

## **Analysis of 2003-2007 Draft Financial Plan** (Corrie Kost – Dec 31/2002)

It is assumed that the readers reviewing the 2003-2007 Draft Financial Plan, have before them (or access to) the 2000-2004, 2001-2005, and the 2002-2006 Draft Financial Plans as well as the corresponding annual reports.

I know this sounds picky, but it seems to me that the cover page is not printed/laid-out correctly. Despite the nice art this gives a bad first impression.

### **Timing/Process**

There are many questions about the process whereby staff arrived at the Draft Financial Plan – not the least of which is what direction was set by either the previous or the newly elected council in determining the Plan. Note that council has not formally accepted the plan for presentation to the public at a regular council meeting – something that should have taken place in December 2002. Only a workshop was held at 5pm on Dec 18/2002 in the Committee room at district hall where staff only introduced this Draft to council. Two members of the public were present at this workshop – and they were not allowed to participate other than to observe.

The April 22/2002 and May8/2002 reports (**attached**) by Mayor Bell “DNV Financial Plan Process Review and 2003-2007 Action Plan” are worth a read to see how well the planned process was/is followed. The scheduled May 28/2002 meeting took place at 4pm and thus had little public exposure. Few of the public recommendations put forth at the subsequent June 27/2002 meeting (**attached**) on the 2003-2007 plan were incorporated. As well, public input was “*not intended to receive comments directed at any specific revenue source or expenditure*” – which was really odd, and likely targeted at preventing discussion of the then controversial use of Billboards to generate revenue.

Pages 15-18 of the Jan 22/2002 public meeting on the 2002-2006 plan (**attached**) is also worth reading. Finally, a letter of July 22/2002 by Rick Danyluk, Section Manager, Budgeting & Financial Systems Engineering Services Dept, sent to all community associations, requested input to the 2003 Capital Budget by Sep 6/2002, provided a very limited ability for a proper dialogue as no preliminary draft budget was provided.

### **Consumer Price Index (CPI):**

This annually re-occurring “problem” continues to be questioned without satisfactory explanation. Again, for example, “the CPI for October, which stands 3.1% higher than last year’s average” (page A2) does not make sense. Why? Because if we take the simple counter example where we have say 0.1% inflation from month to month we would expect a yearly inflation to be very close to

$12 \times 0.1 = 1.2\%$ . Say at Jan 1/2001 we set the index to 100, then the CPI would be 101.2 at Jan 1/2002 and the average that year would have been 100.6. By October 1 of 2002 it would be 102.1. Using the stated method on page A2 the inflation would be calculated as  $102.1 - 100.6 = 1.5\%$  not the expected 1.2%. Thus we see that the staff method really measures inflation not for a period of 1 year but for a period of at least 15 months (middle of previous year to October of current year). In the author’s opinion this is not a proper measure of the CPI.

Secondly there is a problem using the CPI as the basis for increasing the budget of all departments. Clearly some departments would see inflationary pressures well below the CPI (eg. computing) – possibly even negative! What is needed here is:

- a) Department by department justification of CPI driven increases.
- b) Zero based budgeting applied to at least 1 major department every year.

### **Revenue from Property Taxes:**

An indicator of the upcoming tax increases are the revenue that will be derived from residential taxes – namely the “Property Taxes” **on page C14**. In 2002 they were \$48,880,420 and for 2003 they are forecast to be \$52,262,716 – **an increase of 6.92%**

The contribution from growth will minimally reduce this and one can only conclude that with this budget our **property taxes will rise about 6%**

An inconsistency is noted in the projected 2002 property taxes - \$48,880,420 on page C14 while it is \$49,003,030 on page A6.4

### **Provisions for Wage Adjustments:**

It is puzzling how this operating expenditure, listed in the 2002-2006 draft financial plan for the years 2005 and 2006 say, have about doubled in the 2003-2007 draft financial plan for these same years. For example, the 2006 figure was \$1,640,000 for the 2002-2006 plan while it is now listed as \$3,615,000 (both on page C14)

### **Heritage Funds used for Maintenance:**

2001 was to be final year of such “misuse” of HF. Reliance on HF for infrastructure renewals is not sustainable. To use \$285,000 of HF to construct sidewalks (item 80, page E3.7) is not appropriate. The District needs to reverse its current policy and increase taxes 2% / year for three years to attain the original goal of at least \$6million contribution to capital from operating funds. At the current trend this will not happen till the year 2006

The table below shows what has transpired for the 4 budget years of prior councils for “Contribution to Capital from Operating Fund” (in \$millions) The

actual amount contributed is **bolded**. The proposed contribution for this year is \$4.69million.

Plan Years	1999	2000	2001	2002	2003	2004	2005
2000-2004	<b>\$4.39</b>	\$5.33	\$6.00	\$6.00			
2001-2005	\$4.39	<b>\$4.01</b>	\$4.15	\$4.60	\$5.07		
2002-2006	\$4.39	\$4.01	<b>\$4.15</b>	\$4.20	\$4.70	\$5.23	\$5.79
<b>2003-2007</b>	\$4.39	\$4.01	\$4.15	<b>\$3.38</b>	<u>\$4.69</u>	\$5.21	\$5.76

Council should have been presented with at least three clearly stated options:

1. To continue the 1996 council policy of “pay as you go” to fund capital infrastructure preservations (renewals/maintenance) whereby *the District increases its annual contribution from the General Operating fund for such capital projects until they can be fully funded from taxes* (page A6.1)
2. To continue the 1999 council policy of deferring the above – a policy which continues to use Heritage Funds for what is essentially operations.
3. Move to shift an amount in between last year’s \$3.38 million and this year’s recommended \$4.69million.

Council should be urged to adopt the staff option (#1) in which \$4.69million is transferred and, in addition, if budget revenues exceed expectation ( such as through the \$2-3million in extra tax revenue that could result from the sale of Vancouver Wharves) that up to \$1.3 million of additional funds be transferred to be in line with \$6million transferred as was projected in the 2000-2004 Financial Plan and end any use of Heritage Funds on Capital renewals (\$1.369million for yr 2003) as was originally scheduled to take place in yr 2001.

**Northlands Golf Course:  
Profit should go back to Heritage Fund**

Close to \$500,000 /year in “surplus after operations and capital projects” (Jan 29/2002 Northlands Golf Course Advisory Committee Meeting Notes and Page C12.15 of 2002-2006 Financial Plan) was transferred to general revenue. These funds should have been used to repay the Heritage Funds. They are thus in essence being taken out of the Heritage Fund and used for general revenue which if not contrary to the Local Government Act is at least contrary to a long standing policy on the use of Heritage Funds. Estimated surplus for 2001 was given as \$450,000, and \$500,000 for year 2002 (\$573,300 and \$483,300 respectively on page C12.15 of the 2002-2006 plan).

This year the (2003-2007) draft plan has melded ( page C12.15) the operation of the golf courses with the

Ecology Centre, Lynn Canyon, and Maplewood Farm so that **it is difficult to tell what is happening for Northlands! Council is urged to get at the details so the public can see what is happening here.**

There is some added information provided on page C12.16. However, one should question why there is a forecast drop in # of rounds played (down from 52,500 to 51,000) despite the reverse trend in prior years when there have been fee increases.

The plan to “defer” interest Northlands repayment is a misnomer as it is NOT being added to the outstanding principal. As noted in “Comments” on page C12.16 Northlands only plans to repay in \$295,000 installments the original principal of \$11,800,000 over 40 years. Assuming a conservative “real” earning (interest rate) of 3% above inflation this means foregoing about \$8,500,000 in interest over 40 years!

**The big question:**

How is it possible for a public golf course, charging some of the highest fees in the Lower Mainland, and having now been in operation over 6 years, to still not turn a healthy profit? Perhaps there is more to a call for a judicial inquiry, as some of our residents are requesting following the “Northlands Affair”, than meets the eye.

**Long Range View:**

It appears that the planned **TOTAL expenditures** for say 2004 & 2005 in the current plan (\$112.8million and \$110.4million as shown on page B2.1), are far in excess of what was shown in the 2001-2005 Financial Plan (\$93.9million & 94.2million respectively as shown on page B2 of that year’s plan. A \$15-20million dollar difference in expenditure/year is hard to believe! Another view shows the **projected expenditure for the same year - 2004** as follows:

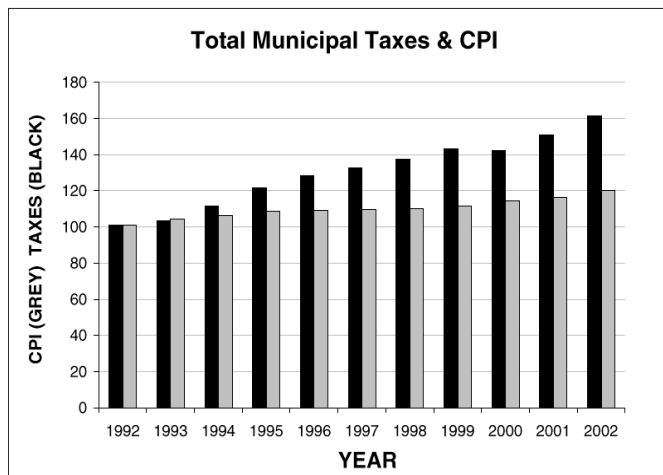
From 2001-2005 plan: \$93,907,479  
 From 2002-2006 plan: \$106,717,205  
 From 2003-2007 plan: \$112,774,207

**Property Taxes on “Average Home”**

The property taxes on the average home are projected to be \$1,562.97 (page B5) up from \$1,254.60 for the average home in 2001 (page B5 of 2002-2006 Financial Plan). This is **an increase of 17.7% over 2 years.**

**It is thus fair to conclude (after taking account for minimal population growth) that to provide the same basket of services to the average home will have increased about 16% in two years.**

To indicate that the DNV municipal taxes on an average home have far outpaced inflation (CPI) in the 10 year period 1992–2002 see the graph below. It tracks the relative taxes for the average home for the last 10 years. Note how CPI has increased about 20% **while taxes have increased 60% during the period 1992-2002 – three times the rate of inflation!**



Page A7 incorrectly states the 2002 average value of DWV home - it should be \$633,694 and the corresponding property taxes were \$2,244 (not \$2,473) – see government tables to confirm this at [http://www.mcaws.gov.bc.ca/lgd/srvs\\_infra/munfin/tax2002/subfor02.xls](http://www.mcaws.gov.bc.ca/lgd/srvs_infra/munfin/tax2002/subfor02.xls)

As for our standing in the region, I **attach** a page from the 2001 Annual Report from Maple Ridge – which puts us at the top of the heap!

## Garbage/Recycling Fees:

Despite Mayor Bell’s request of June 3/2002 (**attached**) to review the Yard Trimmings Collection Program, to my knowledge this has still not taken place.

The premature termination of the collection program on Nov 30/2002 resulted in many of our residents not being able to recycle yard waste which was late in falling due to the mild fall. I suspect much of it was diverted into the regular waste stream. Vancouver allows unlimited quantities of plastic bagged leaves to be put out for collection till Dec 31/2002.

The use of paper bags for yard waste has been extremely costly for some of our residents – especially those with many large trees and limited composting abilities. It is conservatively estimated that the average household has spent an extra \$20 last year – all to have the district save \$2.50/household in plastic debagging costs. We talk about the provincial/federal downloading, but it’s time to talk about municipal downloading as well. At \$171.15 we have one of the highest garbage/recycling collection fees in the lower mainland. Consideration should be given to put this service out for tender.

## One area where council needs to seriously examine cost effectiveness – the \$761,575 for just our share of the cost of the North Shore Recycling Program – which has risen 86% since the year 2000 (page D9)

In light of “administration” expenditure of \$205,253 the additional “contribution to general operating fund” of \$216,207 needs to be explained. Why does it cost \$1,703,387 for the “collection” of recycling and solid waste (D9) and then again \$1,179,653 for the “personnel and benefits” (D8)? Note that there are only 22.0 FTEs

Where on page D9 is shown the revenue generated by our recycled paper, metals, plastics, compost material etc? People don’t mind contributing to the disposal of recyclables but they **should not have to pay more to have material recycled than it costs to dispose of it in a landfill**. It now appears that the cost/ton of recycled material (when taking into account overhead) is more than that for solid waste!

## Water Utility:

The history and current status of the water reserve (surplus) fund cannot be found. This should be supplied.

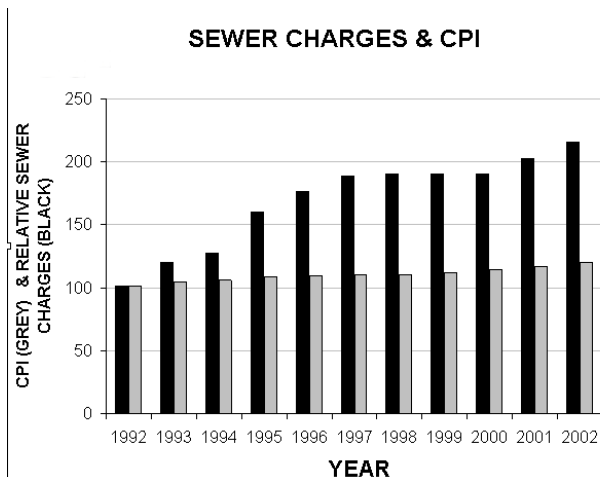
Water rates are to rise by \$16 to \$258 (an increase of 6.6%) The use of surplus funds is \$486,000 which is down from last years use of surplus of \$780,000. Using our savings helps keep the water rates from increasing another 5%. About 39% of the water budget goes to the GVRD to pay for bulk water. Supposedly 24% goes to O&M. Where the other 17% goes is not clear! It seems that some \$775,753 of our water fees goes to the general operating fund. This does not seem right for a utility fund.

Use of the 2002 “Inventory of Municipal Services” on page 106 fail to match to those on D2 of the plan.

The performance indicators described on D2 are questionable (especially in light of repeated advisory notification about our water quality in the local newspapers – the latest being on page 50 of Dec 25<sup>th</sup> NSN). We have yet to see the district wide water station sampling reports (which were to be published in the newspaper) for the last 2 years. Progress in replacing the approximate 113,000 meters of asbestos-cement (out of a total watermains of 435,000 meters) is not provided. In addition to stating % water quality samples exceeding standards the overall NTU coming out of our taps (with min/max/averages) would be desirable.

## SEWER CHARGES

The graph below shows the 1992-2002 CPI and how our sewer charges have increased much faster. Despite this we still dump untreated sewage into Burrard Inlet and plan to do so for another 30 years! We should do better.



## Total Utility Charges for 2002

	\$TOTAL Utilities
West Vancouver	662
<b>North Van District</b>	<b>639</b>
Langley	595
Surrey	581
New Westminster	578
Richmond	568
Port Coquitlam	560
Vancouver	550
North Van City	530
Delta	528
Port Moody	513
Pitt Meadows	475
Langley	426
Maple Ridge	406
Lions Bay	395
Anmore	331
Coquitlam	330
Burnaby	199
White Rock	169

The above table was based on data supplied at [http://www.mcaws.gov.bc.ca/lgd/srvs\\_infra/munfin/tax2002/subfor02.xls](http://www.mcaws.gov.bc.ca/lgd/srvs_infra/munfin/tax2002/subfor02.xls)

This puts us in second place - behind the anomalous West Vancouver. However with an extra \$32.25 being added to our 2003 Utilities we may well end up in first place!

## Planning, Engineering, Parks & Regulatory Services

By far the largest, most complex, and most non-transparent department – it is also the one most in need of a comprehensive review. The performance indicators need improvement. For example:

- the artificial turf field, has now seen a full year of service – we need to know the expenses (maintenance/10yr turf replacement costs, interest charges on the \$1.5m loan etc) and the income (user fees) to ascertain the % subsidy by the taxpayers (to

compare say to the 45% subsidy to the Rec Commission).

- Need to show km (and %) of our roads which have been repaved – not the 140 km of lines painted (C12.12)
- % secondary suites for which fees are collected
- % of dog license fee collected

### Other apparent 2003-2007 Plan anomalies:

- C12.14 lists \$0 for value of properties purchased yet Thwaytes Landing was to be charged to that budget year.
- Some of the 2001 “actual” listings on C12.14 cannot be real as they are all rounded 100’s.
- General Government 2001 operating expenditure - budgeted at \$1,931,489 (C3 of 2002-2006 plan) is now listed at a much larger “actual” of \$3,161,306
- General Government expenditure forecast in last year’s plan (C3) for 2003 as \$1,456,802 is now \$3,640,119 in this year’s plan (C3). Where did the over \$2million extra expense come from?
- The ~\$8.2million Premier Street landfill “closure” – the last payment of \$300,000 is to be in year 2003 (item 12 page E3.1) Note that the 2000-2004 plan (page E2) called for a final payment of \$200,000 in 2001.

## Debris Flow Hazards Studies/Remedies

Council was presented the KWL report on Debris Flow Hazards in April/1999. To date this multi-million project (for the action plan) has not been addressed. Item 135 on page E3.14 provides little detail on the related \$589,140 expenditure.

## Capital Projects of 2002:

Questions:

How many Capital Projects funded for 2002 have not been completed? Where is this shown in the Financial Plan?

Note that B2 and B2.1 AGAIN do not list 2000, 2001, or even 2002 figures! As one examines the Capital Expenditure of the current and previous plans one cannot make sense of where all the money is going, has gone, what happened to the carry-overs etc. There appears to be a lack of transparency and accountability.

## Policing Costs:

The cost/capita for policing in the District is about \$137 (using C13.1 data and a population of 87,000), while the provincial average for independent police forces is given by the province as \$141 <http://www.civicnet.gov.bc.ca/library/Policing/PolicingCostFactSheet.pdf>

Considering we have one of the lowest crime rates in the province I conclude that our policing costs are on the high side and should undergo a complete review.

## 2001 Annual Report

This required reference, which is posted on our District website is in a format (tif) which is almost unusable and extremely large (almost 6 megabytes). Compare this to the 2001 report produced by Maple Ridge – a community somewhat smaller (~70,000 compared to our ~87,000 population) – see

[http://www.mapleridge.org/municipal/mayor\\_council/business\\_planning/annual\\_reports/annual\\_report-01.pdf](http://www.mapleridge.org/municipal/mayor_council/business_planning/annual_reports/annual_report-01.pdf)

This naturally leads one to discuss our **Fire and Rescue Services** – which has a per-capita cost so much higher than that of Maple Ridge that it's embarrassing to mention. Yes, theirs is volunteer based – but what a difference! There needs to be a serious discussion on the mandate and costs/benefits of this department.

## Library

The current overall proposal for the Lynn Valley Library and its funding methodology/sources is not at all clear. It does seem that it will cost about \$15million, be far larger than was indicated in the 1996 Referendum which approved \$6m for its construction, and will substantially increase the overall operating budget and yearly collection costs. The \$100,000 increase in operating costs (noted on page C14.3) needs a reality check.

The use of “expenditure per capita on library materials and electronic information” currently \$6.33, as a performance measure (page C14.2) is questionable. If this were largely due to expenditure on photocopying (which is at a rate much higher than is charged by private businesses) then this is a questionable performance measurement. The cost per household (estimated at \$150) would be a better performance measure. Additional suggested performance measures (which may be better aligned with district goals) are:

- Net expenditure / physical visit
- Average age of resources
- Library visits/capita
- Visits / Library staff
- % hours / year library is open.

## North Vancouver Rec. Commission

The true measure of a service is the total expenditure per visit. For the ever increasingly popular Fitness & Wellness department this has risen from \$1.92 in 1999 to \$2.28 in 2003. To use as a performance measure the net cost / visit is meaningless (page C14.12) - as attested to by its variation between 5 cents and 39 cents in the last few years.

Also, nowhere do we see (using page 14.11):

- a) The total cost / resident for all provided programs = (\$11,690,087 / 87,000) = \$134
- b) The net cost (taxes) / resident for all provided programs = (\$4,928,519 / 87,000) = \$57

The overall subsidy is now only 42% (down from 47% in 1999). The subsidy to **Fitness & Wellness** of only about 4% is completely disproportionate – indicating the user **fees for this activity are far to high.**

## Animal Shelter (Pound):

The questions here are:

- Are there any public funds going to this new pound? (there appears to be no mention in the Plan)
- What role is there, if any, for the SPCA and does the pound now provide all their previous services?

## Waterfront Plan in perspective:

Improved access to our waterfront is favoured by the majority of our residents (and is increasingly so world-wide). The expenditure of about \$1million/year in a 50 year plan was rejected by a slim majority of our residents some years ago – BUT this does not mean council should neglect this valuable public resource. A reasonable expenditure/year should be in the Plan to eventually remove encroachments and open all street-ends.

## Unfunded Capital Projects

Item #1 (page E5) – William Griffin Parking Lot Upgrades. This item should be given serious consideration for funding in the current year as the existing facilities are both deficient and substandard. Upgrades were to take place in conjunction with the completion of the Artificial Turf Field.

## Conclusion:

There are numerous areas of concern with many unanswered questions and many suggested changes. It is hoped that this report will help shed some light on the subject and prove useful for council deliberations on the Financial Plan.

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**COUNCIL AGENDA/INFORMATION**

<input type="checkbox"/> In-Camera	Date: _____	Item # _____
<input type="checkbox"/> Regular	Date: _____	Item # _____
<input type="checkbox"/> Info Package	Date: _____	Item # _____
<input type="checkbox"/> Agenda Addendum	Date: _____	Item # _____

_____ Dept. Manager	_____ Director	_____ Municipal Manager
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**The District of North Vancouver  
REPORT TO COUNCIL**

April 22, 2002  
File: 1700-01/--  
Tracking Number: RCA - 00630

**AUTHOR:** Don H. Bell, Mayor

**SUBJECT:** DNV Financial Plan Process Review and 2003-2007 Action Plan

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**RECOMMENDATION:**

THAT

- 1) A Council workshop be arranged for the latter part of May to review the "Action Plan" recommendations identified in this report including the fiscal framework and challenges for the coming year, budget policies, together with a review of the tax target formula used for the preparation of the 2002-2006 Financial Plan.
- 2) A public input meeting be scheduled during June 2002 to solicit any suggestions to improve the financial plan process or format.
- 3) Council approve the proposed financial plan timetable contained in attachment 1 of this report.

**REASON FOR REPORT:**

This report is intended to review the process followed in the preparation of the 2002-2006 financial plan, and to recommend a process for Council determining revisions to the process for the coming year.

**BACKGROUND:**

At the Regular Council meeting on May 14, 2001, Council considered and approved the recommendation contained in my report dated April 24, 2001, "Improvements to the Financial Plan Process (2002-2006): Options and Approaches", as follows:

THAT

- A Council Workshop (open to the public) be held on June 22, 2001 to discuss options and approaches regarding the Financial Plan process; and
- Council approve the 5 main areas recommended as the basis for the first workshop discussion at the June 22, 2001 meeting.

**ANALYSIS:**

**Review of previously agreed upon actions:**

On May 14, 2001, Council approved the aforementioned recommendations as detailed in my report of April 24, 2001. The following provides an overview of what action was taken with respect to the various proposals: (The item numbers are from the April 24/01 report.)

- 1) Establish an early and firm timetable for completing and adopting the budget.**
  - *Action: A schedule of meetings and timetable was proposed that would have seen the Financial Plan and bylaws adopted by mid December 2001. Difficulties were encountered in meeting this proposed schedule due to a number of factors including the reorganization and consolidation of Planning and Engineering Departments. The draft Financial Plan was provided to Council on December 17, 2001.*
  
- 2) Review of fiscal Constraints (advise Council at an early stage)**
  - *Action: As a result of the principles approved by Council in May, a financial plan workshop open to public was held on June 22, 2001 at which time staff provided Council with an overview of the fiscal issues facing the District in the coming year. At that workshop, there was extensive discussion about a proposed tax target formula and the format for the budget booklet. These actions were reported to Council on July 30<sup>th</sup>, and confirmed at that time.*
  
- 3) a) i) Providing capital funds for necessary ongoing maintenance and safety requirements of existing municipal facilities.**
  
- ii) Long term new capital infrastructure requirements**
  - *Action: Capital budget. Also addressed at the January 16, 2002 workshop on "Infrastructure Preservation & Capital Funding".*
  
- iii) Review of the Capital Management Plan and Heritage Fund**
  - *Action: Council workshop on November 1, 2001*
  
- iv) Development of options for generating additional capital fund**
  - *Action: Staff report to Council on March 11, 2002, on opportunities for private investment in public structures/facilities, followed by a public meeting on April 18, 2002.*
  
- v) Development of an inventory of municipal services**
  - *Action: Presented to Council on December 19, 2001*
  
- vi) Consideration of a "tax levy formula" consisting of an annual allowance for CPI, wage increases and pre-committed expenses (e.g. referendum projects) minus an agreed upon annual efficiency target**
  - *Action: Tax formula approved by Council on July 30, 2001.*

**vii) Thorough examination of potential new revenue source**

- *Action: Each department considered as part of budget preparation. In addition, this was subject of the aforementioned public meeting on April 18, 2002 (Private Funds for Public Structures/Facilities).*

*New fees and charges schedule approved by Council in December 2001 aimed at cost recovery on a range of permits and services.*

*April 3, 2002 Council workshop on revenue generating opportunities at Northlands Golf Course.*

**Viii) Examination of budget approaches such as program-based or zero-based**

- *Action: To be pursued in 2003 budget process.*

**ix) Inclusion of staffing levels for each program or department**

- *Action: Staffing levels (FTE's) identified for each department in 2002-2006 budget booklet.*

**x) Review of status or initiatives regarding "Performance Measurement and Benchmarking"**

- *Action: Information report on "Corporate Change Initiatives" provided to Council on May 30, 2001. Update to be provided to Council by June 30, 2002.*

**xi) Review of shared service programs with City of North Vancouver (e.g. North Vancouver Recreation Commission)**

- *Action: David A. Hughes & Associates was engaged to review North Vancouver Recreation Commission Bylaw. Staff report to Council expected shortly.*
- *Coopers & Lybrand prepared a report in December 1997 titled "District of North Vancouver Shared Services Review" which reviewed all shared services (not just the Rec Commission). This report should be considered by Council as to current applicability and the possible need for an update.*

**4) Council consideration of a preferred budget booklet layout**

- *Action: Format of budget booklet was reviewed on June 22, 2001, and confirmed at the July 30, 2001 Council meeting. Based on comments from Council during this year's budget process, staff will be undertaking further review and revision to the format of the budget booklet for consideration by Council.*

**5) Public Consultation:**

**Council should refrain from making budgetary decisions until there has been an opportunity for appropriate public input. Public input should enhance rather than disrupt or interrupt the process of finalizing a budget. It may be useful that public input be obtained at the beginning of the budget process and, Council**



**should determine the quantity and timing of additional public input opportunities in the Financial Plan process.**

- *Action: Public input to the budget started on Saturday, September 15, 2001 with a daytime meeting to which the public was invited to attend and provide comment on the budget. This meeting was prior to preparation of the draft financial plan.  
Further meetings were held on January 12 and February 27, following public release of the draft financial plan, when public input was solicited.*

### **Action Plan for 2003 – 2007 Financial Plan**

#### **1) Budget Timetable**

It is important that Council adopt a timetable for the budget that is reasonable and achievable. There is a substantial amount of work that must be done by staff in preparing the draft financial plan for Council's consideration. This must be done within an overall fiscal framework established by Council, including the setting of tax targets.

I am attaching a proposed process timetable for the preparation of the 2003-2007 financial plan that I believe represents a reasonable balance between the time required by staff to prepare estimates, make adjustments as required, and to afford Council adequate time to thoroughly review the budget and for the public to provide comments and input prior to final decisions.

#### **2) Infrastructure Funding**

The Finance Department held a series of workshops this year on different aspects of the District's finances, including a workshop on Infrastructure Preservation and Capital Funding on January 16, 2002. These were very beneficial in generating a deeper understanding of the various issues, and the interrelationship of the different aspects of the financial plan.

It has been suggested that the District should be providing more capital funding to maintain and replace its aging infrastructure. The Finance Department, with the assistance of other departments, has prepared long-term projections of what is required to maintain the assets and infrastructure of the District, and I believe further discussion around this issue is needed prior to the preparation of the next financial plan. If there are areas where additional funding is warranted and makes good business sense, then I believe Council should consider what is required to meet that need.

**3) Development of Additional Revenue Sources**

We must continue to pursue additional revenue sources, including a careful examination of 3P's (Public, Private Partnerships). This will be particularly important as details of the new Community Charter become known.

**4) Budgeting Approach – Compare Program Based and Zero Based**

Council has voiced its interest in adopting a zero-based budget approach to budget preparation, recognizing that the Municipal Manager and the Finance Department do conduct a detailed review of departmental budgets each year.

I am recommending that staff prepare an outline of the main pro and con characteristics of basic budget approach alternatives (i.e. Program Based, Core Funding, Zero Based) available for Council consideration at the May workshop. I believe we should consider a process by which a zero based (bottom-up) approach is applied to one department per year on a rotational basis. A combination of Program Based budgeting (high level policy and results driven) and a rotational Zero-Based approach would enable Council to focus on policy overall while providing a detailed review of one department each year.

**5) Performance Measures/Benchmarking**

The Value Analysis Task Force, in its report of July 2001, recommended that management continue its efforts to develop a useful set of performance measures.

It was noted at the time that the District of North Vancouver was one of the first municipalities to develop performance measures and to report those in an annual report to Council.

The budget booklet also contains divisional goals and objectives, as well as performance indicators.

The internal auditor, as part of her annual workplan, reviews departmental performance measures and recommends changes and improvements for the next annual report. This review is based on the guidelines issued by the International City Manager's Association and the comments in the KPMG report.

The revision and refinement of performance measures, combined with benchmarking where considered appropriate and achievable, will continue to be pursued in the coming year. I will be asking the Municipal Manager to ensure that Council is kept informed of staff's efforts in this regard and to provide Council with semi-annual updates on how the District's operations compare with other comparably sized municipalities.

**6) Review Shared Services Programs with City of North Vancouver**

The issue has been raised as to if our current shared services programs with the City of North Vancouver still reflect a cost-sharing formula which is fair and equitable. While the Rec Commission has been identified as one specific area for review, and that process is currently underway, Council should determine if the "District of North Vancouver Shared Services Review" done by Coopers and Lybrand in December 1997 still reflects the current situation.

**7) Public Consultation and Input**

I believe we could improve future public input meetings by keeping a clear separation between times and perhaps even the days scheduled for input received from individuals and businesses from the input of groups and agencies, and being consistent in this approach.

I also suggest we hold the first Financial Plan 2002 – 2006 Public Input Meeting during June 2002. This meeting would be held to solicit any suggestions to improve the financial plan process or format, not to receive comments directed at any specific revenue source or expenditure.

Subsequent public meetings could be held in January 2003 after the draft financial plan is released, and the new Council has had time to review it.

This enables the public to focus their input directly on the contents of the plan and any issues that may be of interest or concern. These meetings should include both daytime and evening meetings in an effort to accommodate as broad a spectrum of the public as possible, and consideration should be given to having staff host a public meeting in each of our three geographical regions (west, centre, and east) as was done in West Vancouver for 2002. Provision should also be made, as in the past, for community groups to address Council with respect to their needs.

**8) Proposed Council/Staff Workshop – May 2002**

It is extremely important in the overall budget process that Council provide clear direction to staff early on as to financial policies and tax targets. In this regard, I am proposing that Council hold a financial plan workshop, open to the public to observe, in the latter part of May where these issues can be fully explored and direction given.

Don H. Bell  
Mayor

## **Proposed Financial Plan Process**

- |                  |  |
|------------------|--|
| <b>May</b>       | <b>Council/staff workshop (open to public) to review fiscal framework and challenges, budget policy, as well as the tax target formula.</b>  |
| <b>June</b>      | <b>Public Input Meeting to receive Financial Plan 2003 – 2007 process and format public suggestions.</b>   |
| <b>July 31</b>   | <b>Departments submit spending estimates for the next calendar year.<br/>Revenue forecast for the coming year also prepared.</b>   |
| <b>September</b> | <b>Municipal Manager and Finance Department to undertake a detailed review of departmental programs and services.</b>  |
| <b>October</b>   | <b>Directors Team review budget estimates and recommend adjustments as considered necessary.</b><br><br><b>Departments can identify any critical budget additions, whether the are expansions to existing programs or additions o new programs or services considered important.</b><br><br><b>Budget options prepared for Council based on:</b> <ul style="list-style-type: none"><li>▪ Expenditure reductions, including community impact</li><li>▪ Revenue increases</li><li>▪ Expansions of existing programs or services</li><li>▪ Additions of new programs or services.</li></ul> <b>Council workshops to review options and set tax targets.</b> |
| <b>December</b>  | <b>Draft financial plan provided to new Council and new Council orientation.</b>   |
| <b>January</b>   | <b>A series of public meetings to solicit input and comment from the community on the draft financial plan. These meetings should include both daytime and evening meetings.</b>   |
| <b>February</b>  | <b>Draft financial plan returned to Council, with summary of community input, for decision.</b>  |

**COUNCIL AGENDA/INFORMATION**

<input type="checkbox"/> In-Camera	Date: _____	Item # _____
<input type="checkbox"/> Regular	Date: _____	Item # _____
<input type="checkbox"/> Info Package	Date: _____	Item # _____
<input type="checkbox"/> Agenda Addendum	Date: _____	Item # _____

_____ Dept. Manager	_____ Director	_____ Municipal Manager
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**The District of North Vancouver  
REPORT TO COUNCIL**

May 8, 2002  
File: 1700-01/--  
Tracking Number: RCA - 2002-00667

**AUTHOR:** Mayor Don Bell

**SUBJECT:** DNV Financial Plan Process Review and 2003-2007 Action Plan

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**RECOMMENDATION:**

THAT

- 1) The Council Workshop approved May 6, 2002 for late May include a review of the "Action Plan" recommendations identified in my April 22nd report, including the fiscal framework and challenges for the coming year, budget policies, together with a review of the tax target formula used for the preparation of the 2002-2006 Financial Plan.
- 2) A public input meeting be scheduled during June 2002 to solicit any suggestions to improve the financial plan process or format.
- 3) Council approve the proposed financial plan timetable contained in attachment 1 of my April 22, 2002 report.

**REASON FOR REPORT:** Motion passed at May 6<sup>th</sup> Regular Meeting of Council

"THAT a Council workshop on the Financial Plan process be arranged for late May, 2002."

**SUMMARY:** I believe Council should decide in advance some of the key issues to be addressed at the upcoming Council/Staff Financial Plan 2003-2007 workshop. Having a list of these key budget priorities will enable staff to prepare and provide appropriate background material and enable Council and staff to have a focussed discussion on the important issues. Council members may have additional issues and priorities to those identified in my April 22<sup>nd</sup> report and these can be included for the workshop. Other issues may also arise during the workshop.

**BACKGROUND:** A copy of my April 24, 2001 report "Improvements to the Financial Plan Process (2002-2006) : Options and Approaches" is attached for Council's reference.

Mayor Don Bell

**MINUTES** of Public Input Meeting  
**REVIEW OF THE FINANCIAL PLAN PROCESS**

Held on Thursday, June 27, 2002  
At 7:00 pm in the Council Chamber

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**PRESENT:** Mayor Don Bell  
Councillor Bill Denault  
Councillor Heather Dunsford  
Councillor Doug MacKay-Dunn  
Dennis Back, Director of Corporate Services  
John McPherson, Director of Financial Services  
Rick Zerr, Director of Planning, Engineering, Parks & Reg. Services  
Gary Calder, Fire Chief  
Terry Smythe, Budget Officer  
Steve Hardy, Executive Assistant to the Mayor  
Lindsay Hoeberechts, Committee Clerk

**ABSENT:** Councillor Ernie Crist  
Councillor Janice Harris

## **1. INTRODUCTION BY MAYOR**

The Mayor called the meeting to order at 7:02 pm and advised that the purpose of this evening's meeting was to receive input from the public on how the District's Financial Plan process or format could be improved.

## **2. REPRESENTATIONS FROM THE PUBLIC**

### **(1) Corrie Kost**

- Referred to an Urban System Study dated March 1997, together with a follow-up study undertaken in October 1988, and advised that these documents contained vital information and should be integrated into the budget planning process.
- Suggested the Municipal Capital Budgeting Handbook for the City of Ontario, which outlines a format for measurement of services such as water, sewage and garbage collection.
- Referring to the 2001 Budget document, outlined several proposals for changes to future formats as follows:
  - Each page should be printed in portrait rather than landscape style.
  - Double portrait pages allow for more information than landscape.
  - The Inventory of Municipal Services document could be integrated with the Budget document, rather than being a separate entity.

- The use of colour is expensive and conveys no additional explanation. However, implementing a gray scale, which passes the “fax test”, is vital.
- Financial Plans need to be standardized from year to year, not only within the District of North Vancouver but also with other municipalities.
- Percentage and absolute changes in the Financial Plan need to be reflected from year to year.
- A further review of the Not-For-Profit Societies needs to be undertaken.

**Discussion:**

1. All the formatting of the budget document is performed in-house, according to preset layout standards.
2. Comparisons of capital summaries in the Financial Plan document go back through three primary budgets.
3. It is difficult to prepare one document that will address the needs of everyone in the community. The aim is to produce a document that balances written descriptions and numbers.
4. Computer links could be incorporated into the budget document that allow the reader to obtain more detailed information if required.

Councillor Denault and Mr. Rick Zerr left the meeting at 7:17 pm.

**(2) David Dunbar**

- Advised he is the Controller for Western Stevedoring.
- Suggested that the District of North Vancouver has the potential to learn from others.
- Referred to three publications as follows:
  - Research Paper by Harry Kitchen of Trent University and published in November 2000, outlining the operations of a think tank organization which researches municipal finances.
  - Annual Livability Study produced by the City of Edmonton which compares Edmonton with other cities across Canada, and also offers a comparison of the different municipalities within the City of Edmonton.
  - Association of the Municipalities of Ontario press release referring to the delivery of municipal services.
- Suggested that there is plenty of information available for free, especially on the Web, which the District of North Vancouver staff could study when undergoing the Financial Plan process.

**Discussion:**

The proposed Community Charter will mandate municipalities to monitor performance on certain levels.

**(3) Hugh Creighton**

- Advised he is the Vice-Chair of the Citizens' Finance and Budget Advisory Committee.
- Referred to letter from the Committee dated June 24, 2002, outlining recommendations with respect to the Financial Planning process.
- Suggested that Council meet with the Citizens' Finance and Budget Advisory Committee sometime in September to hold an open discussion regarding the opportunities, benefits and risks of 3P Partnerships.

**Mayor Bell indicated that he would arrange with the Municipal Clerk a suitable date in September for Council to meet with the Citizens' Finance and Budget Advisory Committee to discuss 3P Partnerships. The meeting will be open to the public with public participation.**

**(4) Allan Orr**

- Concurred with Mr. Kost regarding the need for clarification in the format of the Budget document.

**3. ADJOURNMENT**

The meeting adjourned at 7:56 pm.

CERTIFIED CORRECT:

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Council Clerk

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Mayor



**MINUTES** of the 2002-2006 **Financial Plan (Public Input) Meeting** for The Corporation of the District of North Vancouver held in the Council Chamber of the Municipal Hall, 355 West Queens Road, North Vancouver, B.C. on Saturday, January 12, 2002, commencing at 10:00 am.

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**PRESENT:**

**Mayor:** Don Bell  
**Councillors:** Ernie Crist  
Janice Harris  
Lisa Muri  
Doug MacKay-Dunn (10:30 am)  
Bill Denault (12:02 pm)  
Heather Dunsford (11:45 am)

**Staff:** Mr. G. Howie, Municipal Manager  
Mr. D. Back, Director of Corporate Services  
Ms. N. Ballantyne, Chief Librarian  
Mr. G. Calder, Fire Chief  
Mr. J. McPherson, Director of Financial Services  
Mr. G. Young, Director of Recreation Services  
Mr. R. Zerr, Director of Planning, Engineering, Parks &  
Regulatory  
Mr. R. Danyluk, Section Manager-Budgets & Financial  
Systems  
Mr. S. Hardy, Executive Assistant to Mayor  
Mr. D. Sigston, Manager – Regulatory Services  
Mr. T. Smythe, Budget Officer  
Mr. I. Torry, Manager – Community Planning  
Services  
Ms S. Burrows, Acting Municipal Clerk  
Ms L. Hoeberechts, Acting Confidential Council Clerk

**1. Introductory Remarks**

Mayor Bell opened the meeting at 10:00 am and welcomed the public and staff to the Financial Plan Meeting.

**2. NV Recreation Commission - Mr. Gary Young, Director of Recreation Services/ Mr. David Hobbs, Chair, NVRC**

***Motion passed by North Vancouver Recreation Commission on November 29, 2001:***

***“Advise District Council that no service reductions should be implemented in recreation services in 2002.”***

**Presentation:**

Mr. David Hobbs made an overhead presentation titled “2002 Provisional Capital and Operating Budget” to Council as follows:

**District Top Five 2001 Successes:**

- Delbrook renovation - improved Central Booking Office

- Opening of William Griffin artificial turf field
- Internet registration launched
- Community Soccer Development Centre up and running
- William Griffin Pool renewal.

**Provisional Capital Budget 2002:**

- More money is needed for capital improvements.

**District of North Vancouver Requested vs. Funded:**

- \$21 million was requested over a ten year period (1991-2001), with one-third funded (\$7 million).
- Buildings age and there is a need for maintenance of capital.
- Ongoing service issue.

**2002 District Capital Budget Summary:**

- Funding of \$1.8 million required.
- \$600,000 funded and \$1,254,237 unfunded.
- Generally maintenance of and improvements to infrastructure.

**Provisional Operating Budget 2002:**

- Three-year business plan. (In second year of plan).

**Business Plan 2002 Highlights:**

- a) Parkgate Skate Park - continue to focus on maintenance.
- b) Expand fitness outreach - delivery of low cost programs.
- c) Enhance school outreach - focus on child/youth Wellness.
- d) Increase funding to financial assistance program.
- e) Facilitate advisory groups for programs and facilities.
- f) Explore additional neighbourhood summer concert series.
- g) Enhance customer service and Public Website.

**2002 Core Budget and New Monies:**

2001 Core Budget	\$4,681,699
Salaries	171,765
Inflation	36,196
New Money	169,197
2002 Subsidy	5,058,857

**List of Efficiencies 1.35%:**

- Greater participation and revenues in 2001 than anticipated.
- Able to budget for increased revenues in 2002 - about \$93,000.
- District of North Vancouver portion - \$65,520.

**Absorbing Goods & Services:**

- Reduced energy costs of \$51,510.
- District of North Vancouver share \$36,196.

**2002 Core Budget:**

- \$4.9 million budget request.

**Focus on Maintenance:**

- Total of \$168,387
- District of North Vancouver share \$122,348

**Expand Fitness Outreach:**

- District share \$21,081

**Expand Programs for Pre-Teens:**

- District share \$6,324

**Increase Funding to Financial Assistance Program:**

- District share \$5,351 - vouchers.
- More than 1,000 people are supported by the financial assistance program each year.
- \$90,000 budget in previous fiscal period.
- Now request additional \$7,615.

**Low Cost Programs:**

- Not included in voucher program.

**New Summer Concerts:**

- Invite participation of local business community.

**Enhanced Customer Service:**

- Focus on call centre.
- Redirection of calls away from front reception.

**Checklist:**

- Cost per capital of providing recreational facilities:
 

- City of North Vancouver	\$87.80
- District of North Vancouver	95.84
- 70 out of every 100 DNV residents use recreational facilities. High ratio of users from DNV than CNV.

**2002 Budget Request:**

- |                                       |              |
|---------------------------------------|--------------|
| • Total operating budget              | \$15,704,514 |
| • District of North Vancouver portion | 4,957,141    |

**Comments:**

- \$1.5 million budgeted annually for capital preservation. \$600,000 funded in 2002 for capital preservation. Immediate results of shortfall not imminent. More general.
- Parkgate Skateboard Park - neighbours state that, with the increase in activity, cleanliness and noise now an issue.
- Concert Program: looking at partnerships with local businesses/Arts Commission. 130 concerts in parks being held at present.
- Computers are purchased on a five-year purchase program. Currently this program is in jeopardy in that the item is on the unfunded list

### 3. NV District Library – Ms. Noreen Ballantyne, Chief Librarian and Mr. Mike Castle, Retired Board Chair

**Request for Funding for 2002: \$3,603,902**

Ms. Ballantyne reported as follows:

**Highlights from 2001:**

- **Funding and Partnerships** – Special Collection Development Grant from Provincial Government in the sum of \$26,000. This was used to fund the new DVD collection and other areas of high demand, including Books on CD.
- Launch of first DVD collection at end of October. To date, this has proved extremely popular.
- April – Writers in Our Midst received funding from the Provincial Government and will be expanded in 2002 in conjunction with the West Vancouver Memorial Library and the North Vancouver Library.
- Three summer students were hired, through a grant from the Federal Government, to assist with the Summer Reading Club. This was a very successful program with record enrolment of over 4,300 children.
- Corporate sponsorships provided prizes for the Summer Reading Club.
- Successful partnerships with the Royal Bank and North Shore Credit Union.
- Friends of the Library donated \$11,000.
- Book Buddies Program.
- Vending machine installed on trial basis at Parkgate Library in September.
- **Technology** - Worked with DNV Staff to install computer system onto DNV network. To date, all the public computers have been transferred. Staff and Library Catalogue systems will be installed early in 2002. This offers higher speed and more reliability to users, and assists in reducing telecommunication costs.
- Library computers moved to CDNV;s network.
- E-Reference program (“Ask-a-Librarian”) introduced through the internet.
- **Communication & Outreach** – completion of Communications Plan.
- User survey conducted in October. Staff is at present tabulating the results.

**Issues for 2002:**

- Promotion of electronic access to library and services 24 hours a day/7 days a week.
- Maintenance of current library hours.
- Maintenance of quality of collections and services.
- Maintenance of infrastructure – three buildings to maintain.
- Continue to work on Lynn Valley Main Library project. To date, the design work is progressing. This is the #1 priority for 2002.
- Seismic upgrade of Capilano Branch.
- Increase community awareness of library and services provided through presentations at schools and community groups, including seniors’ organizations.
- Continue funding through partnerships and working with Friends of the Library.
- Implement an Ipack upgrade. This is a graphic-based library catalogue that enables users to operate web browsers.
- Increase work stations in libraries for internet users.
- Promote a new integrated library system within the next 2-3 years.

Mr. Castle proceeded to report on the proposed seismic upgrade of the Capilano Branch as follows:

**Background:**

In May 2001, the Library Board approved a “Resolution for Seismic Preparedness” which allowed the Board to engage an engineering consultant to conduct an inspection and review of seismic

concerns in all of the District library facilities. This review was completed in August 2001 and confirmed as follows:

- a) The main problems and majority of cost are associated with the one-storey building at the Capilano Branch, this building being part of the original structure and covering one-third of the total structure.
- b) A feasibility study should be undertaken to develop options and recommendations for the best method of stabilization before proceeding to the final design.
- c) Question raised as to whether it would be better to rebuild the old section instead of rehabilitating the existing one-storey portion.

**Elements of Project and Estimates:**

- |   |          |
|---|----------|
| • Library space needs assessment  | \$30,000 |
| • Feasibility Study, including layout options and Rehabilitation alternatives | 30,000   |

**Construction Phase:**

- |                                   |                  |
|-----------------------------------|------------------|
| • Estimate from Engineers' Report | \$488,900        |
| • Other items, including GST      | 338,500          |
| • TOTAL                           | <u>\$887,400</u> |

**Total Project Cost and Suggested Schedule:**

- |                         |      |          |
|-------------------------|------|----------|
| • Exploratory Phase     | 2002 | \$60,000 |
| • Final Design, Tenders | 2003 | 60,000   |
| • Construction          | 2004 | 767,400  |

The request for funding in the 2002 Budget is for the exploratory phase of the upgrade, with the other amounts being projected for the 2003-2004 capital budget. The total amount requested for this project is \$900,000 over three years.

**General:**

- a) New Lynn Valley Library is the Number 1 priority for the Year 2002.
- b) DNV Staff currently working on proposal for a Project Manager for the construction of the new library.
- c) Current readership of Lynn Valley Library down due to renovations at Lynn Valley Mall which resulted in poor access to the Library.
- d) Libraries undergoing major reorientation towards new electronic age. This may result in a shift in borrowing patterns but libraries are still chief information providers with highly capable, trained staff to assist public.
- e) Move in direction of "Virtual Library" where public are able to receive assistance with research projects from Staff via the Internet, expanding on the current e-reference approach. The ideas are under development and would likely be implemented through Public Library InterLINK – a consortium of public libraries in the Lower Mainland.
- f) To date, hours of operation continue uninterrupted through a one-time savings of the gapping and reclassification of a staff position. However, if required due to budget constraints, hours of operation will be reduced.

#### 4. Transportation Planning Advisory Committee (TPAC)

**Mr. Allan Orr, Retired Chair, and Ms. Darlene Jacobi,  
Vice-Chair**

Ms. Jacobi reported as follows:

**Transit Improvements Related to Operations** – this item was funded in 2001 and impacts pedestrians and transit users directly:

- a) Bus bays
- b) Bus stops
- c) Wheelchair pads
- d) Shelters and benches.

**Recommendation:**

That **\$50,000** be allotted for these items with the expectation of a cost share with TransLink in 2002 of another \$50,000.

**Sidewalk Construction** – This item has not been funded for the last two years, resulting in a substantial backlog of requests that impact the safety of school children and other pedestrians, especially in busy traffic areas near schools and recreation centres. The full cost of sidewalks near schools is borne by the District of North Vancouver, and specific funds are required for this.

**Recommendation:**

\$800,000 requested by staff during last two years.  
Line amount allocated in 2002 is \$386,500.

**Result: Shortfall of \$1,368,500.**

Safe pedestrian movement is critical to the well-being of every community and warrants an expenditure of over \$1,000,000 for sidewalk construction.

**Sidewalk Trip Hazard** – This item is insufficiently funded this year.

- a) Sidewalks require rebuilding and repairs due to deterioration.
- b) More streets need to be accessible to persons in wheelchairs.
- c) Backlog of sidewalks in need of repair.

**Recommendation:**

Budgeted amount of \$20,000 for Sidewalk Trip Hazard will soon be depleted by backlog of sidewalks in need of rebuilding.  
This amount should be at least **doubled** in the 2002 Budget.

**Joint Bicycle Advisory Committee**

**Tatlow Avenue/First Street Bikeway Project:** This item was unfunded in 2001.

- a) Provides vital link in Bicycle Master Plan to provide a safe bike route across North Vancouver City and District.
- b) Offers commuter and recreational cyclists a safe route to and from the Lions Gate Bridge and West Vancouver.

**Recommendation:**

Approval of staff proposal of **\$21,250** to match allotted funds from TransLink.  
Total figure of \$42,500 will permit more progress to be made towards implementation of Master Bicycle Plan.

**Marked Bicycle Lanes** – recommended to ensure safety of cyclists. If lanes present in OCP, Council is urged to implement them.

**Dollarton Bridge** – TPAC supports amount of **\$350,000** for design of Bridge in Budget for this item.

- a) Will provide more effective access for businesses in Maplewood area.
- b) Easier access for commuters entering and exiting Seymour by way of Dollarton Highway.

**Second Narrows Bridgehead** – TPAC urges Council to play a strong role in monitoring any changes that are proposed by the Department of Highways and the Squamish Band. Convenient access to Bridgehead is of critical importance to the Maplewood Community and the rest of Seymour.

**Other Recommendations for Funding:**

- Projects involving pedestrian and traffic safety.
- Marine Drive Corridor work.
- Marine/Capilano intersection.
- Projects calling for improved signalization, especially at intersections.

TPAC also requests updating of District Official Community Plan and is in favour of proposals for a third crossing of Burrard Inlet.

## 5. Community Heritage Commission - Jan Keeton, Member-at-Large

**Request for Funding for 2002:** **\$41,500**

Ms. Keeton reported as follows:

**2001 Highlights:**

- Christie House - this project is near completion on the Phase I portion. The Arts Council will be using the basement portion of the building as soon as the Occupancy Permit is issued.
- Series of Walking Tour Brochures - to date, six have been published and have been presented with heritage awards from The Heritage Society of BC In addition the Commission have published a brochure on the 1874 Skid Road through Lynn Valley. The Commission wishes to continue with these, as it has received very positive feedback from the public.
- Heritage Week was held in February 2001 and was hosted by the DNV Community Heritage Commission. This included a heritage cream tea held at St Andrews Church Hall, North Lonsdale, a public lecture on local architect, Mr. Fred Hollingsworth and walking tours by Mr. Roy Pallant. Heritage Week assists in raising community awareness of the heritage aspects of the North Shore.
- Dormers & Doorways Newsletter - four issues were completed in 2001.
- Heritage Weekend was held in September 2001 in conjunction with the District of West Vancouver and the City of North Vancouver. This included boat tours, heritage home tours, a heritage fashion show and a display booth at Waterfront Park.
- A Heritage Strategic Plan for the District of North Vancouver by Don Luxton & Associates.
- Assessment of local heritage properties.

**Heritage Management Plan** **\$15,000**

Estimated cost to District is \$30,000. BC Heritage Trust offers 50% grants towards this work up to a maximum of \$15,000.

Consists of:

- Updating of heritage inventories.
- Contemplating a heritage conservation area.
- Developing a heritage register.

- Developing recommendations for incentives such as comprehensive regulatory tax relief, grants or other incentives to encourage heritage home owners to designate and maintain their heritage properties.

**Operational Allowance**

**\$10,500**

Staff Time

One Planner and Committee Clerk to provide staff support.

Newsletters:

Four newsletters/year, together with special events newsletters - distributed throughout Lower Mainland and locally. Cost of printing per publication = \$400.

Heritage Society Memberships:

BC Heritage Society and Heritage Canada Foundation.

Seminars and Conference Attendance:

Staff and Commission member attendance at local heritage seminars.

Annual Heritage Awards in February:

Reception and awards certificates together with photos of recipients and displays of winners' projects.

**Community Plaquing**

**\$5,000**

Recognition of local heritage homes with bronze plaques.

Cost per plaque estimated at \$400-\$500, including installation.

Funding would allow for installation of up to 20 plaques per year.

Enhances visibility of heritage homes and raises community awareness.

**Award-Winning Walking Tour Brochures**

**\$5,000**

Cost to print brochures approximately \$2,800 with graphic artist's fees \$2,000 for brochure sketches.

Commission wishes to produce a Lynn Valley Walking Tour Brochure in 2002.

**Photo Record of Heritage Properties**

**\$1,000**

To build up, over time, an architectural/historic archive of heritage properties in the District of North Vancouver.

Cost per photo shoot \$200-\$300.

**Measured Drawings for Heritage Properties**

**\$1,000**

Architectural survey and preparation of measured drawings as permanent record of specific heritage homes in District of North Vancouver.

Funding would allow Commission to hire a student from BCIT survey course or UBC School of Architecture.

To date, one measured drawing has been completed.

**Heritage Landscape Inventory**

**\$3,000**

Original Inventory completed September 1996. Developed inventory of major heritage landscape sites in the District of North Vancouver. Included set up of a database and a District-wide search of heritage trees.

Now envisaging more detailed survey. This would require services of a consultant.

**Education and Awareness for BC Heritage Week**

**\$1,000**

Projects have been focussed on annual September North Shore Tri Heritage Weekend and February Heritage Week.

2002 - proposed workshop event, displays, awards and other events. Funds requested to cover honorarium of workshop presenter and ancillary expenses.

The Commission is exploring linking heritage to tourism to encourage visitors to North Shore.

Councillor Muri requested that the Commission prioritize the funding requests and forward them to Council for further consideration.



## 6. North Vancouver Museum & Archives Commission – Mr. Jim Warne, Chair and Ms. Jan Manaton, Administrative Assistant

**Request for Funding for 2002:** **\$285,606**  
**PLUS additional funding as follows.**

Ms. Manaton outlined the requests for additional funding as follows:

**C15.3 Line 33: Salaries and Premises Costs** **\$2,230**  
Required to meet contractual obligations in form of increased rent at Presentation House and increased utilities costs at the warehouse and workshop.

**C15.3 Line 34: Technology** **\$2,450**  
This covers:

- Annual user support fees
- Upgrades to software to run Archives database on internet
- Server fees for hosting database
- Monthly ADSL line costs.

This enables increased accessibility for local citizens and community groups and exposes the collection to researchers worldwide.

**C15.3 Line 35: Salaries – Exhibits and Programs** **\$11,504**

Required to increase staffing to meet growing demands for public programming:

- One 4-day/week Program Assistant position to increase to full-time.
- One 4-day/week Program Assistant position to be hired.

This enables Commission to:

- a) build upon Historian in the School program.
- b) Host Heritage Fair for the North shore/Howe Sound area.
- c) Pursue new opportunities for collaborative programming with other community organizations at Molly Nye and Christie Houses.
- d) Meet demand for increase participation in various community events such as North Shore Heritage Weekend, Canada Day and the Carol Ships Festival.
- e) Expand activities around the PGE Station and continue costumed historical interpretation, walking tours and interaction with visitors to Lower Lonsdale.

**C15.3 Line 36: Technology** **\$2,000**

Installation of cabling and hardware to expand high speed internet access and increase staff efficiency. The cabling will also lay groundwork for any internal networking that may be introduced in the future.

**C15.3 Line 37: Computer and Other Equipment** **\$3,250**

Replacement of computer, audio visual and darkroom equipment, and small furnishings. The equipment is basic to operations.

Councillor Muri requested that a written copy of this presentation be forwarded to Council for further consideration.

## 7. Presentation House Gallery – Mr. Bill Jefferies Gallery Director

**Request for Funding for 2002: \$55,000  
 This includes additional funding request of \$10,000.**

Mr. Jefferies outlined the request for an additional funding of \$10,000 as follows:

Presentation House Gallery is an internationally known photographic exhibition space. To date, in order to save money, there has been an overlapping of salaries. This resulted in a small surplus for 2001.

The request for \$10,000 is to enable the Gallery to hire the services of a curator. This position was co-jointly filled by the Gallery Director, with approximately 60% of the Director's time being spent as curator for shows. This workload is now overwhelming and the services of a separate curator are required.

The Gallery is anticipating constructing a new building in the future, with the allocation of funds in the sum of \$1.3 million having been set aside by the City of North Vancouver for 2006. This will involve many reports and business plans, in addition to the normal running of the Gallery, and there is need for a Curator to free up the Director's time for this. To date, there are two full-time staff.

#### **8. Lynn Valley Seniors Association – Ms. Betty MacIntosh, President and Ms. Barbara Bate.**

Ms. MacIntosh advised Council that the Lynn Valley Seniors Association is in favour of the proposed annual budget of **\$29,800** for the Molly Nye House.

- This will enable the restored heritage home to become highly accessible to the community as a seniors facility.
- These funds will cover all physical operations of the house as well as some staff hours.
- If funding approved, Molly Nye House will receive continuing support from all senior groups in the Lynn Valley area.
- Any funds secured from renting out Molly Nye House will help reduce the annual contribution from the District of North Vancouver Budget.
- Volunteer support will also be generated from local community associations, with financial support from Foundations and Service Groups. To date, \$5,000 has been confirmed together with some furniture.
- The seniors programs will be self-supporting.

The Lynn Valley Seniors Association is a vibrant and capable seniors organization within the community and it urges continued support for the Molly Nye House.

#### **9. North Shore Neighbourhood House – Mr. Don Rutherford, Executive Director**

**Request for Funding for 2002: \$104,600  
This includes additional funding request of \$18,600**

Mr. Rutherford addressed Council as follows:

Originally, in 1986/87, the Lynn Valley Outreach Youth Worker position was funded under a cost-sharing agreement between the District of North Vancouver and the Federal Government under the old Canada Assistance Plan. The original cost of one position and related expenses was approximately \$37,200 with the District of North Vancouver paying \$18,600 and the Federal Government paying \$18,600. Although the District continued to fund increases in this one position, the Federal Government funding remained static.

The \$18,600 continued to be funded after the elimination of the Canada Assistance Plan through various sources; however, this was finally terminated in March 2001.

The two full-time youth workers made a total of 8,644 with youth in the first nine months of 2001. The current level of funding from the District of North Vancouver (\$86,000) will cover the salary, benefits and related operating expenses for two youth worker positions. However, there is no money for any program activities, outings, supplies and special summer programming. The District of North Vancouver's commitment to replace the \$18,600 lost from the Province would restore Lynn Valley Youth Worker funding to 2000 levels and would ensure quality programming to young people.

#### **10. Lynn Valley Community Association – Mr. Dan Ellis**

Mr. Ellis advised:

- a) The Lynn Valley Community Association fully supports the funding request for the Molly Nye House. This is a heritage facility which belongs to the District of North Vancouver, and the funding would ensure that it is well maintained and be of significant benefit to the community.
- b) The Association also supports funded and currently unfunded items for the Lynn Valley area. Lynn Valley is undergoing change with large developments providing development cost charges and future tax revenues. As the area develops, the public infrastructure changes and this, in turn, results in changes in facilities.

Discussion ensued regarding the youth addition to the Lynn Valley Community Centre. Mr. Rick Zerr advised that plans for this are currently in the design stage.

#### **11. Seymour Art Gallery – Ms. Carol Badgley, Director/Curator and Mr. Ken Fowler, Treasurer/Board of Directors**

**Request for Funding for 2002: \$30,000  
This includes additional funding request of \$5,000**

Mr. Fowler thanked Council for endorsement of the operating Grant in 2001 of \$25,000. He explained that an anticipated deficit had prompted the Gallery to request an increase to \$30,000 for 2002; however, due to a surplus through excellent programming and public response, the Gallery was now reducing the funding request back to the original \$25,000.

Ms. Badgley continued:

The Gallery wishes to invite Deep Cove artist, Mr. Charles van Sandwyk, to present a show called "Charles and the Children." This show would be held at the Deep Cove Cultural Centre July 1<sup>st</sup> to 5<sup>th</sup>, and there are spaces available for 30 children. The program would involve Mr. Van Sandwyk teaching the children the water colour painting and how to make presentations. Community support is expected for this program, the Gallery having already received enquiries from interested parties.

The expenses involved in running the program are expected to be in the vicinity of \$7,250 - \$2,250 will come in from student fees, and the remaining \$5,000 through the requested grant.

Discussion ensued with the following points made:

- The Gallery has not applied for funding from any other sources to date.
- There are a large number of exhibitions planned for the Year 2002.
- Although the students will keep their work, Mr. Van Sandwyk's work will be put forward for sale.
- The normal fee for an artist is 25% commission; however, this is at the discretion of the artist.

Mr. Zerr advised Ms. Badgley to contact the DNV Arts and Cultural Manager, Laura MacMaster, and make application through her.

*The Mayor called for a 20 minute recess (12:15 pm) and the workshop resumed at 12:35 pm.*

## **12. Seymour Community Services Society – Ms. Arleta Becket, Child and Family Services and Ms. Anne Mooi, Executive Director: Parkgate Community Centre**

**Request for Funding for 2002: \$23,823**

Ms. Becket advised council that the funding request is to deal with emerging trends and needs:

- Increase in numbers of youth using the services.
- Increase in outreach.
- Increase in demand for services from the community.

In reply to a question from Council on how youth are involved in the area, Ms. Becket outlined the activities of four specific, active youth groups. She also advised that any information the Society receives is shared with other local agencies through monthly reports to the District of North Vancouver. The Society also meets every three months with other groups to share information and ideas.

## **13. Boys & Girls Club of Greater Vancouver – Ms. Christine Kennedy, Program Coordinator**

**Request for Funding for 2002: \$5,000**

Ms. Kennedy reported that the request for \$5,000 was to sustain a youth outreach program in the Lynn Valley area, including after school programs for youth and preteens. The club provides a safe environment for youth to come together, and a designated space for youth, situated behind Jaycee House, is being contemplated. However, it will take some time for funding to be secured for this. Currently the Club, which has a membership of 120, meets daily in a portable at the Lynnmore School.

The instigation of a Teen Kitchen is proposed whereby teens can come together, make a meal and spend the evening in group activities. There is also the need for a youth outreach worker

position to be created to work with youth in the area, and the requested funding of \$5,000 would be split between these two items.

#### **14. Ms. Cathy Adams – President, Lions Gate Neighbourhood Association**

Ms. Adams reported that, in her opinion, the Budget document format was difficult to follow and was lacking information. She outlined issues as follows:

- a) **A2.1 - Taxes:**  
Is the Vancouver Wharf now going to pay taxes?  
The Mayor responded by advising that the taxes are paid but capped. A request to the Provincial Government asking that this cap be removed has, to date, not been allowed. The DNV is still pursuing this; however, it is not anticipated that this will occur within the 2002 Budget year.
- b) **C12.2 - Lower Capilano Community Centre:**
  - The completion of the design and the Marine Drive Corridor Study needs to be finalized.
  - There is no funding for a new field house for facilities at Norgate Park.
- c) **E3.1 – #3: Lynn Valley Youth Activity Space**  
Over \$100,000 is allocated for this.  
E3.1 - #5: Lynn Valley Library/Archives  
Additional \$3 million for this facility over and above the amount approved in the 1996 referendum slated, apparently, for Year 2003.
- d) **E3.6 - #53: Parkgate Field House Design**  
2004 – Capital Budget 5-year summary shows an amount of \$50,000 for the design only. This is mentioned to highlight that \$3 million will not adequately cover the provision of quality facilities at Norgate Park, along with the Field House.
- e) **E3.14 - #127: Inter River Park Field Referendum Project**  
This is the only referendum project mentioned for 2002 and subsequent years.
- f) **C15.4 - #50 and #51: Lower Lonsdale Community Centre**  
New funding request for operation costs projected in 2003. This facility may be operational next year, although this has been in the “next year” column for a number of years.
- g) **Intersection and Surrounding Roadways Improvements at Marine/Capilano Intersection:**  
Good example of how little information in this new Budget format.  
E3.11 - #105: Marine Drive Improvements - \$400,000 should not be cut from the Budget. TransLink will pay \$200,000 of this amount. Should be enough money to do this whole project. Residents would like to see work begun.
- h) **C2.21 - #21: School Field Maintenance**  
This was a deferred item from 2001 of \$40,000. Does the DNV maintain some school fields at this time, or are they planning to?
- i) **C15.2 - #16: Dollarton Connector Landscape Maintenance**  
\$29,000 allowed for this item. Lower Capilano area has never received monies for landscape maintenance and has Parks Service medians along Lower Capilano Road

**j) C15.3 - #39: Capilano School Outreach Phase II**

\$3,162 – What is this item and what was Phase I?

**k) C15.3 - #38, 40 and 41 – Recreation Commission items**

These appear to be for the City of North Vancouver area. Should they be in District of North Vancouver Budget?

Gary Young replied:

City of North Vancouver and District of North Vancouver share recreation facilities on a 70/30 split so whenever a new funding item comes up, it appears on both.

Regarding the Capilano School Outreach, the Phase II refers to the District program of developing further programming in community schools in concert with the School Principal.

The Mayor advised Ms. Adams to contact Mr. Young if she required further specifics on Items (j) and (k).

Capital Projects Not Funded (of particular interest to residents of Lower Capilano area):

**l) E5.1 - #6 – Lloyd and West 1<sup>st</sup> (South of the tennis facility)**

\$87,500 – There has been no information given to Lower Capilano area residents or community associations that sale of this land is contemplated and that a residential development could be built in this area. If this is so, then hopefully there would be a public process.

Mr. Zerr advised that this item is on the unfunded list because of uncertainty as to what will eventually occur. The question of whether to sell or lease the land would require public process, including local community associations, and the land would also have to be rezoned.

**m) E5.3 - #16 – New Traffic and Pedestrian Signal**

This refers to a new traffic signal at Capilano Road and Curling Avenue, just north of Marine Drive. Approximately \$100,000 of the requested \$220,000 is for the signal. Hopefully, this item will be brought forward by Staff for funding in 2003, and this timing would be ideal as the Marine Drive/Capilano Intersection improvements would be underway by that stage.

**15. Firefighters Local 1183 - Mr. Kent Hodson, Secretary/Treasurer**

**Proposed Cut to Fire Services Budget:**

**\$150,117**

Mr. Hodson requested that Council direct any comments or questions they may have to Chief Calder.

**Question:**

With regard to the proposed cuts in the 2002 Budget, does the Chief recommend these cuts and how they would impact on the day-to-day operations of the Fire Department, especially in areas such as public safety, manning (which could impact on citizen and firefighter safety), programs of public education and community events such as the annual Halloween Fireworks Display?

As a firefighter, union member and citizen of North Vancouver, Mr. Hodson was of the opinion that any cuts in the Fire Services Budget would adversely affect the exemplary service given to the District of North Vancouver.

Chief Calder responded:

- He recommends the retention of existing prereduction funding to meet the needs of the District of North Vancouver.
- He recognizes that Council may require the reductions.
- If cuts proceed, the funding of the fireworks program would be eliminated. An approach has been made to the Rotary Club to ask if they would be interested in adopting a park and funding the fireworks program. No reply has been received to date. The projection is that the Rotary Club would be able to fund only one or two displays. If this is the case, then other community groups may be approached.
- Staffing - elimination of two positions proposed:
  - Public Education Captain would moved to another Captain's position, made vacant through retirement May 1st, 2002.
  - This would reduce the public education programs to the citizens of the District of North Vancouver. The Chief does not recommend this elimination. However, this is the least "painful" method of achieving such a large reduction.
  - Elimination of one firefighter position through attrition. This would be accomplished effective May 1<sup>st</sup>, 2002.
  - Reduction to firefighter overtime of \$37,000. This would probably include the Mr. Doo-Bee Life Safety Program (\$11,000).
  - Reduction to the Health Service Budget by 50%.

Chief Calder does not recommend these cuts. However, if they are required, then these are the areas where they could be made. Should the reductions be approved, a level of security and safety would be maintained but this level will likely not be the same as the pre-reduction level.

**Comments:**

- Firefighter and Citizen Life Safety: "Floater" firefighters and overtime are used to assist in maintaining staffing of fire trucks. If these staff are cut and overtime is reduced, then manning of trucks may be incomplete.
- The 2002 Operating budget, apart from contractual obligations, is a zero budget. There are no increases.
- Equipment expenditures are dealt with through a reserve account funded by the Operating Budget. Funding for replacement of existing vehicles has been projected until 2020. No funding for vehicles in addition to the current fleet has been projected. There is some money in the Operating Budget for vehicle parts and supplies.

John McPherson advised that he will forward to Councillor Crist a list of Fire Department increases.

**16. Mr. John Hunter, 300 Block, Roche Point Drive**

Mr. Hunter presented as follows:

**a) Tax Target Formula**

This approach is faulty:

- It seems to have become a real target.
- Encourages reliance on a formula rather than human judgement for trial budget runs.
- Does not allow for potential surprises or political factors that may suggest a different initial target tax increase.
- Programs are not eliminated.

**b) “State of the Nation”**

- Since 1997, DNV debt has increased from Nil to \$12 million, with authorization to \$26 million.
- Continued spending of both capital and interest of Heritage Fund.
- Costs are increasing as residents ask for more services and facilities.
- Ability to handle any further “surprises” in the future is limited.

**c) The Future**

DNV financial situation and flexibility are deteriorating due to:

- Residents in Seymour area wish for less than 1% growth – transportation issues need to be addressed.
- Many residents object to using the Heritage Fund to pay operating and maintenance costs.
- DNV taxes are the highest in the GVRD.
- Utilities are approximately 30% of total budget.
- Reserve funds may well be the lowest in the GVRD.
- PPP, privatisation and commercialisation to generate savings or revenue may not be well received by community.
- Future cost of maintaining capital infrastructure estimated by Staff at \$11 million/year. With \$2 million from Heritage Fund and \$4.5 million from tax levies, there is no allowance in Budget for \$4.5 million deficit.
- No allowance for the \$745,000 unfunded budget requests under Section C.
- No allowance for the \$5 million unfunded capital projects under Section E.
- No allowance for \$3 million to fulfil guarantee to purchase the North Shore Winter Club, if it defaults on its loan.
- Participants have an unfunded actuarial liability of \$548 million in the pension fund for BC employees, to which DNV employees belong. There is no reserve should future top-up be required for the District’s share.
- No allowance for “surprises” in the Budget.
- Unbudgeted costs plus \$4.5 million unbudgeted infrastructure maintenance costs would raise the tax increase to the 17-20% tax range or higher.
- The general public is unaware of the true situation.

**Recommendations:**

- 1) Do a “core review”, department by department.
- 2) Focus on the big dollar items and sort out the smaller dollar items later.
- 3) Look at revenue sources, such as the rate of return on District land, false alarm penalties, move to more user fees. Revenue increase needs as much attention as cost reduction.
- 4) Change the Staff incentive system.

**Summary:**

The 2002 Budget document does not present a fair and clear picture of the District of North Vancouver.



It was suggested that Mr. Hunter be invited to discuss former process reviews with Rick Zerr.

## **17. Mr. Corrie Kost, 2800 Block, Colwood Drive**

Mr. Kost presented as follows:

The DNV website represents material pertaining to the District and this should be enhanced. It is an equitable way for materials to be accessed by everyone.

The draft 2002-2006 Financial Plan Report and the Inventory of Municipal Services By Division Report, which provides background information, should have been integrated into one document.

A core review is absolutely essential, with cuts proposed of 30-50% in all programs. The District should encourage community feedback – simple surveys do not provide the required information.

Increases in user fees are downloading by the District of North Vancouver of costs to the consumer.

Why are fire costs per capita so high? Public are highly overpaying the amount for fire taxes.

Mr. Kost referred to C-11.2 “Fire and Administrative Services” which listed five full-time people and personnel benefits of \$2.5 million. Chief Calder explained that the five staff members were budgeted at \$317,212 and the balance covered administration of the entire Fire Department of 143 employees, and all benefits exclusive of salary. Mr. Kost opined that this should have been itemized more appropriately.

West Vancouver District has posted a 1.8% tax increase for 2002. This is more in line with what the District of North Vancouver tax increase should be. It has held many public budget meetings and presentations. Why does the District of North Vancouver not get the public involvement process working?

December 19, 2001: Leaky condo costs. The insurance ran out at the end of 2001, so how is the District of North Vancouver going to deal with possible litigation on leaky condos?

Dog Bylaw: This is a trivial \$3 item but it is a matter of principle. What is the justification for the \$20 fee? What service does this provide? Abusers of the system should pay. Dog owners should only pay once.

Lynn Valley Library: There is a need to promote a national centre. Replication of electronic services in every library across Canada is a monumental waste and this should be reduced. Instead, there should be a central electronic Library.

E3.10 - #94: Sidewalks. Last year there was zero expenditure but this year there is some. However, why does this funding come from the Heritage Fund? This Fund should never be used for something that is non-sustainable. The better route is to spend this money to buy more property.

Recreation Commission: The District is spending more and more money in this area. Has the new technology actually saved any money? The price of computers has dropped and this reduction should show up in the Budget. Total cost to operate is \$15.7 million for the City of North Vancouver and the District of North Vancouver. This equals \$130/capita. Every home is paying essentially \$180/year, whether they use the recreation facilities or not.

Seniors: Some consideration should be given to the way in which the programs are subsidized.

The Mayor requested that Mr. Kost summarize his presentation. Mr. Kost replied that the Budget document requires page-by-page study as it is, in his opinion, "strewn with errors". This allows for no possibility of taking a calculator and checking it over.

Councillor Mackay-Dunn would like to discuss with Mr. Kost ways to recover operational and maintenance costs.

Discussion followed regarding the advertising of the Public Workshop and the wording of the advertisement. There was no indication that there would be committee input. The Mayor advised that this matter would be reviewed for future public input process.

Councillor Muri left the meeting at 3.00 pm.

Councillor Dunsford requested clarification of the Item C11-1: \$2,505,599 from Chief Calder. He advised that this is total administration costs.

Councillor Crist raised the issue of a Central Federal Information Station (electronic) and queried Mr. Kost what specifically should be done in the process of building the new Library. Mr. Kost replied that the new Library should anticipate the new technology and infrastructure grants should be applied for.

The meeting was adjourned at 3:10pm.

CERTIFIED CORRECT

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Confidential Council Clerk



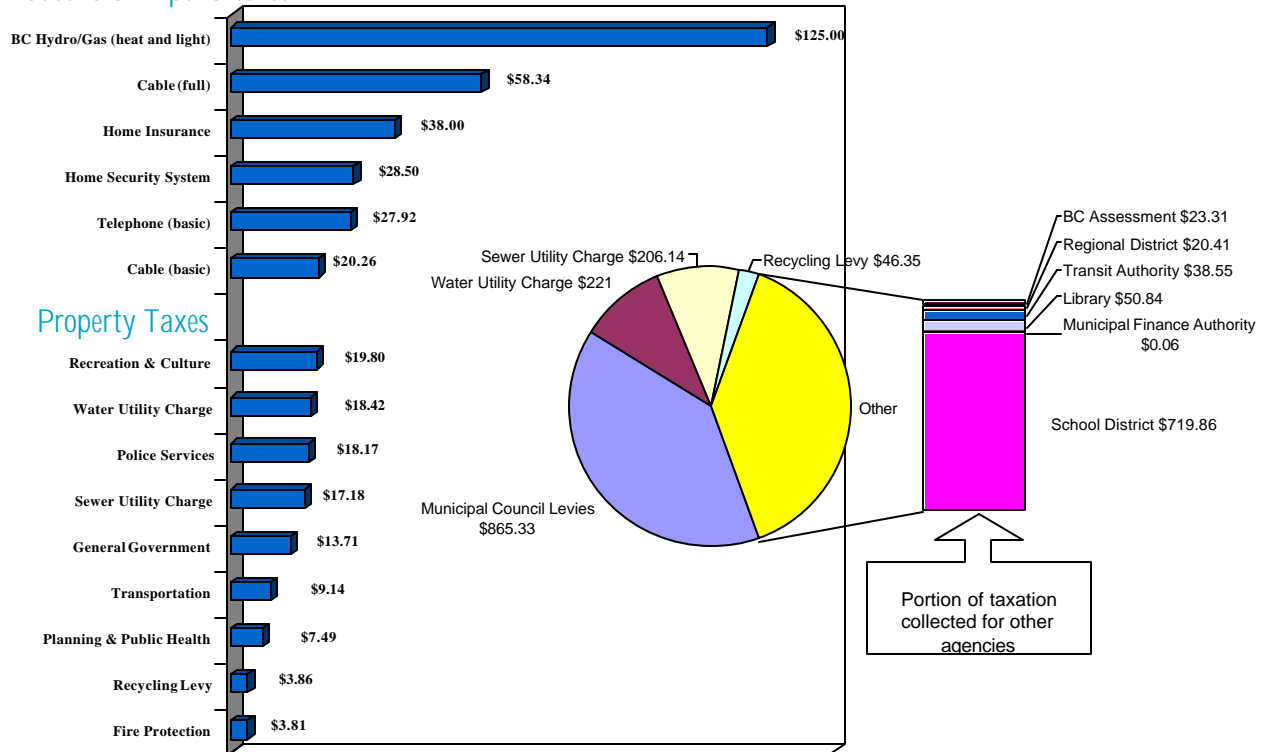
## 2001 Average Home Comparison



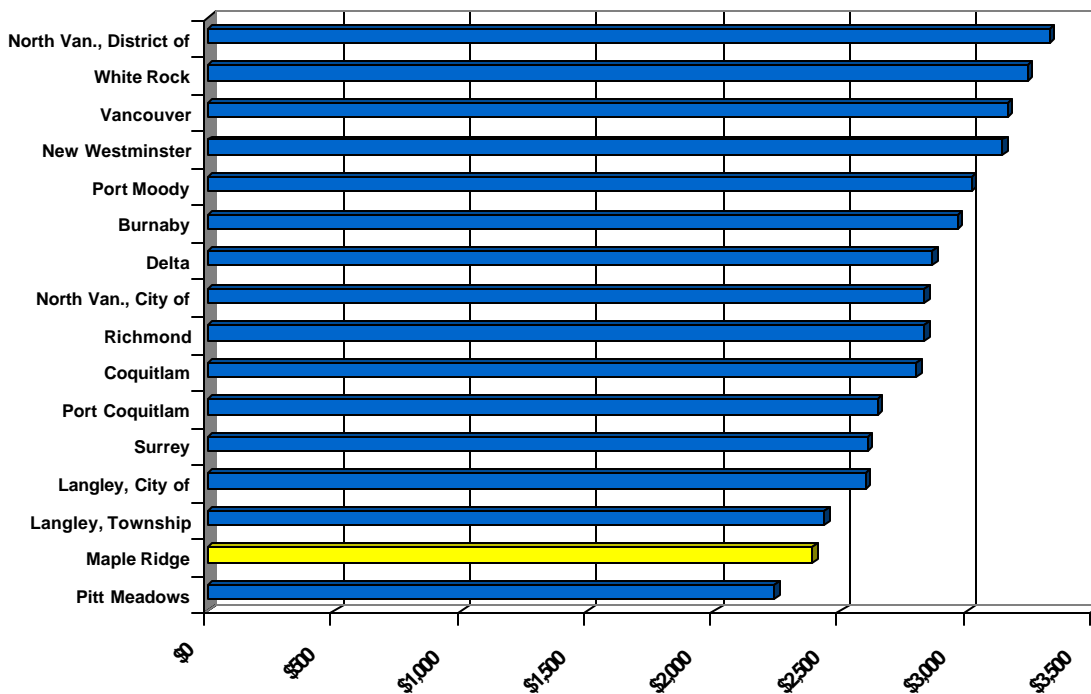
### Municipal Property Taxes for Services and Other Standard Household Services

#### Household Expenditures

(Cost Per Month)



#### General Taxes for Municipal Services



**COUNCIL AGENDA/INFORMATION**

<input type="checkbox"/> In-Camera	Date: _____	Item # _____
<input type="checkbox"/> Regular	Date: _____	Item # _____
<input type="checkbox"/> Info Package	Date: _____	Item # _____
<input type="checkbox"/> Agenda Addendum	Date: _____	Item # _____

_____ Dept. Manager	_____ Director	_____ Municipal Manager
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**The District of North Vancouver  
REPORT TO COUNCIL**

June 3, 2002  
File: 5360-20/01  
Tracking Number: RCA – 2002-00799

**AUTHOR:** Mayor Don Bell

**SUBJECT:** Review of Yard Trimmings Collection Program

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**RECOMMENDATION:** That staff provide a status report to Council reviewing the effectiveness of the recent changes to the Yard Trimming Collection Program.

**REASON FOR REPORT:** I have received a number of verbal comments and written communications from the public since the new regulations have come in to effect. In light of this, and as the program will have been in place for 4 months, I feel it would be appropriate to ask that staff report to Council on the status and acceptance of the program.

**SUMMARY:**

Some key points that should be reviewed in the report are:

- Costs/benefits to the municipality
- Cost/benefits to residents
- Customer satisfaction and compliance with the changes
- Potential impact on the tri-municipality program if additional changes were made

**BACKGROUND:** On January 14, 2002 new regulations were passed to take effect on March 1, 2002. The new program allowed for the use of reusable rigid containers, biodegradable paper bags or tied bundles but no longer allowed for the previously used clear plastic bags. At that time all three partners in the North Shore Recycling Program, the City of North Vancouver (January 7/02) and District of North Vancouver (January 14/02) and the District of West Vancouver (January 14/02), voted in favour of the changes. A comprehensive public awareness program was undertaken.

A number of persons I have spoken to have now purchased plastic garbage cans for yard trimmings. Some residents have tried the kraft paper bags with mixed results and many still favour the previous method of allowing yard waste in clear plastic garbage bags. It has been suggested that perhaps we could allow a return to a system that would allow for several options, including clear plastic bags.

Mayor Don Bell