Plan
- Debris Flow Warning System
- Geographic Information System (GIS) Hazard Data Bank

**Financial Information (000's) – continued**

OPERATING	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
Revenue				
Operating Revenue	4,892	4,964	5,037	73
Shared Service Charges	1,450	1,500	1,524	24
Transfers In	33	113	395	282
	6,375	6,577	6,956	379
Expenditure				
Materials, Goods & Supplies	1,228	1,256	1,211	(45)
Professional Services	351	435	674	239
Regional Charges	1,614	1,503	1,432	(71)
Salaries and Benefits	6,837	7,082	7,204	122
Shared Service Charges	200	241	248	8
Transfers Out	942	913	1,049	135
	11,172	11,430	11,818	388
Tax Levy	4,797	4,853	4,862	9

WHAT'S NEW

Regional charges decrease due to anticipated lower waste volumes, in spite of increasing tonnage rates.

The professional services increase is related to the one-time items mentioned on the previous page.

Transfers Out includes an increased contribution to the General Equipment Replacement Reserve.



**Financial Information (000's) – continued**

<b>CAPITAL</b>	<b>Cost</b>	<b>Tax Levy / User Fees</b>	<b>Reserves / Surplus</b>	<b>External</b>
Bicycle Infrastructure	159	47	35	77
Corporate Fleet	581	-	581	-
Engineering Structures	410	410	-	-
Operations Buildings	45	45	-	-
Parks Trails & Pathways	159	84	-	75
Road & Cycle Upgrades	40	37	3	-
Roadworks	2,163	1,632	57	474
Sidewalks	470	456	14	-
Street Lighting	110	102	8	-
Transit Improvements	160	67	13	80
Transpo. Safety Improvements	110	20	-	90
Transportation Infrastructure	247	229	18	-
Vehicle & Pedestrian Bridges	285	215	-	70
	<b>4,939</b>	<b>3,344</b>	<b>729</b>	<b>866</b>



**WHAT'S NEW**

Engineering programs have \$3.9M planned spending on existing assets and \$1M on new assets. Engineering structures are mainly comprised of retaining wall construction, rock stabilization, staircase replacement, and wharf repairs.

Highlights:

- \$1.9M planned for road maintenance including one Major Road Network (MRN) road
- Replacement of 7 vehicles due to end of life cycle
- Retrofit of Mount Seymour Parkway Bridge which is partly funded by TransLink. This is a carry forward project from 2008
- \$154K for Main Street widening from Lynn St. to Harbour Ave. This is a carry forward project from 2008
- Design of North Shore Spirit Trail (funding partnership discussions to facilitate construction in 2010)

## **Parks and Environment**

### **Service Offering**

The Parks and Environment Department provides services that support the public enjoyment of parks and green spaces. These services include: forestry and wildlife stewardship, trail and habitat enhancement, horticulture and street tree maintenance, sport fields, sport courts, and playground maintenance, park litter collection and recycling, park buildings and structures repairs, signage and graphics. There is a park ranger program for public safety, rescue and security in our parks, trails and alpine areas. Creating a sense of pride and community identity through beautification, community events support, park interpretation, environmental education, agriculture heritage preservation and sustainability education, as well as public and stakeholder volunteer participation.

Park users can hike and walk over 140 km of trails and pathways which interconnect the District, run across mountains and go from sea to sky. The District's mountainous surroundings offer opportunities for mountain biking, hiking and interacting with nature. Our waterfront parks offer swimming, scuba diving, kayaking, rowing, and boating activities. Residents and visitors can enjoy the District's 37 sport fields, 39 ball diamonds, 43 tennis courts, 5 sport courts, 3 skate parks and 53 playgrounds. The park system offers opportunities for outdoor activities that attract visitors from the Lower Mainland and tourists from around the world.

### **Operational Profile**

The Department is structured into three main areas for service delivery: the Parks Projects Section is responsible for planning, development and construction of parks and natural parkland amenities. The Park Operations Section is responsible for day-to-day maintenance of our urban parks, grounds, flower beds, median plantings, boulevard landscaping, street trees, buildings, structures, sport fields, baseball diamonds, sport courts, skate parks, picnic bookings and events as well as the Maplewood Farm and the Lynn Canyon Park Ecology Centre. The Natural Parkland and Environment Section is responsible for the District's forests, native trees, natural park lands, greenbelts, wildlife issues, trails and habitat.



**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
1. Continue to work on Parks Master Plan as part of the overall OCP process	<ul style="list-style-type: none"> <li>▪ Community Input, Completed Sections of the Plan, Completed Plan Document</li> </ul>
2. Continue to implement Alpine Recreation Strategic Study trail, kiosk and signage projects	<ul style="list-style-type: none"> <li>▪ Renovated Trail Sections, Kiosks, Signage Installation</li> </ul>
3. Continue to implement the Parks Building Assessment Study recommendations for renovations, upgrades and improvements	<ul style="list-style-type: none"> <li>▪ Renovation Projects</li> </ul>
4. Begin to implement the recommendations of the 2008 Parks Sport field Assessment and Needs Study through renovations, upgrades and capital projects: Windsor School Artificial Turf Sport Field	<ul style="list-style-type: none"> <li>• Windsor ATF Feasibility Study, Planning and Public Process, Technical Design, Construction</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Program</b>				
Revenue				
Administration	35	-	-	-
Natural Parkland	295	139	213	74
Urban Parkland	281	276	277	1
Visitor Attractions	391	398	407	8
One Time Items	35	50	-	(50)
	<b>1,036</b>	<b>864</b>	<b>896</b>	<b>33</b>
Expenditure				
Administration	1,142	1,246	1,279	34
Natural Parkland	2,018	1,253	1,309	56
Urban Parkland	3,026	3,150	3,184	33
Visitor Attractions	842	898	922	25
One Time Items	35	50	-	(50)
	<b>7,063</b>	<b>6,597</b>	<b>6,694</b>	<b>97</b>
Tax Levy	6,027	5,733	5,798	64
<b>Object</b>				
Revenue				
Operating Revenue	1,001	814	851	38
Transfers In	35	50	45	(5)
	<b>1,036</b>	<b>864</b>	<b>896</b>	<b>33</b>
Expenditure				
Materials, Goods & Supplies	1,642	1,709	1,641	(67)
Professional Services	1,100	510	505	(5)
Regional Charges	23	5	5	0
Salaries and Benefits	4,263	4,373	4,543	169
Transfers Out	35	-	-	-
	<b>7,063</b>	<b>6,597</b>	<b>6,694</b>	<b>97</b>
Tax Levy	6,027	5,733	5,798	64

**WHAT'S NEW**

Administration and management of the new Gallant Wharf was transferred from the Properties Division to Parks.

Revenue from the removal of hazardous trees is expected to increase in 2009.

Materials Goods & Supplies decrease due to a proportionate shift of vehicles employed for operating purposes to capital projects.

The remaining change in expenditures is attributable to the annualization of salaries and benefits.



**Financial Information (000's) – continued**

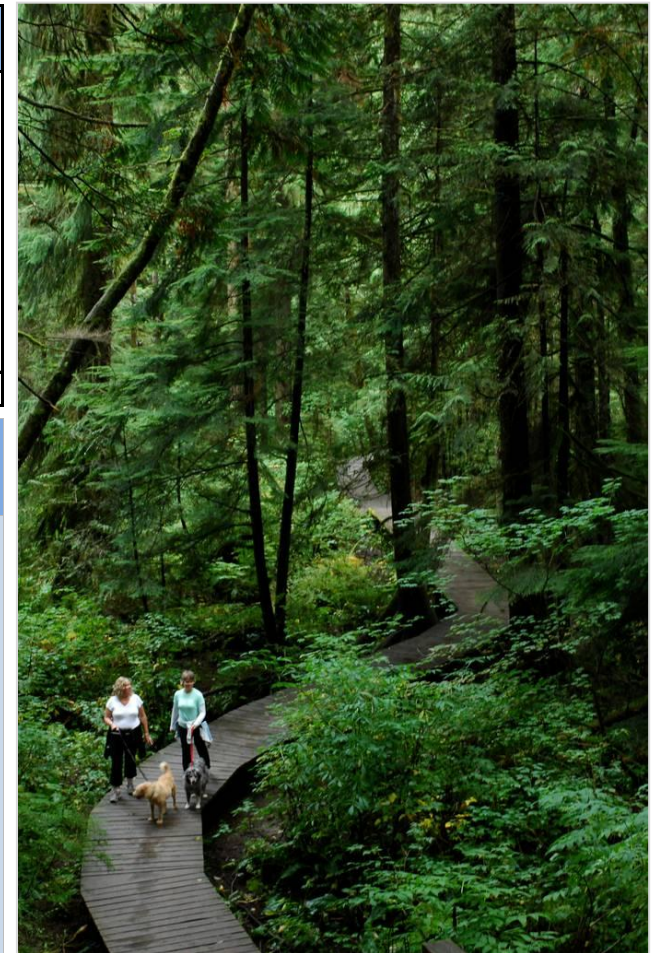
<b>CAPITAL</b>	<b>Cost</b>	<b>Tax Levy / User Fees</b>	<b>Reserves / Surplus</b>	<b>External</b>
Facilities	101	101	-	-
Forestry & Habitat	120	120	-	-
Landscaping	179	170	9	-
Planning	170	96	44	30
Playgrounds	390	163	77	150
Sport Fields	390	382	8	-
Structures	171	160	11	-
Trails & Pathways	760	399	9	352
Sport Courts & Water Parks	90	90	-	-
	<b>2,371</b>	<b>1,681</b>	<b>158</b>	<b>532</b>

**WHAT'S NEW**

Parks capital programs for 2009 are combination of \$1.7M sustainment projects and \$645K investment projects.

Highlights:

- \$165K for new senior recreational equipment in Parkgate Park to support senior healthy living. This project is supported and partly funded by Act Now BC
- \$233K is planned on sports field drainage system in four various locations
- \$115K to reconstruct Fromme Mountain trails
- \$350K for Seymour Greenway, partly funded by a Local Motion grant and Metro Vancouver. This budget represents only a portion of the whole project. Phase 1 will include building a trail between Mt Seymour Parkway and Capilano University
- New trail in the western section of Cates Park, partly funded by a Local Motion grant



## **Water, Sewer and Drainage Utilities**

The Utilities Department includes the Water Utility and Sewer and Drainage Utility, each of which is completely self-financed, with all funding provided through user charges and fees.

### **Service Offering**

The **Water Utility** operates, maintains, replaces and upgrades the water distribution system. The key mandate of the Water Utility is to provide a safe, adequate supply of potable water. In 2009, it will deliver approximately 17.5 million cubic metres of potable water to more than 25,000 residential and 600 commercial and industrial properties.

The **Sewer and Drainage Utility** provides for the trouble-free collection of sanitary sewage and storm water. Sewage treatment by the Metro Vancouver and assessment and management of watercourses and culverts by the District's Engineering Operations Department are also included in the Sewer and Drainage Utility budget.

Utilities also provide a planning and review function for water, sanitary and drainage infrastructure related to private development and Metro Vancouver programs.

### **Operational Profile**

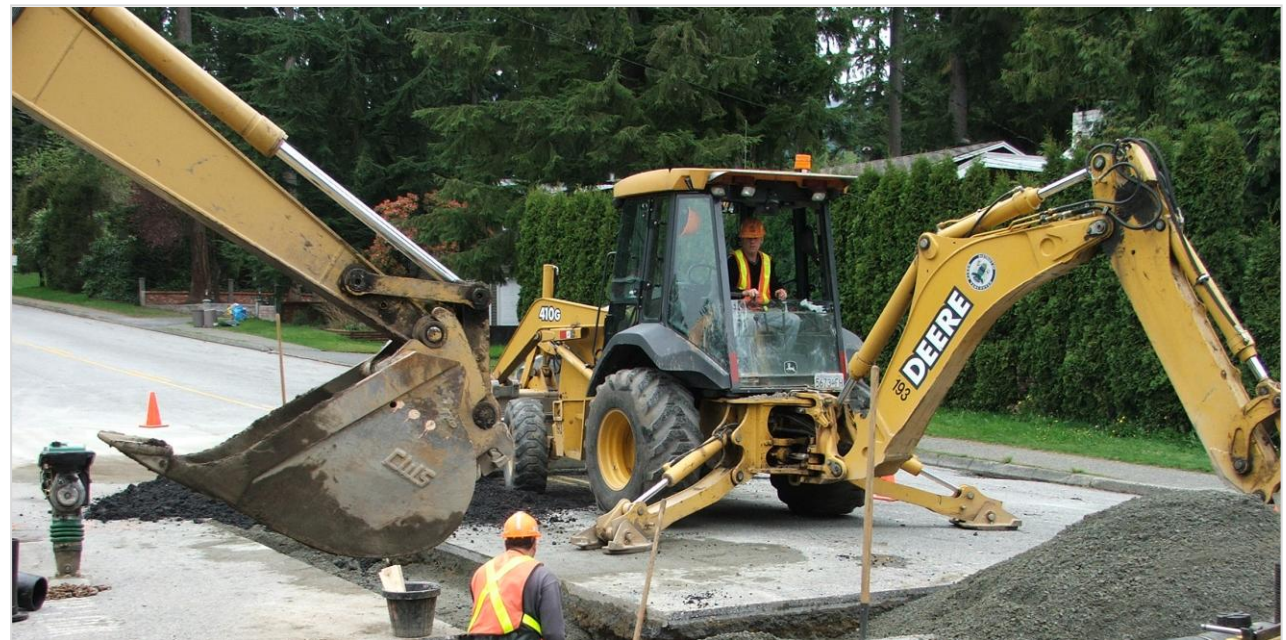
The Utilities Department is organized into four main groups: **Maintenance** provides maintenance services and resolves service requests related to the water distribution system, the sanitary sewer and drainage collection system and the storm water collection system. **Water Quality and Pump Stations** operates and maintains the District's 6 water pumping

stations and 30 sewage pumping stations, plans and completes the annual water main cleaning program, and continually samples for drinking water quality. **Construction** renews water and sewer mains under the District's replacement programs, and installs service connections and new infrastructure as required for redevelopment. **Technical Services** provides assistance to other Utilities groups, maintains databases and analytical software, and provides project management for major upgrading programs requiring work by consultants and contractors.



**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
1. Work with Metro Vancouver and other municipalities to finalize and implement the revised regional Liquid Waste Management Plan	<ul style="list-style-type: none"> <li>▪ Timing driven by Metro Vancouver schedule - proposed regional public consultation during the year followed by Plan finalization</li> </ul>
2. Continue to evaluate various water conservation and stewardship strategies	<ul style="list-style-type: none"> <li>▪ Develop scope of strategy options and related timetables</li> </ul>
3. Complete a water system leakage/consumption audit for the Pemberton Heights/Edgemont distribution zone	<ul style="list-style-type: none"> <li>• Evaluate recommendations</li> </ul>
4. Continue to develop and implement modified water system operations to accommodate Metro Vancouver filtration plant and water main construction projects	<ul style="list-style-type: none"> <li>• Ongoing initiative</li> </ul>



**Financial Information (000's)**

2009 Water rates increase to \$369 from \$345 for single family homes

<b>OPERATING - WATER UTILITY</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
Revenue				
Flat Rate	8,212	8,823	9,430	607
Metered Rate	4,035	4,433	4,732	299
User Charges	22	22	35	13
Connection Charges	221	240	250	10
Transfers In	91	979	1,524	545
Other	61	-	-	-
	<u>12,642</u>	<u>14,497</u>	<u>15,971</u>	<u>1,474</u>
Expenditure				
Administration	373	383	406	23
Operations & Maintenance	2,205	2,353	2,491	138
Connections	214	240	250	10
Water Purchased	5,483	7,018	7,914	896
Transfers Out	4,367	4,503	4,910	407
	<u>12,642</u>	<u>14,497</u>	<u>15,971</u>	<u>1,474</u>
Tax Levy	-	-	-	-

**WHAT'S NEW**

Significant increases in regional charges drive the majority of this year's budget increase.

In December 2008 Council approved a \$24 increase to Water Utility single family rates. Rate components include:

- \$14 from higher water charges from GVWD
- \$4 for the construction of a new booster pump station to offset pressure loss caused by the GVWD Capilano/Seymour filtration plant
- \$6 to cover cost pressures from District's operations (mostly labour) and regular capital programs.

The 5-year projection for single family home rates increase from \$369 in 2009 to \$442 in 2013.

**Financial Information (000's) – continued**

2009 Sewer and Drainage rates increase to \$346 from \$322 for single family homes

<b>OPERATING - SEWER UTILITY</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
Revenue				
Frontage Tax	4	4	4	-
User Charges & Fees	10,195	11,011	11,750	739
Connection Charges	636	600	578	(22)
Other User Fees	73	55	56	1
Transfers In	-	160	287	127
Other	4	-	-	-
	<u>10,912</u>	<u>11,830</u>	<u>12,675</u>	<u>845</u>
Expenditure				
GVSDD Debt Charges	1,411	1,515	1,489	(26)
GVSDD Admin & Operations	4,232	4,544	5,260	716
GVSDD Special Ind'l Charges	165	160	163	3
Administration	337	316	325	9
Sewer Maintenance	979	884	935	51
Connections	539	600	578	(22)
Drainage	425	526	551	25
Transfers Out	2,824	3,285	3,374	89
	<u>10,912</u>	<u>11,830</u>	<u>12,675</u>	<u>845</u>
Tax Levy	-	-	-	-

**WHAT'S NEW**

Council approved a \$24 fee increase to Sewer and Drainage single family rates in December 2008. Rate components include:

- \$8 for land acquisition costs for the secondary sewage treatment plant
- \$11 due to a general rate increase from the GVS&DD for conveyance and treatment of sewage
- \$5 for District's cost of operations (mainly labour) and regular capital programs.

Materials, Goods & Supplies increase as a result of restructuring of corporate fleet rates and various other general cost increases.

The 5-year projection for single family home rates increase from \$346 in 2009 to \$438 in 2013.

**Financial Information (000's) – continued**

<b>CAPITAL</b>	<b>Cost</b>	<b>Tax Levy / User Fees</b>	<b>Reserves / Surplus</b>	<b>External</b>
<b>WATER UTILITY</b>				
PRV's	31	29	2	-
Pump Stations	880	815	65	-
Water Equipment	113	113	-	-
Water Mains	3,030	2,806	224	-
Water Overhead	402	372	30	-
	<b>4,456</b>	<b>4,135</b>	<b>321</b>	-
<b>SEWER AND DRAINAGE UTILITY</b>				
Inflow & Infiltration	35	32	3	-
Lift Stations	681	630	51	-
Sewer Equipment	13	13	-	-
Sewer Mains	400	371	29	-
Sewer Overhead	557	516	41	-
Special Watercourses	932	863	69	-
Storm Sewers	253	234	19	-
	<b>2,871</b>	<b>2,659</b>	<b>212</b>	-
<b>TOTAL UTILITIES</b>	<b>7,327</b>	<b>6,794</b>	<b>533</b>	-

**WHAT'S NEW**

Utility capital programs are life cycle and risk management driven. With the exception of the Water Utility's Seymour Booster Pump Station, most projects are for replacing and maintaining existing assets.

Highlights:

- \$880K additional funding to complete the Seymour Booster Pump Station. This project was started in 2008 to mitigate the impacts from loss of water pressure due to construction of GVWD's Seymour - Capilano treatment plant.
- Replacement of 5,500 meters of water mains.
- Construction of Birchlynn Lift Station.
- Replacement/rehabilitation of 15 culverts in various locations under the special watercourses program.





**Brian Bydwell**  
Director

## Planning, Permits, and Bylaws

### Service Offering

Sustainable Community Development is responsible for long-range community planning for sustainability integrating land-use, transportation, environment, social, and economic issues. Principle products include the District's Official Community Plan, a long-term plan for a sustainable community, local area plans and strategies, community climate change and energy management initiatives, and social policies and programs. Through the social planning function, community service grants and funding is allocated in accordance with Council policy to achieve corporate objectives to sustain quality of life for all District residents. Significant community engagement and consultations are associated with Sustainable Community Development's work program.



Development Services is responsible for the review of varied land use applications including Official Community Plan amendments, rezoning, subdivisions, development permits, development variance permits, and liquor licence applications. In addition, the department processes various technical permits including sign permits, building/electrical/mechanical permits and environmental permits. Development Services also performs inspections at various stages of work to ensure compliance with a variety of bylaws, and works to inform, educate and, where necessary, enforce a variety of regulatory bylaws. The department provides a high level of customer service to its clients including homeowners, builders, developers, real estate agents, residents and the community at large related to building and planning matters. It also supports the Executive and Council in the development and implementation of a number of policy areas including land use, health and safety and the protection of the natural environment.

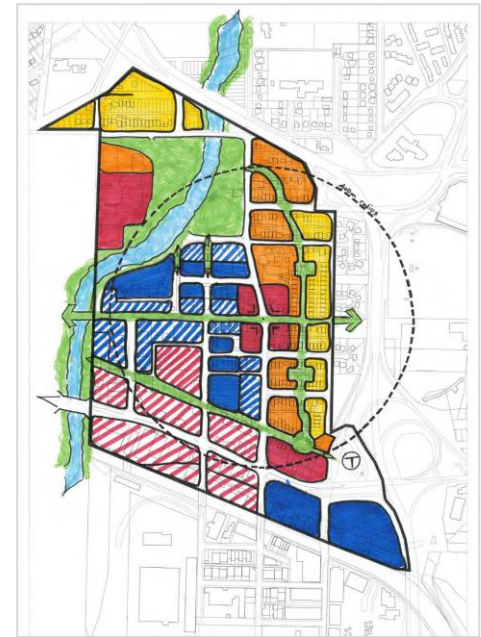
Bylaw Services provide education and enforcement of the District's regulatory objectives, including enforcement of the Street and Traffic Bylaw, Noise Bylaw and Nuisance Abatement Bylaw. They can be seen at school zones ensuring traffic safety, taking sound measurements, or responding to a neighbourhood concern of an untidy property. The Animal Welfare Shelter provides safe shelter to lost and abandoned domestic animals in the District, ensures that all animals receive quality care, and is committed to selecting the right adoptive home for their for the long term well-being. It also enforces the Dog Tax & Regulation Bylaw and is committed to providing education to all pet owners to ensure the healthiest and safest relationships between pet, guardian and community at large.

### Operational Profile

Sustainable Community Development includes Policy Planning, Environmental Planning, Planning Research and Community Consultations, and administrative support. Each section contributes to integrated planning and policies for sustainable communities.

The Development Services Department includes Development Planning, Permits & Licences, Environmental Protection and Customer Service. It's structured to deliver complete development related services (Rezoning, Official Community Plan amendments, Subdivision, Development and Development Variance Permits, Environmental and Building Permit application through to Occupancy Permit) to property owners, builders and developers. The Customer Service section provides a high level of service to a broad range of clients related to building and planning matters.

Bylaws is based out of the RCMP detachment and operate seven days a week. The Animal Welfare Shelter is divided into shelter operations and bylaw enforcement. The shelter operates 7 days a week, 365 days a year and is on-call 24 hours for emergencies. The shelter is open to the public for the viewing of adoptable animals.



**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
<b>Sustainable Community Development:</b>	
1. Develop and adopt a long-range community vision to guide the new OCP/ Sustainable Community Plan built on effective public engagement and community planning	<ul style="list-style-type: none"> <li>▪ Draft OCP vision and goals, present for approval by end of the year.</li> </ul>
2. Develop and consult on a policy framework for the new OCP/ sustainable community plan including: <ul style="list-style-type: none"> <li>▪ Land-use and transportation framework built on a network of centres</li> <li>▪ Policy directions for: housing, transportation, social issues, climate change and energy, economy</li> <li>▪ Development permit areas for hazard lands</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community consultations on policy directions</li> <li>▪ Draft OCP policy framework by year-end</li> </ul>
3. Complete area planning for Lower Lynn, Lynn Valley Town Centre and Maplewood centres for incorporation into OCP	<ul style="list-style-type: none"> <li>▪ Completion of LVTC Master Plan</li> <li>▪ Completion of Lower Lynn planning including Maplewood, Capilano University and environs concepts by year-end</li> </ul>
4. Complete the Community Energy & Climate Change Action Plan (CECCAP) and asses alternative energy sources	<ul style="list-style-type: none"> <li>▪ Proposed CECCAP</li> <li>▪ Alternative energy assessments completed</li> </ul>
5. Implement social planning work program including: <ul style="list-style-type: none"> <li>▪ Support youth, childcare and community service programs through partnerships in accordance with the 2008 Youth Services and Childcare policy amendments</li> <li>▪ Develop an umbrella Social Strategy document that supports and guides the role for the municipality and forms part of the framework for the OCP</li> <li>▪ Implement Homelessness Task Force work plan items and revised work plan for the Substance Abuse Task Force</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular reporting on community grants; youth and childcare services</li> </ul>
6. Participate in Indian Arm development pressures and policy reviews	<ul style="list-style-type: none"> <li>▪ Draft policies for integration in OCP Review</li> <li>▪ Adoption of updated “Development of Indian Arm Properties”</li> </ul>

**2009 Service Goals – continued**

<b>Milestones / Performance Targets</b>	
7. Identify and implement opportunities for generating clean power locally	<ul style="list-style-type: none"> <li>▪ Mosquito Creek Micro-hydro Feasibility Study</li> </ul>
<b>Development Services:</b>	
8. Implement Green Building Strategy	<ul style="list-style-type: none"> <li>▪ Industry workshop , Adoption of EBS, Amend OCP and Zoning bylaw to facilitate strategy, Promote Solar Community</li> </ul>
9. Complete Commercial/Industrial zoning bylaw review	<ul style="list-style-type: none"> <li>▪ Consultant report / bylaw revisions to Council</li> <li>▪ Undertake necessary Public Hearing</li> <li>▪ Adopt revised suite of commercial and industrial zones into zoning bylaw</li> </ul>
10. Implement Pesticide Use Control Bylaw	<ul style="list-style-type: none"> <li>• Produce material to promote education and awareness,</li> <li>• Stakeholder workshop and education sessions</li> </ul>
11. Parking revision based on Bill 27	<ul style="list-style-type: none"> <li>• Undertake parking review</li> <li>• Report to Council with sustainable parking recommendations pursuant to Bill 27</li> <li>• Amend zoning bylaw to adopt sustainable parking measures/requirements</li> </ul>
12. Ongoing process improvement	<ul style="list-style-type: none"> <li>• Review Development Services bylaws</li> <li>• Review internal processes and operational procedures</li> </ul>
13. Investigate new approaches to finance asset replacement and maintenance and service delivery	<ul style="list-style-type: none"> <li>• Community Amenity Contribution Policy</li> </ul>
<b>Bylaws</b>	
14. Complete conceptual planning for the Animal Shelter	<ul style="list-style-type: none"> <li>• Receive results of Needs Assessment and Feasibility Study</li> </ul>
15. Increase Dog Licensing in the District through increased canvassing	<ul style="list-style-type: none"> <li>• 10% increase in total license sales</li> </ul>
16. New Business Licence Bylaw	<ul style="list-style-type: none"> <li>• In place by year-end</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Program</b>				
<b>Revenue</b>				
Animal Welfare	265	271	271	-
Bylaw Services	141	135	135	(0)
Development Planning	150	117	159	42
Permits & Inspection	1,891	1,806	1,787	(19)
Policy Planning	13	-	-	-
Property Use & Licencing	935	939	939	-
Strategic Initiatives	378	294	610	316
Sustainability Planning	61	73	66	(7)
One Time Items	126	80	47	(33)
	<u>3,960</u>	<u>3,715</u>	<u>4,015</u>	<u>300</u>
<b>Expenditure</b>				
Animal Welfare	626	720	741	21
Bylaw Services	465	546	571	26
Development Planning	744	984	907	(77)
Permits & Inspection	2,068	2,182	2,258	75
Policy Planning	1,469	1,668	1,731	62
Property Use & Licencing	70	77	80	2
Strategic Initiatives	371	294	610	316
Sustainability Planning	893	900	1,051	150
One Time Items	216	80	47	- 33
	<u>6,922</u>	<u>7,452</u>	<u>7,994</u>	<u>543</u>
Tax Levy	2,962	3,737	3,980	243

**WHAT'S NEW**

Organizational changes in 2008 resulted in the relocation of the Bylaws and Animal Welfare departments from Corporate Services. GIS & Mapping, Real Estate & Properties and Economic Development were relocated to the Corporate Services Division.

Strategic Initiatives funded from surplus are comprised of:

- Official Community Plan
- Development Permit Applications for Hazardous Conditions
- Lower Lynn Concept Plan
- Lynn Valley Centre Master Plan
- Permit Process Improvements

One-time items funded from surplus include a project to convert historical microfiche records into digital format and restocking of bylaw notices.

The increased expenditure in Sustainability Planning is the result of reorganizational changes and is offset by reduction in other departments.

**Financial Information (000's) – continued**

OPERATING	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
<b>Revenue</b>				
Operating Revenue	3,428	3,351	3,471	120
Transfers In	532	364	544	180
	<u>3,960</u>	<u>3,715</u>	<u>4,015</u>	<u>300</u>
<b>Expenditure</b>				
Community Grants	853	863	909	46
Legal	4	7	7	0
Materials, Goods & Supplies	611	587	689	102
Professional Services	306	464	680	216
Salaries and Benefits	4,874	5,532	5,710	178
Transfers Out	274	-	-	-
	<u>6,922</u>	<u>7,452</u>	<u>7,994</u>	<u>543</u>
Tax Levy	2,962	3,737	3,980	243

**WHAT'S NEW**

The increase in operating revenue includes a provision for grant funding of \$175k designated to the Official Community Plan. Other changes in operating revenue include a decline in permit and inspection revenue attributable to expected lower construction activity in 2009, offset by the effect of the fees and charges increases approved in December 2008.

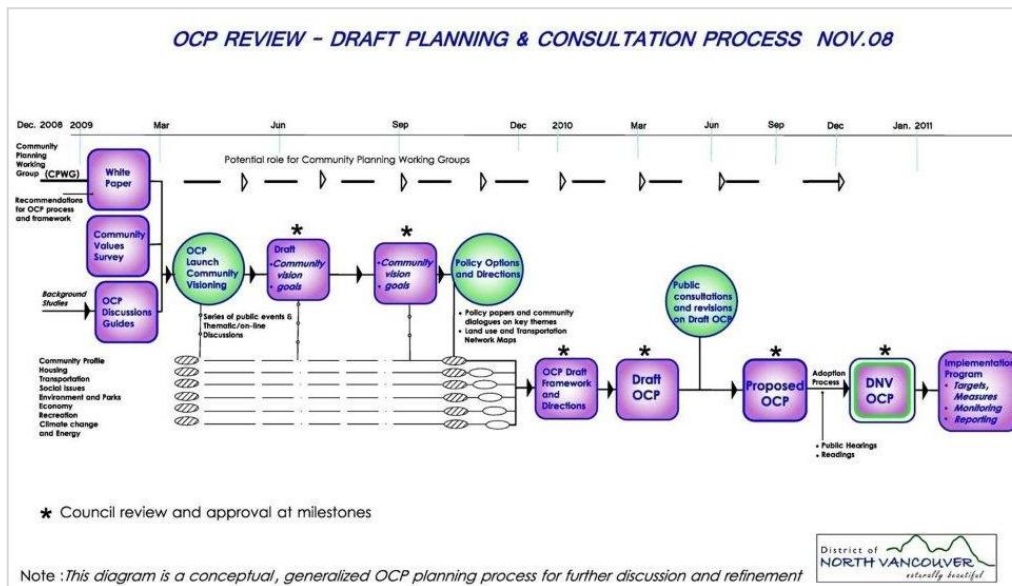
Transfers in (funding from previous year surplus) increase in relation to approved strategic initiatives.

Contributions to social service grants include a 3% cost of living increase provision for community grants.

The increase in Materials, Goods and Supplies is comprised of a one-time item (micro-fiche scanning project) funded from surplus and a carry-forward of funding from the previous year for the Committee on Community Heritage.

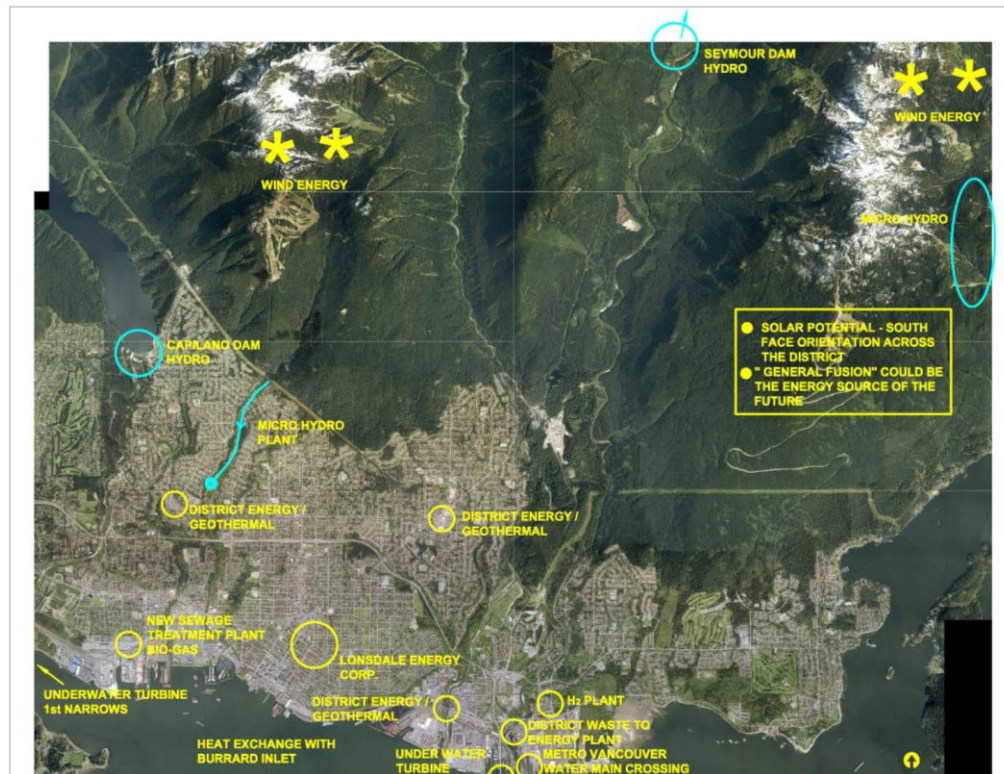
Professional Services increase due to the strategic initiatives approved for the year.

The increase in Salaries and Benefits is a result of the annualization of salaries.



**Financial Information (000's) – continued**

CAPITAL	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Studies	30	30	-	-



**WHAT'S NEW**

Exploring potential "District Energy Systems" is the first step in planning for infrastructure required to distribute energy at the community scale.

The Sustainable Community Development Department will be conducting a study and preliminary design for a micro-hydro plant for Mosquito Creek in 2009.





**Les Flewelling**  
Acting Superintendent

## Police Protection Services

### Service Offering

The North Vancouver RCMP Detachment provides policing services to citizens of both the District and City of North Vancouver. These services include investigation, enforcement, crime prevention and services to victims of crime. The Detachment is committed to preserving the peace, upholding the law and providing quality services in partnerships with the community.

Community policing services provide an important bridge into our local communities through programs that include Auxiliary Constables, SPURS (volunteers under 18 years of age), block watch, business watch, school liaison and storefront (community) policing centres.



### Operational Profile

RCMP officer services are under contract with the District for 91 members, 64 members with the City of North Vancouver and four additional federal and provincial members. This team of resources provides an integrated and focused police service to both municipalities. Additionally, the RCMP is able to draw from amalgamated regional resources for such activities as homicide investigations, emergency response team incidents, police dog service and forensic identification services.

Shared Services include municipal support staff and facility operating costs for the Gerry Brewer building, which are shared at a ratio of 54% District and 46% City.

Community Policing services include storefront policing centres in Lynn Valley Mall and on Woodbine Avenue in Edgemont Village.



**2009 Service Goals**

		<b>Milestones / Performance Targets</b>
1. Youth at Risk - Including nuisance issues and youth violence		<ul style="list-style-type: none"> <li>▪ Conduct interventions with youths at risk. Perform curfew checks</li> </ul>
2. Increase road safety		<ul style="list-style-type: none"> <li>▪ Reduce collisions; increase violation tickets; increase impaired charges, administrative driving prohibitions, 24 hour roadside suspensions; host training sessions on impaired investigations</li> </ul>
3. Reduce break and enters		<ul style="list-style-type: none"> <li>• Using crime analysis, develop and implement projects to target hot spots and prolific offenders; increase charges for property crimes</li> </ul>
4. Substance abuse		<ul style="list-style-type: none"> <li>• Increase number of liquor charges, target liquor distribution facilities, increase drug trafficking charges, increase drug possession charges</li> </ul>
5. Mental health		<ul style="list-style-type: none"> <li>• Reducing calls for service by identifying and remedying chronic clients with Mental Health Act issues, continue training in Mental Health Act clients, build partnerships with Mental Health agencies</li> </ul>



**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Program</b>				
Revenue				
Civilian Operations	142	147	147	(0)
Community Policing	1	-	-	-
Contract Operations	-	463	100	(363)
	144	610	247	(363)
Expenditure				
Civilian Operations	3,156	3,513	3,588	75
Community Policing	199	222	222	0
Contract Operations	9,998	11,271	11,242	(29)
	13,353	15,005	15,051	46
Tax Levy	13,210	14,395	14,805	409
<b>Object</b>				
Revenue				
Operating Revenue	144	147	147	(0)
Transfers In	-	463	100	(363)
	144	610	247	(363)
Expenditure				
Insurance	-	9	9	-
Materials, Goods & Supplies	133	163	163	0
Professional Services	-	-	100	100
Salaries and Benefits	67	50	50	0
Partner Subsidies	13,154	14,783	14,730	(54)
	13,353	15,005	15,051	46
Tax Levy	13,210	14,395	14,805	409

<b>CAPITAL</b>	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Police Facilities & Equipment	95	-	95	-

**WHAT'S NEW**

Contract operations included \$263k in 2008 to move to an 8% vacancy rate. The budget starting point for 2009 is an 11% vacancy rate, which is in line with the average actual experience over the last five years.

In 2008, approximately 11 of the North Vancouver RCMP Detachment staff (DNV share 6.5), were transferred to regional teams. The results of this transfer have yet to be confirmed. For planning purposes it's assumed that these regional teams will cost the same in 2009, although the District may see a reduction in costs due to a change in funding formula.

The increase under professional services is a general provision for one-time items funded from prior year Police surplus.

Capital programs are cost shared with the City of North Vancouver. The \$95K budget represents District's share only (54%) and includes capital maintenance of the Gerry Brewer building.



**Heather Scoular**  
Director

## North Vancouver District Public Library

### Service Offering

The District's libraries enrich the community by connecting its residents to a wealth of information, ideas and experiences. North Vancouver District Public Library continues to be the best used public library of its size in Canada. The Library offers a full range of reference and information services, extensive collections of books, magazines, DVDs, CDs, plus a variety of other information resources available through the library website, adult and children's programs, and meeting and study space.

### Operational Profile

The District of North Vancouver is served by three libraries: Capilano Branch which provides service to the western portion of the District; Parkgate Branch, which serves the District's eastern communities from Seymour to Deep Cove; and the Lynn Valley Main Library. Lynn Valley, as well as serving its immediate community, also operates as the administrative centre for materials purchasing and processing, computer services and administration of the whole system. The new Lynn Valley Main Library, situated at Lynn Valley Road and Mountain Highway, opened in November 2007. Funding comes primarily from the District, with a small percentage from the province as well as from fees and charges.

The Library is a member of Public Library InterLINK Federation that is composed of 18 public libraries stretching from Vancouver to Lillooet. Its mission is to promote the provision of open access to library services and to develop collaborative

service efficiencies. User access is provided to any of the member libraries with a single card. This access has now been expanded to all BC libraries through the BC Onecard service funded by the Public Library Service Branch of the Ministry of Education. The Library also continues to seek out opportunities for collaboration with the other North Shore municipal libraries. The three North Shore libraries have coordinated the North Shore Writers' Festival, conducted a North Shore Library staff training conference, worked collectively on joint technology projects and have harmonized the majority of the fees, charges and related policies.





**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
<p>1. Complete the implementation of radio frequency identification (RFID) for check-out at Parkgate Branch Library. RFID will now be available at all three District Libraries</p>	<ul style="list-style-type: none"> <li>▪ More efficient operation, 10% expected increased</li> <li>▪ Staff able to redirect time previously spent on check-out duties to other library strategic priorities</li> <li>▪ Users are trained in the new self-service technology</li> </ul>
<p>2. Implement a new website that has more functions, is easier to use and includes social networking capabilities</p>	<ul style="list-style-type: none"> <li>▪ Increased use of 20% expected</li> <li>▪ Provide increased access to our rich collections of materials by enabling our users to refine their searches, create personalized lists of materials and interact with other users</li> <li>▪ Users are able to intuitively locate the information they need more efficiently</li> </ul>
<p>3. Library Advocacy Campaign by Library Board and Staff</p>	<ul style="list-style-type: none"> <li>• Greater visibility for library services</li> <li>• Presentation created which both highlights library services and increases the awareness of our collections and programs; and is presented to the North Shore community, business, school and service organizations</li> <li>• Expand Board and staff participation in community events</li> <li>• Promote the use of our public spaces by community groups in all three libraries with specific emphasis on the new rooms at Lynn Valley Main Library – further emphasising our vision: Your Library – the place you want to be</li> </ul>
<p>4. Expand Program and Outreach Services</p>	<ul style="list-style-type: none"> <li>• Attract more users to the Library</li> <li>• Provide services to users who otherwise would not use the library</li> <li>• Increase circulation and enhance our profile</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Program</b>				
<b>Revenue</b>				
Administration & Services	186	215	215	-
Capilano Branch	120	81	86	5
Information Technology	-	-	-	-
Lynn Valley Branch	91	104	114	10
Parkgate Branch	104	79	84	5
One Time Items	174	-	-	-
	<b>675</b>	<b>478</b>	<b>498</b>	<b>20</b>
<b>Expenditure</b>				
Administration & Services	2,080	2,017	2,030	13
Capilano Branch	747	786	828	42
Information Technology	324	381	423	42
Lynn Valley Branch	809	1,054	1,085	31
Parkgate Branch	769	810	827	18
One Time Items	128	-	-	-
	<b>4,856</b>	<b>5,048</b>	<b>5,194</b>	<b>146</b>
Tax Levy	4,182	4,570	4,696	126

**WHAT'S NEW**

For 2009, items of interest include:

- New Director of Library Services, Heather Scoular, started in January 2009.
- Late fine revenues are expected to contribute an additional \$20k in revenue.
- Library fees are to be reviewed in the spring with the goal of harmonizing fees with other libraries and to take advantage of interlink information.
- Increase in expenditures consists primarily of the annualization of salaries and benefits.



**Financial Information (000's) – continued**

<b>OPERATING - LIBRARY SERVICES</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
Revenue				
Donations	108	-	-	-
Grants	251	215	215	-
Late Fines	272	225	245	20
Room Rentals	8	15	15	-
User Fee's & Other	35	23	23	-
Transfers In	1	-	-	-
	<u>675</u>	<u>478</u>	<u>498</u>	<u>20</u>
Expenditures				
Books and Materials	609	589	600	11
Building, Operating and Maintenance	200	335	334	(1)
Office, Equipment and Supplies	302	278	285	7
Programs	57	42	40	(2)
Salaries and Benefits	3,545	3,787	3,918	131
Transfers Out	144	17	17	-
	<u>4,857</u>	<u>5,048</u>	<u>5,194</u>	<u>146</u>
Tax Levy	4,182	4,570	4,696	126

<b>CAPITAL</b>	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Library Technology	286	99	169	18

### WHAT'S NEW

The increase in materials, goods and supplies is due to hardware license costs associated with RFID. All other non-labour costs were contained to 2008 levels.

Salaries and Benefits included a 3.5 percent provision for wage adjustment.

The Library technology program is for replacement and upgrade of technology infrastructure at all District libraries. The highlight for 2009 is a \$210K investment to purchase RFID equipment for Parkgate branch.





**Heather Turner**  
Director

## North Vancouver Recreation Commission

### Service Offering

The North Vancouver Recreation Commission (NVRC) offers a wide variety of recreation services through thirteen recreation and community centres and other facilities in the District and City of North Vancouver. The Commission ensures that an appropriate range of leisure opportunities is available to meet the needs of citizens regardless of their age, gender, ability or economic status.

The recreation and community centres provide many public amenities such as swimming pools, fitness studios, weight rooms, art studios, ice arenas, gymnasiums and multi-purpose rooms that are used by the public and community organizations.

Connecting people in a welcoming and safe environment is important to the Commission. It strives to offer accessible, diverse and innovative programs and services as well as encourage residents to take responsibility for their own health, and well being through participation in recreation activities. In partnership with community groups and corporate partners, NVRC provides high quality programs and services that enhance the quality of life for all North Vancouver residents. NVRC also supports many individuals and groups who develop community programs and services.

### Operational Profile

The Commission manages and operates eleven public recreation centres, one theatre and a tennis centre. The Commission delivers services through 124 full-time employees and over 450 part-time employees.

The Commission also runs programs at affiliated locations including: North Shore Neighbourhood House, Mollie Nye House, North Shore Winter Club, and Ice Sports North Shore.





**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
1. Support the City and District in their processes of considering and responding to NVRC recommendations regarding recreation facilities	<ul style="list-style-type: none"> <li>• Analysis of select facilities and sites is completed and decisions are made on priority projects</li> </ul>
2. Examine possible partnerships between the Commission and School District; specifically determining the current use and capacity of school spaces, exploring ways to enhance access of gymnasiums and evaluating the pilot project enhancing access of Sutherland School.	<ul style="list-style-type: none"> <li>• Plans and opportunities for collaboration initiated</li> <li>• Data collected and analyzed re: use and capacity of school gymnasiums</li> <li>• Decisions made regarding centralized or shared booking systems</li> <li>• Sutherland School pilot project evaluation complete</li> </ul>
3. Identify and act on potential partnerships and relationships through Community Engagement framework	<ul style="list-style-type: none"> <li>• Collaborative relationships and partnerships built and nurtured where feasible</li> </ul>
4. Develop and implement marketing and customer service initiatives to engage new participants and respond to emerging needs	<ul style="list-style-type: none"> <li>• Increased participation in recreation services</li> <li>• Improved website, graphic standards guidelines launched</li> <li>• Categorized trails and walks guide distributed</li> </ul>
5. Complete environmental sustainability audit and implement priority actions	<ul style="list-style-type: none"> <li>• Opportunities and challenges identified and priority actions implemented</li> </ul>
6. Enhance staff competency in Customer Service through training and coaching	<ul style="list-style-type: none"> <li>• Training program is developed and implemented</li> </ul>

**Financial Information (000's)**

<b>OPERATING - RECREATION COMMISSION</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Program</b>				
<b>Revenue</b>				
Fitness & Wellness	3,860	4,064	4,349	285
Aquatics	1,362	1,466	1,530	64
Sport	1,568	1,570	1,739	169
Personal & Social Development	936	1,060	1,140	80
Arena	938	948	970	22
Arts	1,078	1,101	1,287	186
Rentals	603	616	649	33
Access	60	64	68	4
Communications & Marketing	265	252	242	(10)
Administration & IT Services	316	274	173	(101)
	<b>10,986</b>	<b>11,415</b>	<b>12,147</b>	<b>732</b>
<b>Expenditure</b>				
Fitness & Wellness	4,472	4,812	5,090	278
Aquatics	3,597	3,920	4,138	218
Sport	2,214	2,301	2,464	163
Personal & Social Development	2,062	2,278	2,442	164
Arena	1,939	2,044	2,135	91
Arts	2,120	2,174	2,366	192
Rentals	642	686	729	43
Access	420	500	559	59
Communications & Marketing	482	411	410	(1)
Administration & IT Services	1,661	2,100	2,213	113
	<b>19,609</b>	<b>21,226</b>	<b>22,546</b>	<b>1,320</b>
<b>Net Cost</b>	<b>8,623</b>	<b>9,812</b>	<b>10,399</b>	<b>588</b>
City of North Vancouver	2,139	3,200	3,446	246
<b>Tax Levy</b>	<b>6,484</b>	<b>6,612</b>	<b>6,953</b>	<b>342</b>

**WHAT'S NEW**

There is a trend towards increased participation in certain programs, for example, yoga, Pilates and circus. This greater demand affects both revenues and expenses.

The fees and charges increase was approximately 3% effective September 1, 2008 to December 31, 2009.

Consistent with the terms of the NVRC bylaw, the City and District have agreed to a new cost sharing agreement for a period of 3 years, at 66.86% District and 33.14% City. The agreement was based on average usage statistics for the last three years (2006-2008). One year notification is required for an amendment to this agreement.



**Financial Information (000's) – continued**

<b>OPERATING - RECREATION COMMISSION</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
Revenue				
Operating Revenue	10,986	11,415	12,147	732
	<u>10,986</u>	<u>11,415</u>	<u>12,147</u>	<u>732</u>
Expenditure				
Debt Principal & Interest	66	66	66	-
Insurance	194	283	283	-
Legal	17	28	28	-
Materials, Goods & Supplies	4,837	4,760	4,882	122
Salaries and Benefits	14,495	16,089	17,287	1,198
	<u>19,609</u>	<u>21,226</u>	<u>22,546</u>	<u>1,320</u>
Net Cost	8,623	9,812	10,399	588
City of North Vancouver	<u>2,139</u>	<u>3,200</u>	<u>3,446</u>	<u>246</u>
Tax Levy	6,484	6,612	6,953	342

**WHAT'S NEW**

Numerous new or enhanced partnerships have been developed to improve the services offered by the Commission.

Salaries increase to support this new work, which is offset by revenue. Salaries also increase per the collective agreement.



**Financial Information (000's) – continued**

CAPITAL	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Equipment	395	255	140	-
Facilities	465	465	-	-
Technology	68	-	68	-
	<b>928</b>	<b>720</b>	<b>208</b>	-



**WHAT'S NEW**

Recreation Commission capital programs for 2009 are all sustainment projects.

Highlights:

- William Griffin pool moveable bulkhead replacement \$120k
- Ron Andrews pool moveable bulkhead replacement \$120k
- Weight rooms equipment replacement program \$80k
- Information Technologies equipment replacements \$68k
- Landscape maintenance vehicle replacements \$63k
- William Griffin pool major 4-year shut down for maintenance \$60k

*Responsible stewardship of an ageing infrastructure strikes a balance between investing for the present and planning for the future, while preserving the functionality of building systems and maintaining the appearance of building finishes to an acceptable standard.*



**Nancy Kirkpatrick**  
Director

## North Vancouver Museum and Archives

### Service Offering

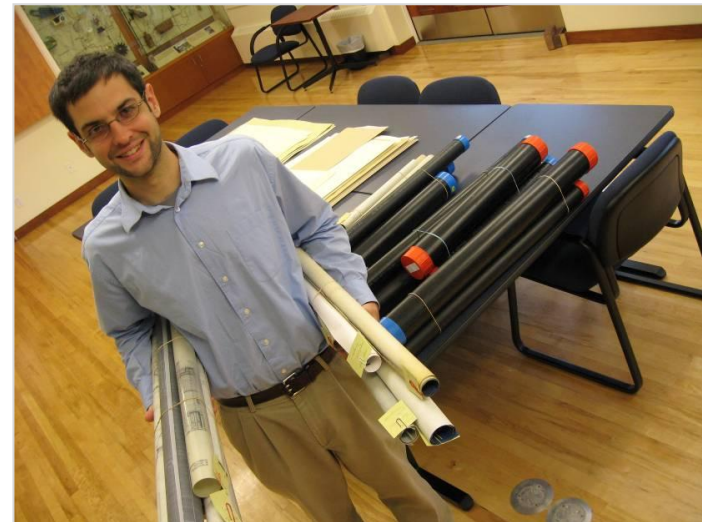
North Vancouver's Museum and Archives (NVMA) encourages people to explore North Vancouver community's fascinating history. The Museum and Archives preserves historically valuable community records and makes them meaningful and accessible to the public by organizing exhibitions, delivering educational programs, caring for collections, and providing access to archival information.

Permanent and temporary exhibitions are free to the public at the Museum in Presentation House Arts Centre. Permanent galleries tell the story of North Vancouver's rise from an isolated logging town to the contemporary community of today. A special exhibition gallery presents changing exhibits on diverse topics. A range of educational programs are offered to local school children and teachers at the Museum. Specialized programs are delivered in school classrooms.

The Community History Centre in Lynn Valley is the reference point for North Vancouver's history, the home of the North Vancouver Archives, and the site of special exhibits and programs. The Archives provides rich resources for anyone wishing to delve into North Vancouver's past, with a collection that includes extensive municipal, business, and personal records, historical photographs, books, and documents relating to North Vancouver and its people. The free, public Research Room is open year-round. Research questions are also answered by telephone, mail, and e-mail. Access to information about NVMA's collections is available through an online database on its website.

### Operational Profile

The North Vancouver Museum and Archives Commission is an eleven-member joint agency of the District and the City of North Vancouver. Each municipality appoints four members and one Councillor to the Commission. The Friends of the North Vancouver Museum and Archives Society appoints one Commissioner. Commission members fulfill a governance role and sit on one of its committees. The Commission employs six full-time staff members; a full-time Collections Manager (hired in November 2008 for a 4-year term and funded solely by the City); four part-time staff members; a part-time/part-year Heritage Fair Coordinator; summer student workers; and casual weekend attendants. Staff members work in three public facilities: the Museum galleries, the Community History Centre, and the PGE Railway Station interpretive centre. The artefact collection of some 17,500 museum objects is housed in a non-public warehouse.





**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
<p>1. Undertake a community consultation process to develop a clear and revitalized vision as the foundation for a new museum building</p>	<ul style="list-style-type: none"> <li>▪ Award consultant’s contract and launch</li> <li>▪ Carry out project spring and summer</li> <li>▪ Receive report and recommendations in fall</li> </ul>
<p>2. Achieve phase one goals of a multi-year collection stewardship project that will improve public accessibility to the Museum and Archives’ holdings</p>	<ul style="list-style-type: none"> <li>▪ Ensure that all collection practices, policies, and procedures conform to accepted professional standards. Continue to reorganize artefact storage and enhance collection database through the end of 2009</li> </ul>
<p>3. Raise profile – locally, regionally, and nationally – by participating in two major initiatives: creating a website, Climbing to the Clouds: A Century of Mountaineering in BC for the Virtual Museum of Canada and participating in a nationwide “Museums and Diversity” project</p>	<ul style="list-style-type: none"> <li>▪ Undertake research and web design</li> <li>▪ Hold digital storytelling workshop</li> <li>▪ Expand website and translate it into French. Go live Jan 2010</li> <li>▪ Launch Iranian-Canadian community collaboration project by fall</li> </ul>
<p>4. Expand partnerships with affinity groups, local cultural organizations, agencies and other non-profits</p>	<ul style="list-style-type: none"> <li>▪ Continue work on new collaborative projects with the Ecology Centre, the Squamish Nation, the Friends of the North Vancouver Museum &amp; Archives Society, and the North Shore Historical Society</li> </ul>
<p>5. Lead a project to complete the restoration of Streetcar #153</p>	<ul style="list-style-type: none"> <li>▪ Lead a visioning process to determine the streetcar’s post-restoration disposition by spring</li> <li>▪ Commence long-term restoration process in summer</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
Revenue				
Transfers In	-	10	-	(10)
	-	10	-	(10)
Expenditures				
Partner Subsidies	414	456	468	12
	414	456	468	12
Tax Levy	414	446	468	22

<b>CAPITAL</b>	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Museum & Archive Equipment	10	10	-	-



**WHAT'S NEW**

A large part of the archives collection is held in an offsite warehouse. Lease costs for the warehouse were increased near the end of 2008. The long term goal is to cull and consolidate the collection, so future lease space may be reduced.

The part-time Reference Historian changes to temporary full time for 2009 and 2010 to facilitate completion of the Virtual Museum Project and the Museums and Diversity Project. Benefits of these projects include developing ongoing relationships with community groups and encouragement of private donations.

Museum and Archives capital projects are cost shared between District and City of North Vancouver on a 50/50 basis. Block funding of \$10K for furniture and equipment replacement is the only project for 2009.



**Dorit Mason**  
Director

## North Shore Emergency Management Office

### Service Offering

The North Shore Emergency Management Office (NSEMO) has provided emergency management services for the City of North Vancouver, District of North Vancouver and District of West Vancouver since 1978. Serving the North Shore community through one office provides increased efficiencies and effectiveness for emergency management programs, an increased volunteer pool, and coordinated planning, response and recovery strategies.

The vision for NSEMO is *A Disaster Resilient North Shore*. One definition of resiliency is the ability to return to the same or better position than before a disaster. NSEMO supports resiliency through:

- Emergency response training to staff, and NSEMO's public safety lifeline volunteers
- Providing an operationally ready Emergency Operations Centre for use by individual or multiple North Shore Municipalities as required
- Facilitating and delivering municipal emergency exercises to increase staff skills and promote collaboration between municipal and external resources
- Updating and developing plans to identify roles and responsibilities during emergencies and disasters and testing those plans through exercises
- Creating relationships and stakeholders engagement

- Emergency preparedness training to the North Shore community

### Operational Profile

Municipal bylaws establish and enable NSEMO to complete activities that meet municipal legislative requirements for emergency management. NSEMO is funded using a formula based on current census data: District of North Vancouver 48.6%, City of North Vancouver 26.6%, and District of West Vancouver 24.8%.

NSEMO is staffed with a full-time Director, Administrative Supervisor/Teams Support, an Emergency Preparedness Education Coordinator and two part-time support staff. NSEMO also administers a part-time Schools Emergency Planning position funded by the two North Shore School Districts (SD44 and SD45).

Over 250 public safety lifeline volunteers from organizations such as the Emergency Communications Team, Emergency Management Team, Emergency Education Instructors, Emergency Social Services, and North Shore Rescue are part of the NSEMO team and support municipal emergency response. Their annual contribution of over 12,500 hours provides a cost benefit of over \$250,000 annually.



**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
<p>1. Programs to ensure support for effectively trained and exercised municipal staff and public safety volunteers to support planning, response and recovery activities on the North Shore</p>	<ul style="list-style-type: none"> <li>▪ Number of staff and volunteers trained</li> </ul>
<p>2. Development of relevant emergency plans to help prepare for, respond to and recover from emergencies and disasters</p>	<ul style="list-style-type: none"> <li>• Identification of specific hazards and initiation of planning process</li> <li>• Completion of an updated Emergency Social Services emergency plan</li> <li>• Completion of an Emergency Social Services Group Lodging plan</li> </ul>
<p>3. An operationally ready Emergency Operations Centre for use by individual or multiple North Shore Municipalities as required</p>	<ul style="list-style-type: none"> <li>• Continued improvements to operations as a result of training and exercising</li> <li>• Completion of a tri-municipal Emergency Operations Centre tabletop exercise</li> <li>• Involvement in the Provincial Emergency Program Earthquake Exercise</li> </ul>
<p>4. Successful engagement of stakeholders to enhance the North Shore emergency management capabilities</p>	<ul style="list-style-type: none"> <li>• Continued participation with external and internal stakeholder meetings</li> <li>• Continued facilitation between external and internal stakeholders to continually improve the response capacity of the North Shore</li> <li>• Continued engagement of School Districts 44 and 45</li> </ul>
<p>5. An informed North Shore community knowledgeable of their personal emergency management responsibilities</p>	<ul style="list-style-type: none"> <li>• Number of community members trained</li> <li>• Launch of the new NSEMO website</li> </ul>

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
Revenue				
Operating Revenue	-	-	-	-
Expenditure				
Partner Subsidies	255	270	280	10
Tax Levy	255	270	280	10

**WHAT'S NEW**

Increased funding includes annual provision for salary adjustments and increase in building maintenance costs.

Creation of an Emergency Management specialist position for a two year term has been requested to assist in further development of Municipal Emergency Management plans and programs. This position if approved will be funded through EMO Surplus.



North Shore Emergency Management Office



**Ian Forsyth**  
Director

## Office of Cultural Affairs

### Service Offering

The Office of Cultural Affairs, in its inaugural year, consolidated all arts and culture services previously offered by the District, the City, and the old Arts and Culture Commission. The North Vancouver Office of Cultural Affairs exists to support, promote, plan and coordinate arts and cultural activities for North Vancouver on behalf of its citizens and taxpayers and the corporations of the City and District of North Vancouver.

The Office of Cultural Affairs works closely with the City and District's many community partners to serve the cultural needs of North Vancouver.



**Arboreus After Rodencho**  
Nancy Chew, Jacqueline Metz



### Operational Profile

This bi-municipal office is headed by a Director who sits on the senior management teams of both the District and the City, and reports to the CAOs of both municipalities. Reporting directly to the Director are two Cultural Development Officers and a Public Art Coordinator. An Office Supervisor provides clerical support to the Office and is the marketing contact for all promotion projects. A Creative Spaces Council will be created of community stakeholders to offer advice and community connection to the OCA. A Public Art Committee serves both the District and the City programs (maintained separately) under the guidance and administration of the Public Art Coordinator.



**2009 Service Goals**

		<b>Milestones / Performance Targets</b>
1. Continue to refine and administer the granting programs to ensure that they support the Cultural Plan, and provide solid, straightforward reporting to ensure accountability	<ul style="list-style-type: none"> <li>▪ All grants are juried and disbursements are made in a timely manner</li> </ul>	
2. Launch the request for submissions for citizen participation on the newly created Creative Spaces Committee	<ul style="list-style-type: none"> <li>▪ Committee up and running</li> </ul>	
3. Create, build and launch new website	<ul style="list-style-type: none"> <li>• Functioning, interactive, groundbreaking website</li> </ul>	
4. Begin review of the Official Cultural Plan	<ul style="list-style-type: none"> <li>• Community engaged and plan updated</li> </ul>	
5. Begin inventory of cultural facilities, assessing and making recommendations	<ul style="list-style-type: none"> <li>• Report to Council completed</li> </ul>	
6. Produce an Annual Report, outlining the activities of the OCA and documenting the range of community and creative activities supported through municipal investment	<ul style="list-style-type: none"> <li>• Publication of Annual Report; presentation to Councils</li> </ul>	
7. Public Art Program: work closely with the municipalities in the development of the Spirit Trail and to provide public art as part of the 2010 legacy activities	<ul style="list-style-type: none"> <li>• Installation of signature public art work</li> </ul>	



**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
Revenue				
Operating Revenue	25	-	-	-
	25	-	-	-
Expenditure				
Community Grants	662	456	444	(12)
Partner Subsidies	-	267	281	14
Transfers Out		50	50	
	662	773	775	2
Tax Levy	637	773	775	2

<b>CAPITAL</b>	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Public Art	150	-	150	-

**WHAT'S NEW**

2008 was the inaugural year for the Office of Cultural Affairs. At the end of 2008 the office was operating with a staff of 5.

Funding for satellite sites increase 2.9% over 2008, however the net decline in community grants is a result of a contribution in 2008 towards the NV Cultural Plan.

The increase in the partner subsidy is comprised primarily of staff reclassifications and annualization of salaries.

The Public Art capital program typically includes the building and installation of art pieces or structures in public areas including parks and libraries. For 2009, \$120K is included for the art legacy project to mark the 2010 Olympic in Vancouver.





Jozsef Dioszeghy  
Director

## North Shore Recycling

### Service Offering

The North Shore Recycling Program has adopted the philosophy of Zero Waste in its vision statement and has committed to work with North Shore residents, businesses, all three municipal governments and Metro Vancouver to reduce both the generation and disposal of municipal solid waste on the North Shore. In addition to providing weekly recycling collection services to all single and multi-family dwellings and all elementary and secondary schools on the North Shore, the NSRP also operates the North Shore Recycling Drop-off Depot. The agency is also very involved in community educational programs.

The NSRP offers a North Shore-wide Pesticide Reduction Program called GardenSmart, which includes public workshops on pest prevention, pesticide alternatives and natural gardening techniques, private “garden parties” for friends and neighbours, and “request-a-speaker” garden and church club events. In addition to these public outreach activities, the NSRP has produced several ‘7 Steps’ brochures specific to lawn care and gardening on the North Shore.

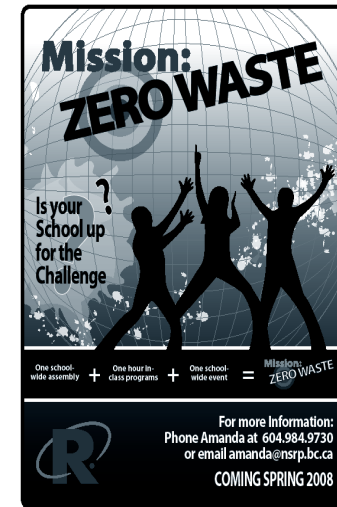
In 2008 the NSRP evaluated all of its previously delivered school programs to discover which format of Elementary School Program would enable the North Shore Recycling Program (NSRP) to reach the greatest number of students, deliver an enduring message and work towards its goal of Waste Reduction on the North Shore. Mission: Zero Waste was developed as a result of that evaluation. It was designed and implemented by NSRP staff and delivered twice in 2008,

to Eastview Elementary and to Canyon Heights Elementary. A total of 32 in-class workshops were presented during the course of this pilot program, involving 772 students, 40 teachers, about 600 people directly reached at the Eastview Elementary concert at Centennial Theatre, and about 50 parents watched the Canyon Heights wrap-up assembly. Mission: Zero Waste has been a successful program and will be offered again in 2009.

The NSRP also strongly promotes composting at home and offers backyard composters for sale at the Recycling Drop-off Depot.

### Operational Profile

The North Shore Recycling Program (NSRP) is the municipal recycling department for the District of North Vancouver, the City of North Vancouver and the District of West Vancouver. The NSRP plans and administers all municipal recycling and waste reduction activities on the North Shore, including the recycling collection, processing and marketing contract with Waste Management of Canada. NSRP also works closely with Metro Vancouver on the Zero Waste Challenge and the new draft Solid Waste Management Plan.



Mission: Zero Waste  
Promotional Poster



**2009 Service Goals**

<b>Milestones / Performance Targets</b>	
1. Continue to work with Metro Vancouver on its Zero Waste Challenge and the Metro Vancouver Solid Waste Management Plan	<ul style="list-style-type: none"> <li>▪ Complete final Solid Waste Management Plan</li> </ul>
2. Increase the solid waste diversion rate, particularly of yard trimmings and food scraps, through intensive home composting programs	<ul style="list-style-type: none"> <li>▪ Solid waste diversion rate target of 70% by 2015</li> </ul>
3. Continue to work with the District of North Vancouver and Metro Vancouver on the Maplewood Eco-Industrial Partnership Project to develop a coordinated recycling and waste management centre	<ul style="list-style-type: none"> <li>• First stage - Maplewood Industrial Area Operations Study completed</li> <li>• Further consultation and study to be completed</li> </ul>
4. Administer the new contract for recycling collection, processing and revenue	<ul style="list-style-type: none"> <li>• Tender to be issued for new contract</li> </ul>
5. Continue to deliver the very successful Mission: Zero Waste elementary school program which presents the waste reduction message to all classes in selected schools.	<ul style="list-style-type: none"> <li>• Minimum of 2 schools to receive the program</li> </ul>
6. Implementation of new NSRP interactive website	<ul style="list-style-type: none"> <li>• Website on-line</li> </ul>

**Financial Information (000's)**

<b>OPERATING - NORTH SHORE RECYCLING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
<b>Revenue</b>				
Operating Revenue	1,383	1,104	904	(200)
Municipal Funding(CNV & DWV)	1,113	1,210	1,594	384
DNV Recycling User Fees	589	608	1,144	536
	<b>3,085</b>	<b>2,922</b>	<b>3,642</b>	<b>720</b>
<b>Expenditure</b>				
Contracts - Collection & Processing	1,387	1,450	2,100	650
Administration	891	967	1,152	185
Shared Service Charges	39	45	45	-
Transfers Out	768	460	345	(115)
	<b>3,085</b>	<b>2,922</b>	<b>3,642</b>	<b>720</b>
Tax Levy	-	-	-	-

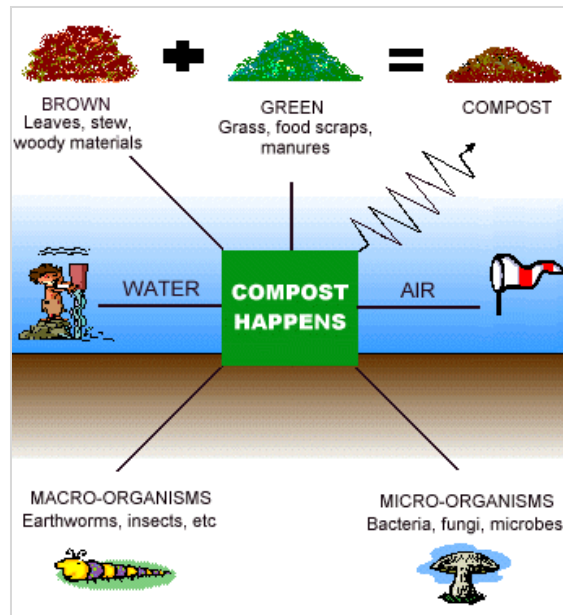
2009 Recycling rates increase to \$ 36.06 for single family homes

**WHAT'S NEW**

Revenue from the sale of recyclables decreases significantly due to declined demand as a result of worldwide economic conditions. This places additional upward pressure on recycling rates. Reserve funds have been commissioned to provide relief from the impact on the rate from this downturn in the market.

The contract for collection and processing expires in June 2009. The market rates for the new contract are expected to be significantly higher than present thus placing further pressure on home owner rates.

The five year projection for single family home rates increase to \$62.65 by 2013.





**Nicole Deveaux**  
CFO

## General Government

### Service Offering

General Government is comprised of corporate accounts that are not of an operational nature. These accounts are used to record financial transactions such as taxation revenues, investment income, and debt servicing costs, insurance costs and reserve and fund transfers. General Government accounts fall within the responsibility of Chief Financial Officer. The General Government accounts are primarily driven by financial policies. For example, the Reserve Bylaws, the tax rate stabilization policy, and investment and borrowing strategies that influence revenue requirements, surplus utilization, investment income and the debt servicing load of the District. Significant year-to-year variances in General Government accounts are typical and not directly attributable to changes in District operations.



### Operational Profile

The Government accounts are administered by different departments in Financial Services. The Financial Services Department is responsible for management of treasury functions, investments, investment relations, cash flow optimization and the issue and management of long-term debt. The Revenue and Taxation Department manages property assessment and taxation, tax notices and collections and other fees and charges. Insured risk is managed by the Supplies and Risk Management Department which ensures adequate sourcing of insurance coverage for the District and the timely processing and settling of claims filed against the District.

**Financial Information (000's)**

<b>OPERATING</b>	Actual 2007	Budget 2008	Budget 2009	Y:Y Change
<b>Object</b>				
Revenue				
Operating Revenue	5,900	5,470	5,610	140
Shared Service Charges	1,371	1,440	1,490	50
Transfers In	111	3,035	3,000	(35)
	<u>7,382</u>	<u>9,945</u>	<u>10,100</u>	<u>155</u>
Expenditure				
Debt Principal & Interest	1,908	3,636	3,482	(154)
Insurance	741	818	805	(13)
Materials, Goods & Supplies	399	3,623	3,595	(28)
Professional Services	0	35	-	(35)
Salaries and Benefits	(490)	(219)	454	673
Shared Service Charges	(239)	(286)	(286)	-
Transfers Out	10,853	7,500	8,070	570
	<u>13,173</u>	<u>15,107</u>	<u>16,120</u>	<u>1,013</u>
Tax Levy	5,791	5,162	6,020	858
<b>CAPITAL</b>				
	Cost	Tax Levy / User Fees	Reserves / Surplus	External
Capital Overhead	720	720	-	

**WHAT'S NEW**

Operating revenue increases from the commercial component of the Lynn Valley Town Centre, now in its first full year of operation.

Debt principal and interest declines due to one-time debt costs in 2008 and interest expense reductions in 2009 related to pre-authorized tax payments.

Salaries and benefits include provisions for future settlements pending collective agreement negotiation outcomes.

Transfers out include the planned increased contribution to the capital program.

Capital overhead includes project support and coordination and technical staff.

# Capital Detail

## SUSTAINMENT CAPITAL

Sustainment capital projects include replacements, major repairs, and upgrades of existing assets.

Program (000's)	Cost	Tax Levy	Infra Reserve	Equip. Reserves	DCC Reserves	Other Reserves	Other Fees & Levies	PY Capital/ Surplus	External	External Source
<b>1 Engineering Structures</b> <i>Ongoing engineering works based on routine inspections, condition assessments &amp; asset lifecycle management.</i>										
Engineering Structures <i>Includes retaining wall, rock stabilization, stair case, and wharf repairs.</i>	410	410	-	-	-	-	-	-	-	-
<b>Total Engineering Structures</b>	<b>410</b>	<b>410</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2 Facilities &amp; Equipment</b> <i>Ongoing repairs and renewals of building systems, components and facility equipments.</i>										
Corporate Buildings	313	313	-	-	-	-	-	-	-	-
Financial Initiatives	50	50	-	-	-	-	-	-	-	-
Fire Facilities & Equipment <i>Includes \$760K for Fire Station #3 upgrade.</i>	1,045	80	725	85	-	-	-	155	-	-
Golf Playing Surface, Structrs	75	-	-	-	-	-	75	-	-	-
Golf Vehicles & Equipment	21	-	-	21	-	-	-	-	-	-
Library Technology	76	76	-	-	-	-	-	-	-	-
Museum & Archive Equipment	10	10	-	-	-	-	-	-	-	-
Operations Buildings	45	45	-	-	-	-	-	-	-	-
Police Facilities & Equipment	95	-	-	-	-	-	-	95	-	-
Real Estate & Land Development <i>Includes \$123K for Deep Cove Cultural Ctr.</i>	198	198	-	-	-	-	-	-	-	-
Rec Comm Equipment <i>Includes \$240K for pool bulkheads at William Griffin and Ron Andrews facilities.</i>	332	255	-	77	-	-	-	-	-	-
Rec Comm Facilities	465	465	-	-	-	-	-	-	-	-
<b>Total Facilities &amp; Equipment</b>	<b>2,725</b>	<b>1,492</b>	<b>725</b>	<b>183</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>250</b>	<b>-</b>	<b>-</b>

**SUSTAINMENT CAPITAL**

Program (000's)	Cost	Tax Levy	Infra Reserve	Equip. Reserves	DCC Reserves	Other Reserves	Other Fees & Levies	PY Capital/ Surplus	External	External Source
<b>3 Parkland</b>										
<i>Ongoing replacements and upgrades of Park assets.</i>										
Parks Facilities	101	101	-	-	-	-	-	-	-	-
Parks Forestry & Habitat	120	120	-	-	-	-	-	-	-	-
Parks Landscaping	179	170	-	-	9	-	-	-	-	-
Parks Planning	140	96	-	-	-	-	-	44	-	-
Parks Playgrounds	225	163	-	-	12	-	-	-	50	PAC
Parks Sport Fields	390	382	-	-	8	-	-	-	-	-
<i>Includes \$125K for Cleveland sportsfield drainage.</i>										
Parks Structures	171	160	-	-	11	-	-	-	-	-
Parks Trails & Pathways	310	249	-	-	9	-	-	-	52	Metro Van.
<i>Includes \$115K for Fromme Mountain trail reconstruction.</i>										
Pks Sport Courts & Water Parks	90	90	-	-	-	-	-	-	-	-
<b>Total Parkland</b>	<b>1,726</b>	<b>1,531</b>	-	-	<b>49</b>	-	-	<b>44</b>	<b>102</b>	
<b>4 Technology</b>										
<i>Refresh program for technology infrastructure and telecom networks.</i>										
Corporate Technology	445	445	-	-	-	-	-	-	-	-
Rec Comm Technology	68	-	-	68	-	-	-	-	-	-
<b>Total Technology</b>	<b>513</b>	<b>445</b>	-	<b>68</b>	-	-	-	-	-	-
<b>5 Transportation</b>										
<i>Ongoing replacements and upgrades of transportation infrastructure to maintain and improve assets for public use.</i>										
Roadworks	1,932	1,632	-	-	-	-	-	-	300	TransLink
Sidewalks	260	260	-	-	-	-	-	-	-	-
Street Lighting	110	102	-	-	8	-	-	-	-	-
Transportation Infrastructure	247	229	-	-	18	-	-	-	-	-
Vehicle & Pedestrian Bridges	285	215	-	-	-	-	-	-	70	TransLink
<i>Includes \$235K for Mt Seymour Parkway bridge retrofit (\$70K is from Translink).</i>										
<b>Total Transportation</b>	<b>2,834</b>	<b>2,438</b>	-	-	<b>26</b>	-	-	-	<b>370</b>	

**SUSTAINMENT CAPITAL**

Program (000's)	Cost	Tax Levy	Infra Reserve	Equip. Reserves	DCC Reserves	Other Reserves	Other Fees & Levies	PY Capital/ Surplus	External	External Source
<b>6 Utilities</b> <i>Ongoing sustainment of water and sewer infrastructure to maintain and improve assets for public use.</i>										
Inflow & Infiltration	35	-	-	-	3	-	32	-	-	-
Lift Stations <i>For Birchlynn lift station.</i>	681	-	-	-	51	-	630	-	-	-
PRV's	31	-	-	-	2	-	29	-	-	-
Sewer Equipment	7	-	-	-	-	-	7	-	-	-
Sewer Mains	400	-	-	-	29	-	371	-	-	-
Sewer Overhead	557	-	-	-	41	-	516	-	-	-
Special Watercourses	932	-	-	-	69	-	863	-	-	-
Storm Sewers	253	-	-	-	19	-	234	-	-	-
Water Equipment	113	-	-	-	-	-	113	-	-	-
Water Mains	3,030	-	-	-	224	-	2,806	-	-	-
Water Overhead	402	-	-	-	30	-	372	-	-	-
<b>Total Utilities</b>	<b>6,441</b>	-	-	-	<b>468</b>	-	<b>5,973</b>	-	-	-
<b>7 Vehicles</b> <i>Scheduled replacements of vehicles.</i>										
Corporate Fleet	581	-	-	581	-	-	-	-	-	-
Fire Vehicles	71	-	-	71	-	-	-	-	-	-
Golf Vehicles & Equipment	78	-	-	78	-	-	-	-	-	-
Rec Comm Equipment	63	-	-	63	-	-	-	-	-	-
<b>Total Vehicles</b>	<b>793</b>	-	-	<b>793</b>	-	-	-	-	-	-
<b>8 General</b> <i>Internal charges for engineering design, survey and inspection. Allocated to projects on completion of works.</i>										
Capital Overhead	720	720	-	-	-	-	-	-	-	-
<b>Total General</b>	<b>720</b>	<b>720</b>	-	-	-	-	-	-	-	-
<b>TOTAL SUSTAINMENT CAPITAL</b>	<b>16,162</b>	<b>7,036</b>	<b>725</b>	<b>1,044</b>	<b>543</b>	<b>-</b>	<b>6,048</b>	<b>294</b>	<b>472</b>	

**INVESTMENT CAPITAL**

Investment capital projects include acquisition and construction of new assets, as well as significant upgrades that increase levels of service to users.

Program (000's)	Cost	Tax Levy	Infra Reserve	Equip. Reserves	DCC Reserves	Other Reserves	Other Fees & Levies	PY Capital/ Surplus	External	External Source
<b>9 Engineering Structures</b>										
Public Art <i>Includes \$120K for 2010 Legacy project and \$30K for three other public art projects.</i>	150	-	-	-	-	150	-	-	-	-
<b>Total Engineering Structures</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>10 Facilities &amp; Equipment</b>										
Business Development <i>For commercial area revitalization.</i>	125	30	-	-	-	-	-	95	-	-
Corporate Buildings <i>For implementation of energy upgrade recommendations.</i>	500	-	-	-	-	-	-	389	111	BC Hydro, Others
Fire Facilities & Equipment <i>For DOC equipment</i>	10	-	-	-	-	-	-	10	-	-
Golf Playing Surface, Structures <i>Includes \$38K for #9 Fairway drainage enhancement and \$15K for tree corridor enhancement.</i>	53	-	-	-	-	-	53	-	-	-
Golf Vehicles & Equipment <i>Includes \$30K for fiber optic cable, and \$3K for GPS units.</i>	33	-	-	-	-	-	33	-	-	-
Library Technology <i>For Parkgate RFID equipments.</i>	210	23	-	-	-	-	-	169	18	Provincial
Real Estate & Land Development <i>For strategic land management.</i>	150	-	-	-	-	150	-	-	-	-
Studies <i>For Mosquito Creek micro-hydro assessment and preliminary design.</i>	30	30	-	-	-	-	-	-	-	-
<b>Total Facilities &amp; Equipment</b>	<b>1,111</b>	<b>83</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>86</b>	<b>663</b>	<b>129</b>	

**INVESTMENT CAPITAL**

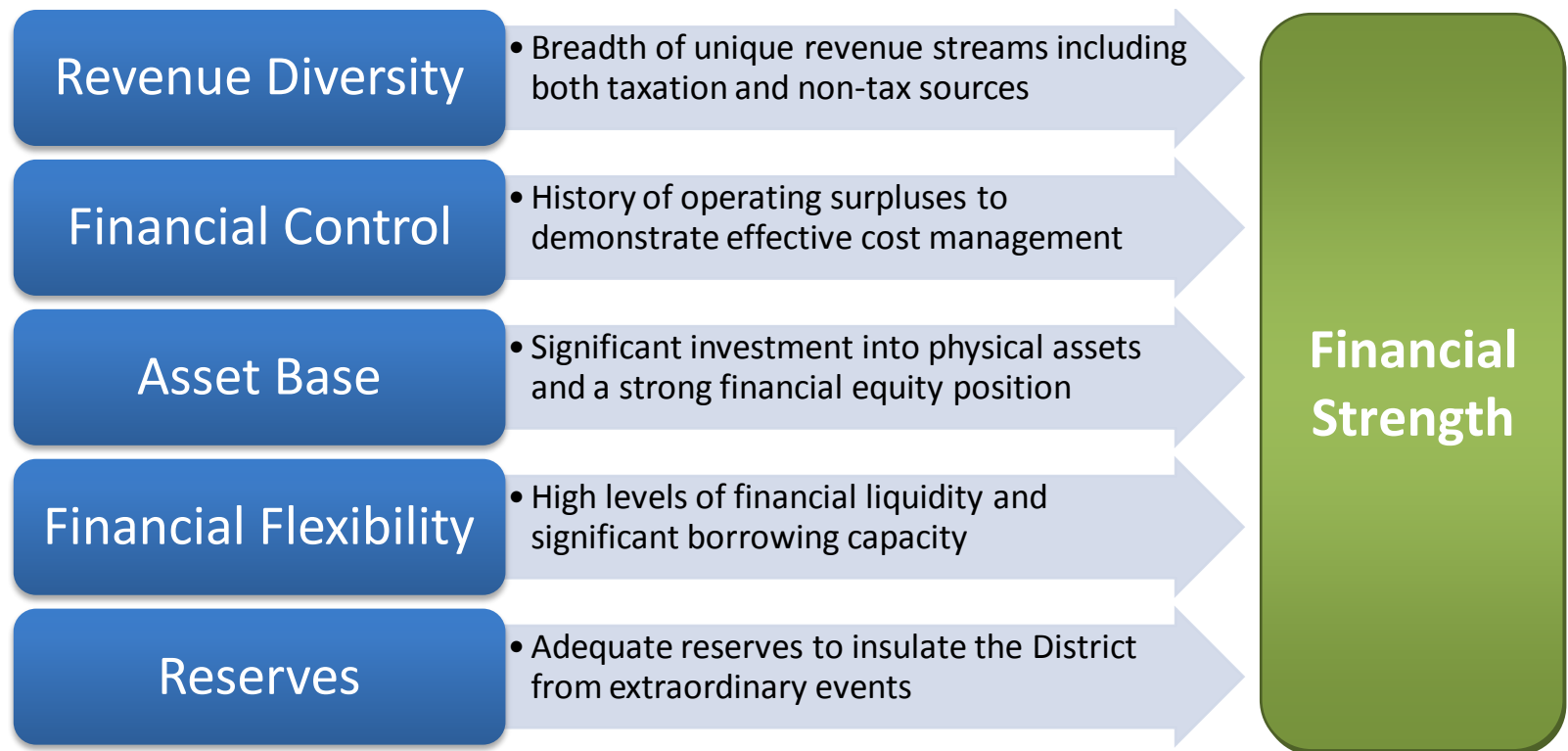
Program (000's)	Cost	Infrastructure							PY Capital/ Surplus	External	External Source
		Tax Levy	Infra Reserve	Equip. Reserves	DCC Reserves	Other Reserves	Other Fees & Levies				
<b>11 Parkland</b>											
Parks Planning <i>For Lynn Canyon Park central area design.</i>	30	-	-	-	-	-	-	-	30	Metro Vancouver	
Parks Playground <i>For Parkgate Park senior recreational equipments.</i>	165							65	100	Act Now BC	
Parks Trails & Pathways  <i>Includes \$350K for Seymour Greenway, \$159K for North Shore spirit trail design (construction in 2010), and \$100K for Cates Park Trail. All of these projects are cost shared.</i>	609	234							375	Province, Metro Vancouver, Ministry of Transp.	
<b>Total Parkland</b>	<b>804</b>	<b>234</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65</b>	<b>505</b>		
<b>12 Transportation</b>											
Bicycle Infrastructure <i>Includes \$154K for Main St widening from Lynn to Harbour and \$5K for Loutet-Casano overpass study.</i>	159	47						35	77	TransLink	
Road & Cycle Upgrades <i>For traffic calming in Marine Drive</i>	40	37			3						
Roadworks <i>Includes \$171K for Capilano University U-Pass transit exchange (cost shared with Cap University &amp; Translink), and \$60K for Riverside Drive West widening (funded by Metro Vancouver).</i>	231	-	-	-	-	-	-	57	174	Cap University, TransLink, Metro Vancouver	
Sidewalks <i>Includes \$130K for Fromme Road and \$80K for the annual sidewalk program</i>	210	196			14						
Transit Improvements <i>For Transit Related Road Infrastructure Program (TRRIP)</i>	160	67			13				80	TransLink	
Transp. Safety Improvements <i>For local traffic calming.</i>	110	20	-	-	-	-	-	-	90	Private	
<b>Total Transportation</b>	<b>910</b>	<b>367</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>92</b>	<b>421</b>		

**INVESTMENT CAPITAL**

Program (000's)	Cost	Tax Levy	Infra Reserve	Equip. Reserves	DCC Reserves	Other Reserves	Other Fees & Levies	PY Capital/ Surplus	External	External Source
<b>13 Utilities</b>										
Pump Stations <i>Additional funding for Seymour booster pump station which started in 2008.</i>	880	-	-	-	65	-	815	-	-	
Sewer Equipment <i>For insertion meters.</i>	6	-	-	-	-	-	6	-	-	
<b>Total Utilities</b>	<b>886</b>	-	-	-	<b>65</b>	-	<b>821</b>	-	-	
<b>14 Vehicles</b>										
Golf Vehicles & Equipment <i>Includes \$326K for purchase of golf carts, and \$34K for triplex green mower.</i>	360	-	-	-	-	326	34	-	-	
<b>Total Vehicles</b>	<b>360</b>	-	-	-	-	<b>326</b>	<b>34</b>	-	-	
<b>15 General</b>										
Capital Contingency <i>Council Reserve</i>	100	50	-	-	-	-	-	50	-	
<b>Total General</b>	<b>100</b>	<b>50</b>	-	-	-	-	-	<b>50</b>	-	
<b>TOTAL INVESTMENT CAPITAL</b>	<b>4,321</b>	<b>734</b>	-	-	<b>95</b>	<b>626</b>	<b>941</b>	<b>870</b>	<b>1,055</b>	
<b>TOTAL CAPITAL BUDGET</b>	<b>20,483</b>	<b>7,770</b>	<b>725</b>	<b>1,044</b>	<b>638</b>	<b>626</b>	<b>6,989</b>	<b>1,164</b>	<b>1,527</b>	

## Analytical Information

The District of North Vancouver's stewardship role ensures our continued capacity to deliver public services and facilities both now and into the future. To protect our financial sustainability, we look at different measures of financial strength and resilience to monitor and benchmark our financial performance against stated objectives. For the District this is measured by the following metrics:

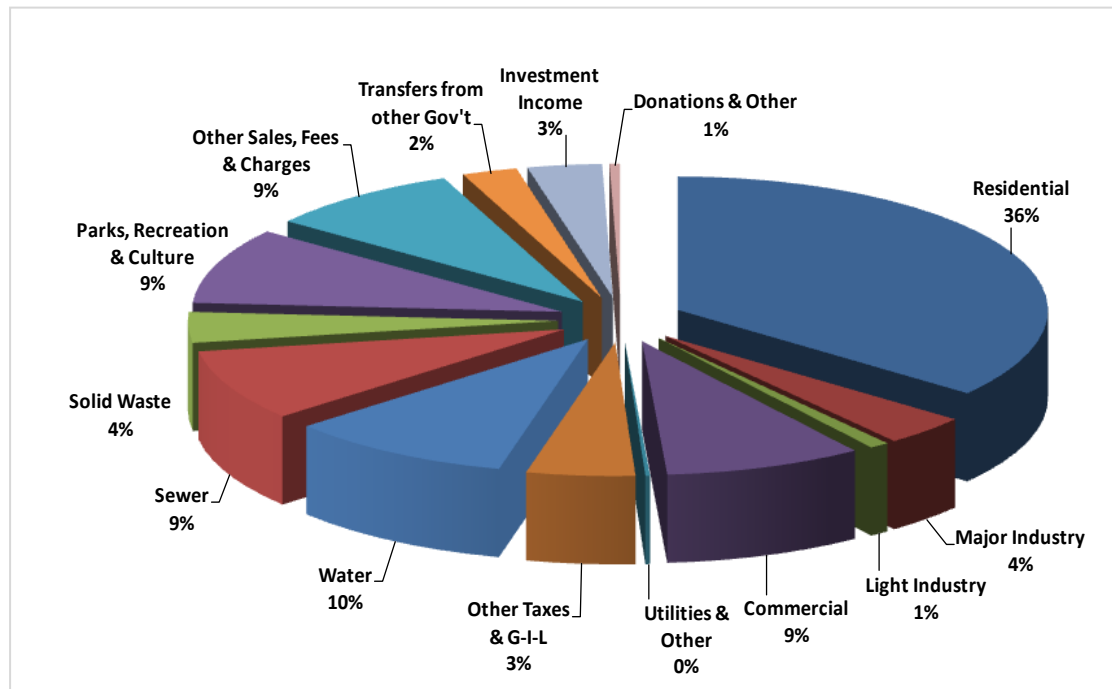


## Diversity of Revenue

While constrained by the legislative framework governing municipalities, in accordance with prudent financial management, the District endeavours to maintain a diversity of revenue streams to ensure that the financial burden is distributed across municipal stakeholders.

This diversity in revenue streams decreases the reliance of the District on any one particular category and serves to insulate the District from adverse events impacting any given sector.

- The only revenue category exceeding 10% of consolidated revenues is the residential property tax
- Property tax revenue is 50% of total revenue.
- Utilities (Solid Waste, Sewer & Drainage and Water) are self-funded and contribute 23% of the overall revenue



Source:  
December 31,  
2007 audited  
financial  
statements –  
*consolidated  
statement of  
financial activities*

## Revenue Components

The District relies on a number of distinct revenue sources to ensure a balanced budget:

### Property Taxes

- Property taxation is the largest revenue component (50% on a consolidated basis)
- Based upon property valuations (BC Assessment)
- Largely risk free due to legislative tax sale options



### Commercial Entities

On February 11, 2008, Council directed staff to review its portfolio of commercial entities and identify opportunities for revenue maximization. Consequently, formal business plans were developed for the Northlands Golf Course and Maplewood Farm throughout 2008. Implementation of the business plan recommendations are ongoing and have resulted in improved financial performance in 2008 with plans for further improvement in 2009.

### Transfers from Other Governments

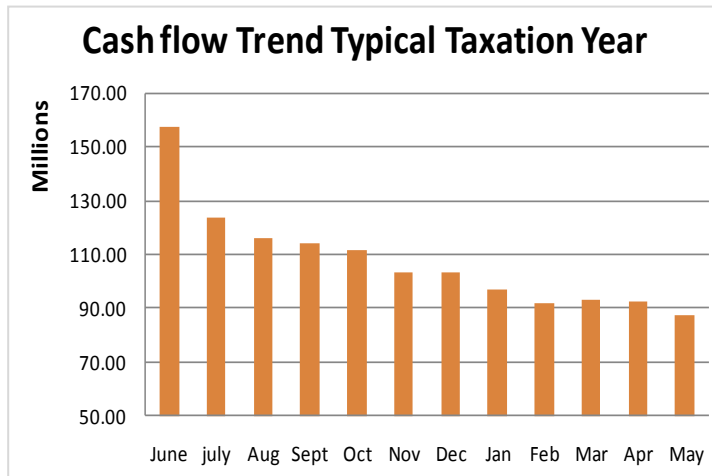
The District continues to seek external funding opportunities wherever possible. These revenue streams are variable but typically match capital expenditures. For 2009 we anticipate over \$1 million in grant funding for capital projects and a number of operating grants including \$175k for the Official Community Plan and \$188k for the North Shore Strategic Tourism Plan. Upcoming capital projects with potential grant funding include the North Shore Spirit Trail and Capilano Road Upgrade.

## Financial Flexibility and Investments

The District maintains significant liquidity to ensure the continued ability to meet future expenditure requirements including adverse or extraordinary events. Cash reserves fund future expenditures and generate income for current operations. The District’s investment strategy focuses first on preservation of capital, liquidity and finally rate of return.

### Liquidity

- \$128.3 million in current assets versus \$20.3 million in current liabilities
- The District’s “current ratio” of 6.3 to 1 (\$6.30 of current assets to each \$1.00 of current liabilities) reflects the District’s strong liquidity position.



### Investments

All investments are made in compliance with the Community Charter section 183 – Investment of Municipal Funds. Investing with the Municipal Finance Authority

Average Rate of Return	
2007	4.12%
2006	3.84%
2005	2.75%
2004	3.00%
2003	3.55%

(MFA) provides access to a large pool of investments that is well diversified yet provides next day access to District funds.

The MFA’s Money Market Fund is contract managed by Philip, Hager & North. The District’s mid and longer term investments are in various forms of Bonds. Investment performance is reflective of the conservative nature of the investment portfolio.

Each year, taxes are collected in June/July cash and investment balances are at their highest. Operational and capital requirements draw down these resources until the following year when taxes are levied again.

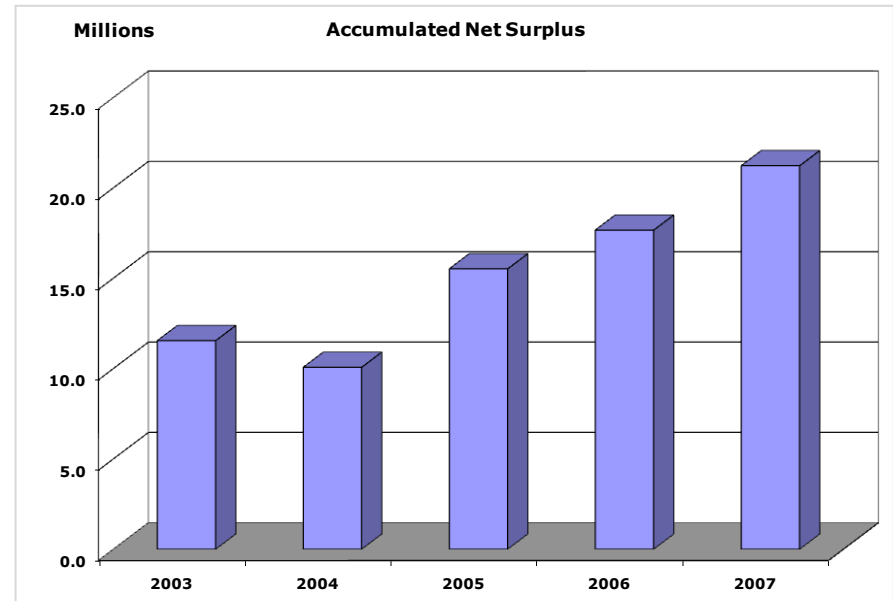
## Financial Control and Fiscal Prudence

A key financial objective of the District is to ensure a manageable tax burden. Strong financial controls over expenditures and rigorous cost benefit analysis in advance of key decisions are integral to management’s stewardship role.

The District employs rigorous internal controls to promote fiscal prudence and responsibility while ensuring alignment of expenditures with organizational priorities.

The result is a historical track record of operating surpluses and a total accumulated surplus for 2007 of \$21.2 million.

This accumulated surplus is available to meet future operating and capital requirements both planned and unplanned.



	2003	2004	2005	2006	2007
<b>Surplus Contributed From:</b>					
General municipal operations	\$ 3.6	\$ 3.4	\$ 3.5	\$ 3.3	\$ 5.2
Water utility operation	2.6	3.2	4.3	4.2	4.1
Sewer system operations	1.2	1.0	1.4	1.3	1.8
North Vancouver Recreation Commission	(0.2)	-	-	-	-
District of North Vancouver Public Library	0.1	0.1	0.1	0.1	0.1
	<u>7.3</u>	<u>7.7</u>	<u>9.4</u>	<u>8.9</u>	<u>11.2</u>
<b>Operating Reserves</b>	4.2	6.2	7.0	8.9	10.0
<b>Future Year Obligations</b>	-	(3.8)	(0.8)	(0.1)	-
	<u>\$ 11.5</u>	<u>\$ 10.1</u>	<u>\$ 15.6</u>	<u>\$ 17.7</u>	<u>\$ 21.2</u>

Source: Audited financial statements

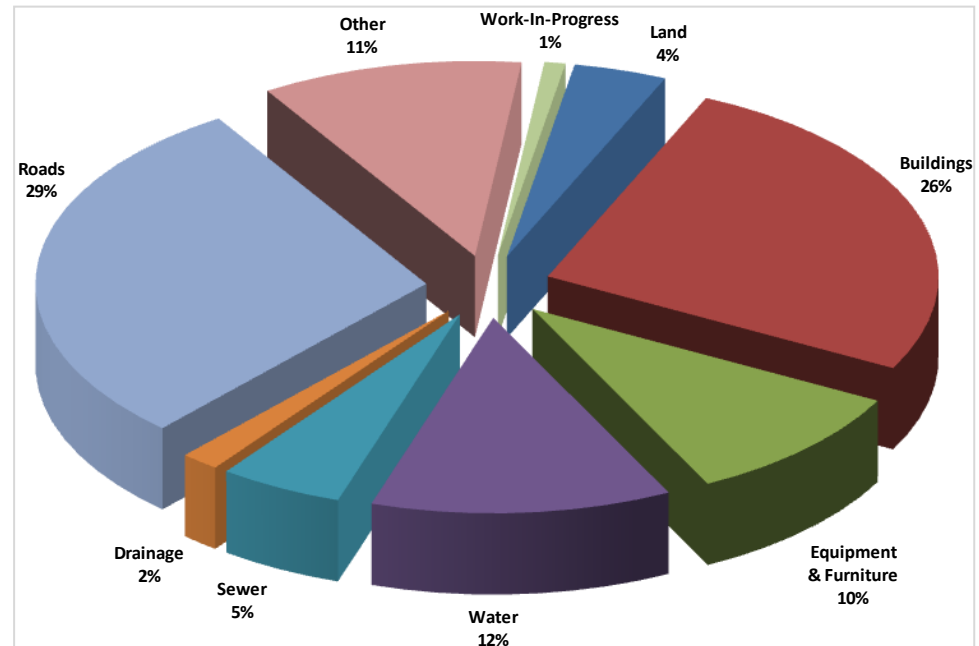
## Asset Base

To meet the expectations of a diverse community, the District has invested significantly into physical infrastructure while ensuring that adequate financial assets are on hand to meet operating requirements.

Over the years the inventory of physical assets has grown considerably as new facilities and services were added to the asset base. In addition, many of the District’s physical assets are approaching the end of their economic life and require major upgrading or replacement.

	\$\$ *	Per Capita **
<b>Cash &amp; Investments</b>	\$114.7m	1,311
<b>Equity in Financial Assets</b>	\$67.4m	770
<b>Equity in Physical Assets</b>	\$537.3m	6,139

*Asset valuations on the balance sheet are at historical cost not replacement value.*



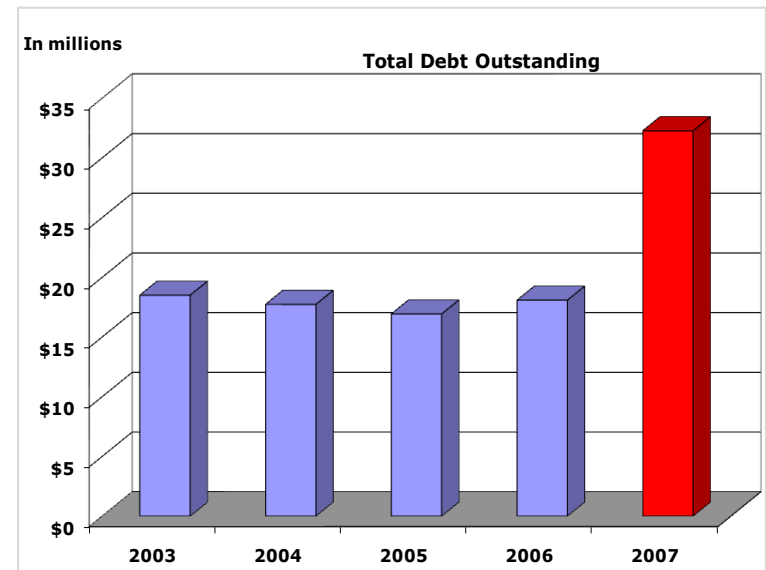
\* Source: December 31, 2007 audited financial statements

\*\* Population Data Source: 2007 Local Government Statistics – Ministry of Community Services

## Debt Borrowing Capacity

The District maintains significant debt borrowing capacity to ensure the continued ability to meet expenditure requirements in the event of adverse or extraordinary events.

Borrowing Capacity	Debt Servicing
<ul style="list-style-type: none"> <li>\$28.7 million in borrowing available in the assent free zone</li> <li>\$298.8 million in total estimated borrowing capacity</li> </ul>	<ul style="list-style-type: none"> <li>The District uses debt as one of several means to fund the replacement and creation of its diverse infrastructure</li> <li>Debt increased by \$15.1 million (\$173 per capita) in late 2007 to complete the construction of the Lynn Valley Library and Town Centre. Annual debt servicing costs on this debt issue are \$14.82 per capita.</li> </ul>



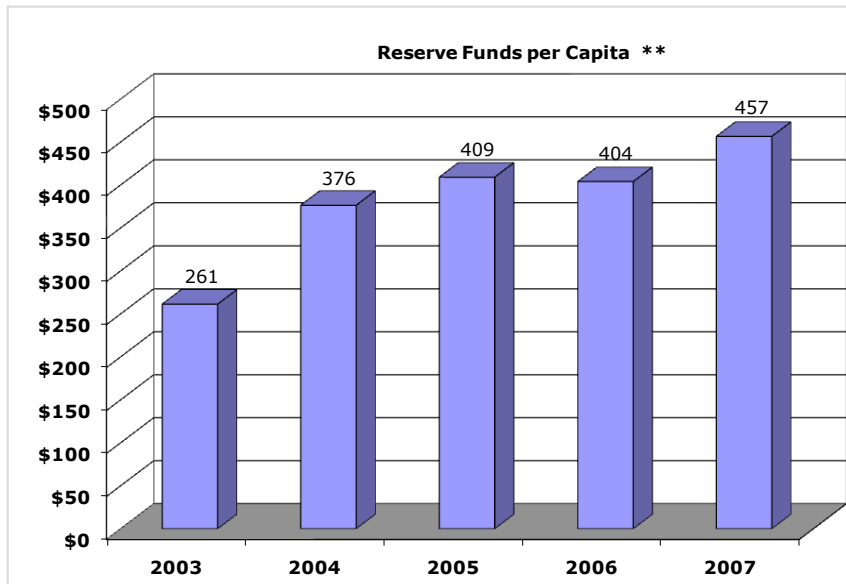
	In millions	Projected 2009	
		Assent Free	Total
<b>Liability Servicing Limit</b>	\$	6.1	\$ 30.4
less: Debt Servicing Costs		3.2	3.2
Debt Authorized but Unissued		0.2	0.2
Other		0.1	0.1
Total Servicing Costs		3.5	3.5
<b>Servicing Capacity</b>	\$	2.6	\$ 26.9
<b>Approximate Borrowing Capacity</b>	\$	<b>28.7</b>	<b>\$ 298.8</b>

2007 Debt Issued per Capita	\$
Vancouver	983
Maple Ridge	605
North Vancouver (District)	369
Delta	319
Langley (District)	270
Port Moody	236
Langley (City)	217
Coquitlam	123
Richmond	120
West Vancouver	69
Burnaby	-
North Vancouver (City)	-
Pitt Meadows	-
Port Coquitlam	-
Surrey	-

Population and Debt  
Data Source: 2007  
Local Government  
Statistics – Ministry of  
Community Services

## Adequacy of Reserves

To insulate the operating tax levy from significant fluctuations associated with irregular expenditure requirements or adverse events, the District has established a number of reserves.



*The District has \$10.6m in Development Cost Charges to alleviate the impact of future infrastructure demands*

\*\* Population Data Source: 2007 Local Government Statistics – Ministry of Community Services

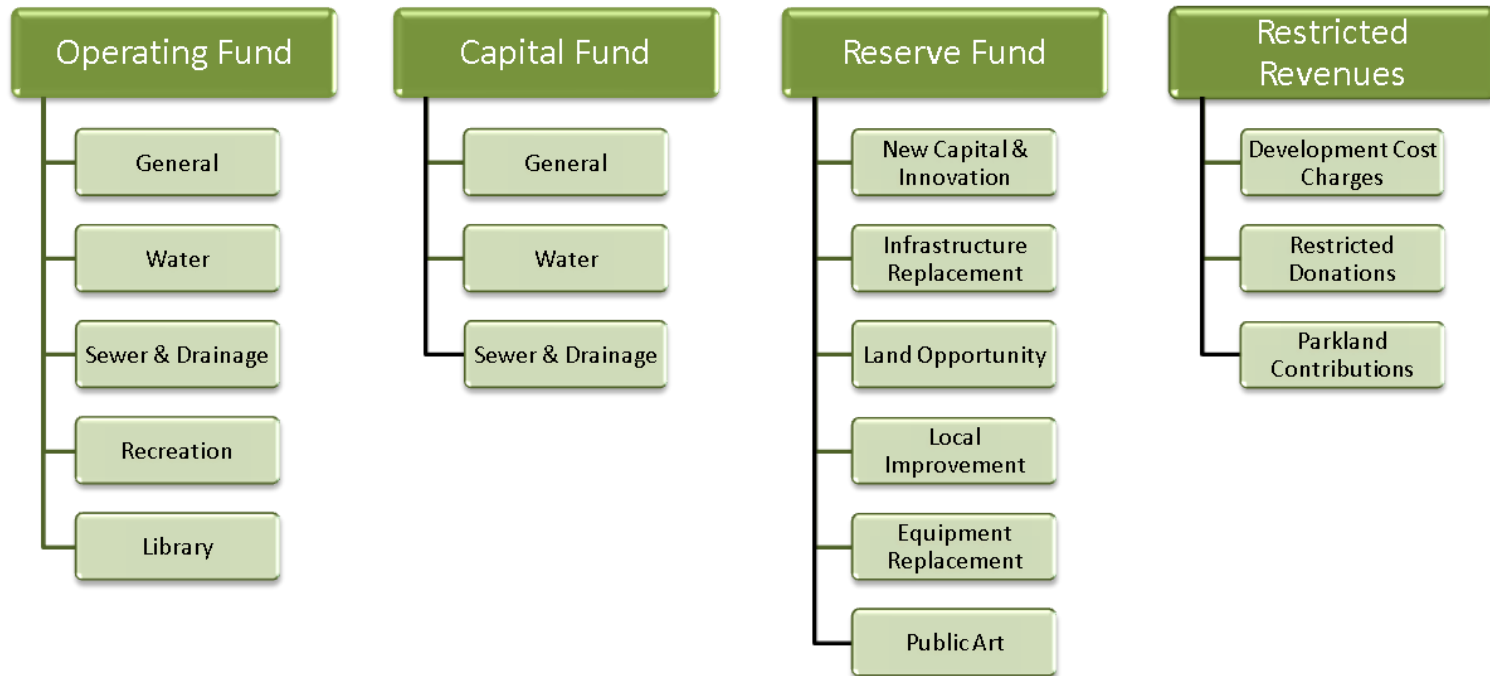
### Operating Reserves (\$000's)

	<u>2007</u>	<u>2006</u>
Working Capital	\$1,000	\$1,000
Assessment Appeal and Property Tax	1,794	1,794
Dangerous Tree	450	450
Protective Services Emergency	1,349	585
Climate Change	150	-
Future Expenditures	1,362	1,511
Auto, Fire and Liability Insurance	1,769	1,769
Recycling and Sanitation Stabilization	997	997
Snow Removal	500	400
DNV Municipal Public Library	24	25
NV Recreation Commission	611	402
	<u>\$10,005</u>	<u>\$8,933</u>

### Reserve Funds (\$000's)

	<u>2007</u>	<u>2006</u>
Land Opportunity	\$6,000	\$ -
New Capital and Innovation	4,000	-
Infrastructure Replacement	12,810	-
Equipment Replacement	4,146	3,502
Local Improvement	3,060	2,925
Heritage	-	19,844
Public Art	87	150
	<u>\$30,103</u>	<u>\$26,421</u>

## Funds and Funds Structure



### Operating Fund

The operating fund is used to record the operating assets, liabilities, revenues and expenditures of the District.

### Capital Fund

The capital fund is used to record the acquisition and construction of tangible capital assets.

### Reserve Fund

The reserve fund is used to fund the acquisition and construction of tangible capital assets for restricted purposes. Reserve Funds are created by Bylaws.

### Restricted Revenues

Restricted revenues are funds received from external parties via legislation or agreement pending eligible expenditures.

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## Glossary

### **Assent Free Zone**

Approval of the electors is not required (e.g. for loan authorization bylaws) if the annual cost of servicing the aggregate liabilities of the municipality for the year does not exceed 5% of the statutory annual revenue calculation of the municipality for the previous year.

### **Full Time Equivalent (FTE's)**

An approximation of the total number of full time positions, calculated by accumulating all worked hours divided by standard full time worked hours per position.

### **Core Operations**

Include all operations reporting directly to the Chief Administrative Officer (CAO).

### **Government Finance Officers Association (GFOA)**

The GFOA's purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and

practices and promoting them through education, training and leadership.

### **Investment Capital**

Capital projects including the acquisition and construction of new assets, as well as significant upgrades that increase levels of service to users.

### **Master Plans**

Supporting plans for the OCP, including the Parks Master Plan, the Fire Master Plan, Local Area Plans, Economic Vibrancy Plan, etc.

### **Official Community Plan (OCP)**

Official Community Plan is the key strategic planning document. It establishes the fundamental economic, social and environmental goals and objectives that apply to the District as a whole.

### **The Natural Step (TNS)**

A science based, systems framework that provides a step-by-step approach to sustainable planning and decision making for organizations, individuals and communities.

### **Partner Agency**

An external entity the District has a formal written agreement with for the provision of services. Partnerships are typically with one or more municipalities or another government body.

### **Program**

Involve various sets of action (projects or ongoing activities) to address objectives resulting in a steady stream of service to a customer base.

### **Project**

A specific plan supporting a program or initiative (see program). It involves systematic actions from players and has its own beginning and end.

### **Sustainment Capital**

Capital projects required in order to maintain current levels of service and existing assets.

### **Transfers In / Transfers Out**

Represent the movement of funds amongst the operating, capital and reserve funds of the District.