

# Shaping our community



## 2008 ANNUAL REPORT

FOR THE FISCAL YEAR ENDED DECEMBER 31, 2008



# *Our citizens are* shaping our community

In the City of Port Coquitlam, our citizens set the direction for how we govern, how we provide services and how we plan for the future. We're committed to creating effective opportunities for our citizens to have a voice in their local government.

The documents that provide the roadmap for our community – such as our 2002 Corporate Strategic Plan and 2005 Official Community Plan – are built around priorities set by our citizens. A strong focus on public input during the development of these and other planning documents and processes helps ensure that we remain relevant. As the needs of our community change, so too does the input we receive, and our response.

Our overarching objective is a deep culture of community involvement that flows through every aspect of our operations and governance. On the ground, this means ensuring that our actions reflect our talk, that the input we receive is authentic and that our citizen involvement process is meaningful.

Our approach includes:

- creating opportunities that will reach a true cross-section of our community – including those who don't typically engage in local government issues,
- engaging the public early in the process, before decisions are made, and

- working towards consensus while always keeping the overall needs of the community in mind.

When we review our Corporate Strategic Plan and conduct several other key planning initiatives in 2009, we'll be once again looking to members of our community to guide us as we look ahead, set goals and develop strategies to achieve the kind of community our citizens want.



## A Year in Pictures

The City of Port Coquitlam would like to thank the following photographers for the use of their images in the 2008 Annual Report: J. Benjamin, R. Digard, J. Dillabough, K. Hall, C. Leduc, B. Lohnes, V. Ma, R. Nery, J. Pesochin, R. Philbrook, S. Smith, F. Taheri and L. Thomas. Cover photo by Steve Smith.

# 2008

# Annual Report

FOR THE FISCAL YEAR ENDED DECEMBER 31, 2008



# Canadian Award for Financial Reporting

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the City of Port Coquitlam for its annual financial report for the fiscal year ended December 31, 2007. This is the City's third consecutive Canadian Award for Financial Reporting.

The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards.

Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.



A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to the GFOA.

# Distinguished Budget Presentation Award

The City of Port Coquitlam received a Distinguished Budget Presentation Award from the Government Finance Officers Association for its 2008 budget. The award represents a significant achievement by the City and reflects its commitment to meeting the highest principles of government budgeting.

To receive this award, the City had to satisfy internationally recognized guidelines for effective budget presentation. These guidelines assess how well the City's budget serves as a policy document, a financial plan, an operations guide and a communication device. Budget documents must be proficient in all four categories to receive this award.

This is the 11th year the City has received this honour.

The Government Finance Officers of the United States and Canada is a non-profit professional association serving more than 16,000 finance professionals throughout North America. The GFOA's Distinguished Budget Presentation Award Program is the only national awards program in governmental budgeting.



## Working Towards a Sustainable Future

As part of our commitment to sustainability, the City of Port Coquitlam has chosen to print the 2008 Annual Report on Unisource's *Save-A-Tree* paper, which is made from 100% post-consumer fibre using a 100% chlorine-free process.



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# Shaping our community *in a changing world*

Much has changed since our community came together in 2002 to write the Corporate Strategic Plan that guides the decisions reflected in this Annual Report.

In 2009, the City of Port Coquitlam will launch a variety of planning initiatives – including an update of our Corporate Strategic Plan – to ensure we continue to address the evolving needs of our community in the context of the changing world around us.

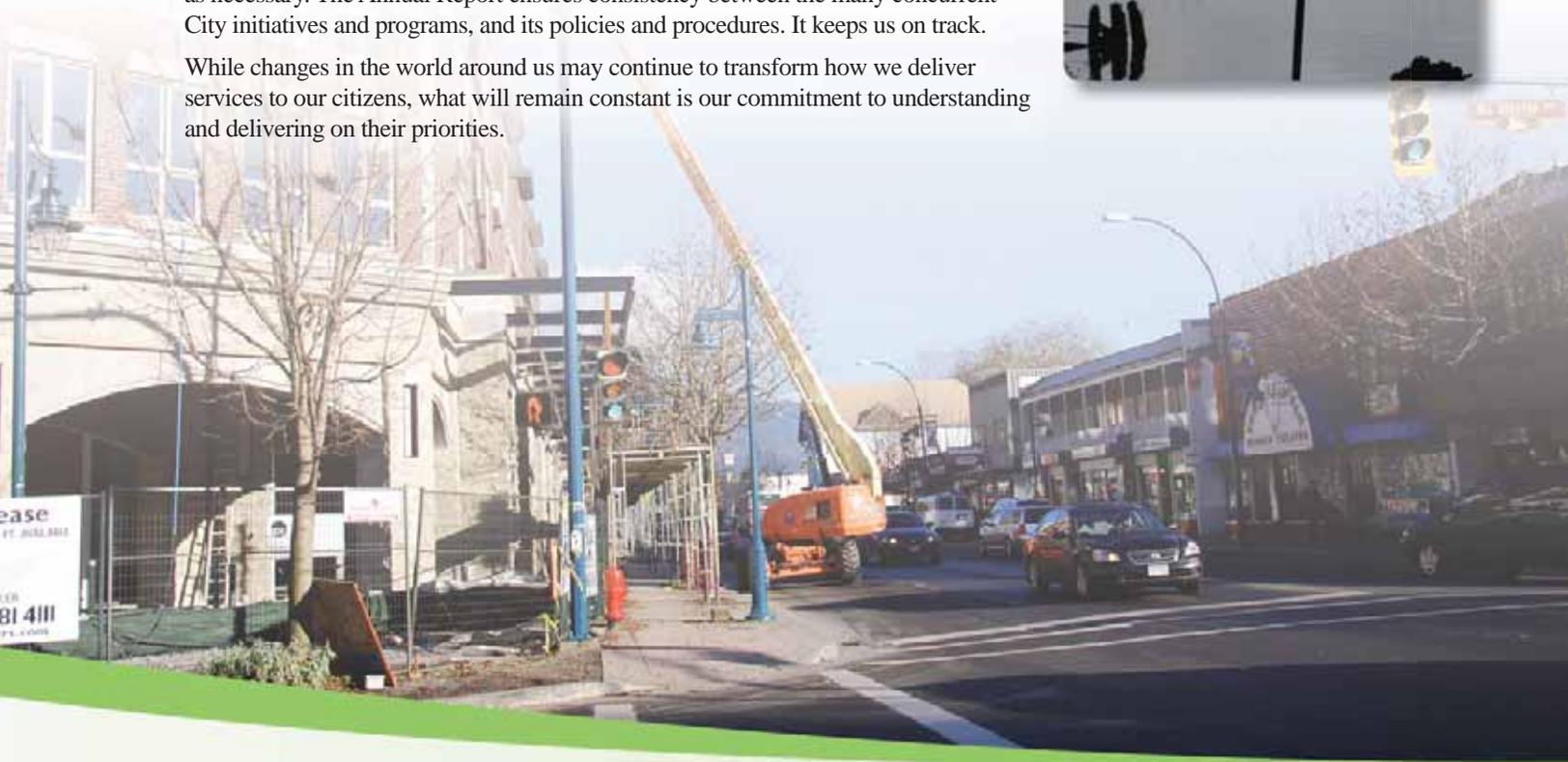
Our City's primary planning document, the Strategic Plan addresses the question of what kind of community we want Port Coquitlam to be in the future, and identifies the work that must be done to achieve that. The Strategic Plan is structured around delivering on the citizen priorities identified during the development of the plan.

As a local government, it's critical that we continue to identify and respond to emerging issues and service needs. For this reason, our planning work in 2009 will include the development of new strategic plans for the environment (an increasingly greater focus for our community), as well as heritage (an issue that has come to the fore as a result of redevelopment activity). A community-led action team, initiated by the Mayor, has also been struck to address the growing issue of homelessness.

Meaningful public consultation will ensure the Corporate Strategic Plan and other planning initiatives reflect the community's vision of Port Coquitlam. These plans also form the basis of the City's annual business planning process. Our Departments and Divisions ensure their business plans are aligned to the City's plans, so that their goals for the coming year deliver what our citizens want.

The success of those business plans is reported each year in the Annual Report. Performance measures in the report enable the City to gauge how we're meeting our commitments to our citizens, to celebrate accomplishments and to make adjustments as necessary. The Annual Report ensures consistency between the many concurrent City initiatives and programs, and its policies and procedures. It keeps us on track.

While changes in the world around us may continue to transform how we deliver services to our citizens, what will remain constant is our commitment to understanding and delivering on their priorities.



# Introductory Section





## Message from the Mayor

Just as our annual report is a reflection of our City's achievements, this year's theme – *Shaping our community* – is a reflection of what is happening in our community.

This is an unsettled time in our history. The world's economy is in flux, and our City needs to adjust how we respond to it. It's critical that we come together now as a community to determine the way forward.

There's no question community involvement has always been one of our City's key objectives. Many of our functions, programs and initiatives incorporate some form of public consultation, and we dedicate our resources to identifying and meeting the needs of our citizens. A good example is the Coast Meridian Overpass, to be completed in early 2010. It's not only the largest transportation project in our City's history, but it's our most significant delivery on our citizens' long-standing top priority: transportation.

At the same time, we're committed to finding new and better ways to establish a meaningful dialogue with our taxpayers on issues that affect them – issues such as the taxes they pay and the services we provide. For example, citizen advisors were added to almost all of our Council's standing committees at the beginning of our term. We're also making greater use of web-based tools, such as online surveys and social networking websites, as well as bringing back town hall meetings, where we will come together as a community to discuss what's important to us.

*We're committed to finding new and better ways to establish a meaningful dialogue with our taxpayers.*

These new approaches will ensure we engage a wider and more diverse audience than ever as we launch several planning exercises in 2009, such as an updated Corporate Strategic Plan and a new Heritage Strategic Plan, Environmental Strategic Plan and Mayor's Action Team on Homelessness.

Port Coquitlam is a wonderful community with many assets. We have a strategic location in the Lower Mainland while being surrounded by nature's beauty. We enjoy urban amenities and plentiful business opportunities, as well as a small-town charm and citizens who are willing to step up and be engaged.

With the cooperation and involvement of everyone in our community, Port Coquitlam will continue to be the kind of place where we all want to live, work, play and retire.

Greg Moore  
Mayor

*I am extremely proud of the excellent work that our City staff and volunteers continue to do.*



## Message from the Chief Administrative Officer

It is hard to believe that another year has gone by! Some say that when you are very busy, time flies. There is certainly truth in this statement for 2008.

Very shortly into the new year, City Council gave the final approval, upon the completion of a thorough public consultation process, to a long-awaited major road infrastructure project – the Coast Meridian Overpass (CMO). This 578-metre-long four-lane crossing of the Canadian Pacific rail yards will connect the north and south parts of the City, relieve traffic congestion in the region, improve emergency response and reduce greenhouse gas emissions by about 13,000 tonnes per year!

At \$135 million, the CMO is the largest capital project in the history of Port Coquitlam. A tremendous amount of work and support have been contributed collectively by members of City Council, staff, consultants, contractors, Translink, Canadian Pacific Rail and the public to bring this project to fruition. The delivery of the CMO under the design-build contract progressed very well during 2008. We have about another year of construction remaining, and we can hardly wait for the ribbon-cutting ceremony in the spring of 2010! It will certainly be an enduring landmark and practical asset for the City.

Other significant City achievements worthy of note:

- A website created for youths by youths ([www.pocoyouth.com](http://www.pocoyouth.com)) was launched in January.
- In February, Port Coquitlam became the first city in Metro Vancouver to launch a page on Facebook.
- A “Bait Locker” Program was launched in March to deter thefts at Hyde Creek Recreation Centre, and subsequently received a crime-prevention award.

- In July, Port Coquitlam was the first Metro Vancouver city to offer curbside pickup of compostable items through a Kitchen Green Waste Collection Program – part of our ongoing sustainability efforts.
- The City opened a Healthy Resource Centre at Hyde Creek Recreation Centre in December to help our residents get and stay healthy.
- The unprecedented snow storms that hit over Christmas reminded all of us of the first-class snow removal and ice control service provided by City crews. Praises from residents lifted the spirits of the crews, many of whom worked through the holidays.

These examples are indicative of the City’s commitment to enhancing our services to the public. As I have repeatedly stated in the past, I am extremely proud of the excellent work that our City staff and volunteers continue to do!

Since 2008 was a municipal election year, I would be remiss if I did not congratulate the three new and four returning members of City Council. We also have a new Mayor! Since the Inaugural Council meeting, Mayor Moore has shared a lot of ideas with staff as to where he wants to take the City. It’s clear that 2009 and beyond will be very exciting for the City of Port Coquitlam. Stay tuned...

A handwritten signature in black ink, appearing to read "Tony Chong", enclosed within a hand-drawn oval.

Tony Chong, P. Eng.  
Chief Administrative Officer



## Community Profile

A vibrant community of more than 57,000 people, Port Coquitlam boasts a picturesque natural setting, a strategic location, progressive business opportunities, small-town spirit and a dedication to healthy living that offers an exceptional living and working environment for people of all ages and lifestyles.

Over the last several years, the City has been bustling with new commercial, institutional, industrial and residential developments, many of which are close to our historic and authentic downtown core or in new growth areas such as the Dominion Triangle. To meet the needs of our residents, the City is undertaking improvements to infrastructure, transportation and other services, including the new Leigh Square Community Arts Village and the Coast Meridian Overpass.

Incorporated as a municipality in 1913, Port Coquitlam strives to be a complete community that balances social, environmental and economic values while fulfilling the priorities set by our citizens.

We are fond of saying that Port Coquitlam enjoys small-town spirit and big-city connections, and for good reason.

We believe our engaged and active citizens make our community a better place to live, work and play, and we provide and support a wide variety of opportunities for citizen involvement.

Port Coquitlam is centrally located within the Lower Mainland, with easy access to Vancouver via road, transit and commuter rail links. This accessibility, combined with the availability of affordable industrial, commercial and residential properties and our continued focus on economic growth, has drawn a large number of progressive enterprises to the community.

Port Coquitlam is also a desirable and safe place to live and raise a family. Our residents have access to more than 266 hectares of parkland and an extensive system of outdoor trails perfect for cycling, hiking and leisurely walks. A wide variety of housing choices, quality schools, health care facilities, shopping, recreation and arts facilities, and numerous places of worship round out this warm and caring community.





## Mission and Vision

### MISSION STATEMENT

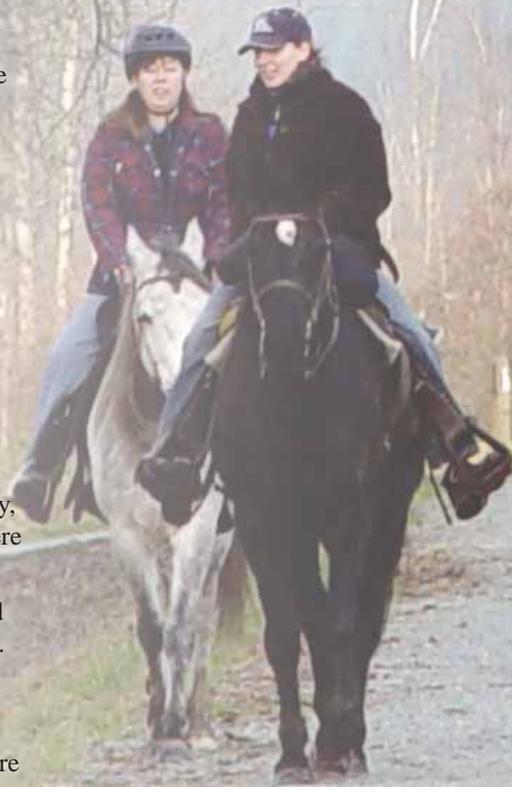
Our mission is to work with our citizens to create a healthy, vibrant and caring community, through:

- Visionary leadership and accountable governance
- Citizen involvement
- Balancing the expectations for services with available resources
- Decision-making that integrates the social, economic and environmental interests of the community
- Quality in customer service

### OUR VISION

Port Coquitlam will aspire to be a complete community, unique because of its traditional, small-town atmosphere and its strong sense of pride, and where:

- Citizens have a collective sense of belonging and contribute to the quality of life in the community.
- The community celebrates a vibrant culture and heritage.
- The environment is nurtured for present and future generations.
- A dynamic economy contributes to prosperity and the opportunity to work close to home.
- Planned development strengthens the character of the community, helping to create safe and affordable neighbourhoods.



# City of Port Coquitlam Organizational Chart

CITIZENS OF PORT COQUITLAM (RESIDENTS, PROPERTY OWNERS, BUSINESSES)

## CITY COUNCIL



### OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

**Tony Chong, P.Eng**  
Chief Administrative Officer

### HUMAN RESOURCES DIVISION

**Barbara Wilton, CHRP**  
Manager



### CORPORATE SERVICES DEPARTMENT

**Mindy Smith, CA-CIA, MBA**  
Director

*Divisions: Finance, Information Services, Bylaw & Licencing*

### FIRE & EMERGENCY SERVICES DEPARTMENT

**Steve Gamble, CFO, MIFireE**  
Fire Chief/City Emergency Coordinator

*Divisions: Protective Services, Facilities, Operations, Emergency Preparedness*



### DEVELOPMENT SERVICES DEPARTMENT

**Laura Lee Richard, MCIP**  
Director

*Divisions: Building, Planning*

### LEGISLATIVE & ADMINISTRATIVE SERVICES DEPARTMENT

**Kathleen Vincent**  
Director

*Divisions: Communications, Corporate Office, Legislative*



### ENGINEERING & OPERATIONS DEPARTMENT

**Igor Zahynacz, P.Eng**  
Director

*Divisions: Engineering, Environmental Protection, Roads & Drainage*

### PARKS & RECREATION DEPARTMENT

**Barry Becker**  
Director

*Divisions: Recreation, Parks & Facilities, Parks Planning & Design*



### MUNICIPAL AUDITORS

BDO Dunwoody LLP

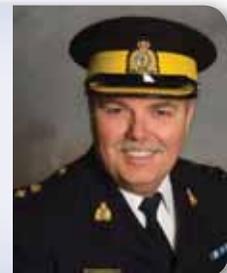
### BANKERS

Toronto Dominion Bank

### POLICING (RCMP)

**Peter Lepine**  
Officer-in-Charge

*Contracted service*



# Port Coquitlam City Council

Elected every three years by the citizens of Port Coquitlam, City Council is a legislative body that provides leadership to the City's government.

Port Coquitlam City Council is committed to ensuring that the priorities of local citizens guide the policies it establishes and the decisions it makes on civic matters such as land use and budget levels for operations and capital expenditures.

City Council is made up of the Mayor and six Councillors, all of whom hold office for three-year terms. The Mayor chairs the Council meetings and is also an ex-officio member of all Council committees and all bodies to which Council has the right to appoint members.

Issues requiring a Council decision generally appear first before one of the special committees of Council. As of December 2008, these are: the Community Safety Committee, Environmental Enhancement Committee, Healthy Community Committee, Finance and Intergovernmental Committee, Smart Growth Committee, Social Inclusion Committee and Transportation Solutions & Operations Committee.

Council's two regular meetings each month are open to the public. Agendas are available from City Hall or the City's website ([www.portcoquitlam.ca/council](http://www.portcoquitlam.ca/council)).

## Port Coquitlam City Council 2008-2011

**Top row, from left: Cllr. Glenn Pollock, Cllr. Darrell Penner, Cllr. Brad West, Cllr. Mike Forrest**  
**Bottom row, from left: Cllr. Michael Wright, Mayor Greg Moore, Cllr. Sherry Carroll**





*Almost every aspect of our community is touched and enriched in some way by volunteers.*

## Volunteering

The City of Port Coquitlam prides itself on the many volunteers and organizations who work hard to make our community a better place for everyone.

Because of the efforts of our volunteers, Port Coquitlam is more than just a wonderful place to live and work. It's also a safer, healthier and more complete community, with an abundance of PoCo Pride – that special combination of community spirit and pride that is unique to our community.

Almost every aspect of our community is touched and enriched in some way by volunteers. They willingly take on often-thankless tasks and do whatever is necessary to support their cause, whether it is sports, healthcare, arts and culture, community celebrations, leisure activities, crime prevention, emergency preparedness, the environment or other facets of our community.

The City of Port Coquitlam encourages volunteerism by providing opportunities for our citizens to volunteer in all aspects of civic life, from assisting with recreation programs to serving as citizen advisors to our City Council. This busy program is organized by our dedicated Volunteer Services Program Coordinator. We're extremely grateful for the support of our approximately 500 civic volunteers, who help our City provide even better service to all citizens in our community.

Each April, in conjunction with National Volunteer Week, we honour and celebrate all the volunteers in our community at our annual Volunteer Recognition Awards & Tribute. This event recognizes these unsung heroes and their legacy, and encourages them to keep working hard to make our community better and better.





## Employee Involvement

The City of Port Coquitlam encourages its employees to be active participants in the community they serve, and we're proud of the numerous charitable and volunteer endeavors undertaken by our City staff.

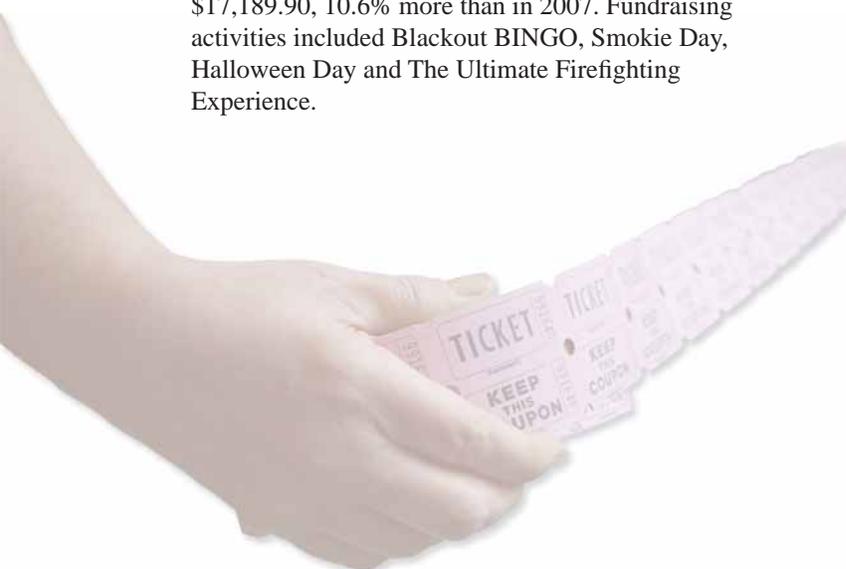
Not a month goes by without some sort of office fundraiser supporting a good cause, and many of our staff members also volunteer their spare time for a variety of worthwhile organizations.

While many staff are local residents, even those who live elsewhere take pride in doing what they can for Port Coquitlam.

Here are just a few examples of how our employees continued to go above and beyond for our City in 2008:

- The City's annual United Way campaign raised \$17,189.90, 10.6% more than in 2007. Fundraising activities included Blackout BINGO, Smokie Day, Halloween Day and The Ultimate Firefighting Experience.

- Port Coquitlam firefighters volunteered approximately 1,500 hours and raised \$30,000 for various causes. Volunteer activities included participating in the Port Coquitlam Rotary May Day Parade, a Muscular Dystrophy fundraiser, the Bright Nights Stanley Park Christmas Train and the Canada Day salmon barbecue.
- Staff fundraisers to support the Terry Fox Foundation included casual days and raffles of two days off with pay. A total of \$1,452 was raised.
- Staff participation in Jeans Day raised more than \$1,400 for the BC Children's Hospital Foundation.
- City staff raised \$727 for SHARE by holding casual days.



# Economic Snapshot

## New Construction (including repairs and additions)

TYPE	New Construction		Repairs & Additions	
	\$ VALUE	UNITS/PERMITS	\$ VALUE	UNITS/PERMITS
Single-family duplex	8,310,344	36	2,717,110	59
Multi-family	13,980,550	108	1,160,007	6
Commercial	2,500,000	1	2,754,105	41
Industrial	19,740,000	7	1,434,720	31
Institutional	800,000	1	120,800	5
Accessory	494,332	19	0	0
<b>Total 2008</b>	<b>45,825,226</b>	<b>172</b>	<b>8,186,742</b>	<b>142</b>
<b>Total 2007</b>	<b>107,742,004</b>	<b>787</b>	<b>20,673,289</b>	<b>161</b>

## Major Construction Projects

LOCATION	DESCRIPTION	COMPLETION SCHEDULE
2346 McAllister Avenue	54-unit apartment	Constructed in 2008
2495 Davies Avenue	63-unit townhouse development	Constructed in 2008
2336 Whyte Avenue	65-unit apartment building	Constructed in 2008
2342 Welcher Avenue	26-unit apartment	Constructed in 2008
2627 Shaughnessy Street	Legion commercial/senior housing	Constructed in 2008
1632 Broadway Street	Industrial building	Under construction in 2008
2373 Atkins Avenue	41-unit apartment	Under construction in 2008
2675 Shaughnessy Street	Villagio phases 1-2: mixed comm/res	Under construction in 2008
2245 Kelly Avenue	137-unit seniors housing complex	Under construction in 2008
2023 Kingsway Avenue	Multi-tenant industrial building	Under construction in 2008
2418 Avon Place	137-unit townhouse development	Under construction in 2008
2108 Rowland Street	64-unit stacked townhouse complex	Under construction in 2008
2477 Kelly Avenue	79-unit apartment building	Under construction in 2008
2368 Marpole Avenue	81-unit apartment building	Under construction in 2008
3150 Vincent Street	27-unit apartment building	Under construction in 2008
1969 Westminster Street	23-unit apartment building	Under construction in 2008
2228 Welcher Street	37-unit apartment building	Under construction in 2008
2484 Wilson Avenue	82-unit apartment building	Under construction in 2008
1388 Dominion Avenue	Commercial car wash	Under construction in 2008
2232 Welcher Avenue	38-unit apartment building	Under construction in 2008
1658 Industrial Avenue	Industrial building	Under construction in 2008
1711 Kingsway Avenue	Industrial building	Under construction in 2008
1988 Suffolk Avenue	23-unit apartment building	Under construction in 2008
1970 Oxford Connector (B)	Commercial building	Under construction in 2008

## Population and Dwellings

Source: Statistics Canada - 2001 and 2006 Census  
Note: Census 2006 population estimates are not consistent with municipal population projections. Revised figures not available at time of publication.

	PORT COQUITLAM	B.C.
Population in 2006	52,687	4,113,487
Population in 2001	51,257	3,907,738
2001 to 2006 population change (%)	2.8	5.3
Total private dwellings 2006	19,689	1,788,474
Total private dwellings 2001	17,755	1,534,335
Population density per sq. km 2006	1,826.4	4.4
Population density per sq. km 2001	1,780.4	4.2
Land area (square km)	28.85	924,815.43

## Age Distribution

\* Distribution based on published totals, both sexes.  
Source: Statistics Canada - 2006 Census.

AGES	PORT COQUITLAM		% DISTRIBUTION*	
	Male	Female	Port Coquitlam	B.C.
All	26,165	26,525	100%	100%
0-14	5,310	5,030	19.6	16.5
15-24	3,985	3,565	14.3	13.2
25-44	7,700	8,260	30.3	27.4
45-64	7,215	7,190	27.4	28.4
65+	1,955	2,490	8.4	14.5

## Business Incorporations

YEAR	PORT COQUITLAM	B.C.
2004	173	24,703
2005	194	30,930
2006	260	33,273
2007	294	34,036
2008	202	30,085

Source: BC Stats

## Summary Statistics

	PORT COQUITLAM	B.C.
Population, 2006	52,687	3,907,738
<b>Total population 15 yrs &amp; up</b>	<b>42,355</b>	<b>3,433,880</b>
Never legally married (single)	13,545	1,102,395
Legally married (not separated)	22,460	1,730,480
Separated, still legally married	1,410	110,575
Divorced	3,200	285,860
Widowed	1,745	204,570
<b>Total private dwellings occupied</b>	<b>18,700</b>	<b>1,643,150</b>
Owned dwellings	14,900	1,145,050
Rented dwellings	3,805	493,995
<b>Total no. of census families</b>	<b>14,960</b>	<b>1,161,420</b>
Married-couple families	11,020	844,430
Common-law-couple families	1,565	141,825
Lone-parent families	2,370	175,160
<b>Total private households</b>	<b>18,700</b>	<b>1,643,150</b>
Containing a couple (married or common-law) with children	7,040	432,420
Containing a couple (married or common-law) without children	4,715	486,040
One-person households	3,760	460,580
Other household types	3,190	264,105
Average household size	2.8	2.5
<b>Mother tongue: English only</b>	<b>36,675</b>	<b>2,875,770</b>
Mother tongue: French only	490	54,740
Mother tongue: Other	14,945	1,137,945
<b>Non-immigrants</b>	<b>36,880</b>	<b>2,904,240</b>
Immigrants	14,750	1,119,215
Before 1991	7,060	605,680
1991 to 2000	5,645	335,695
2001 to 2006	2,045	177,840
Non-permanent residents	600	50,925
<b>At same address 1 year ago</b>	<b>45,225</b>	<b>3,348,275</b>
At same address 5 years ago	29,315	2,067,790
<b>Aboriginal identity population</b>	<b>905</b>	<b>196,070</b>
Non-Aboriginal identity pop.	51,325	3,878,310
<b>Median income</b>	<b>\$28,403</b>	<b>\$24,867</b>
Males	\$37,758	\$31,598
Females	\$21,407	\$19,997
Median income after tax	\$25,679	\$22,785
Incidence, low-income	15.4%	17.3%
<b>Labour force (15+ yrs.)</b>	<b>30,380</b>	<b>2,226,380</b>
Employed	28,905	2,092,770
Participation rate	72.6%	65.6%
Employment rate	69.1%	61.6%
Unemployment rate	4.9%	6%
<b>Education (15 yrs. &amp; over)</b>	<b>41,850</b>	<b>3,394,910</b>
No certificate, diploma, degree	7,260	675,345
High school graduate	12,715	946,645
Trades certificate	4,815	368,355
College diploma	8,210	565,900
Some university	2,295	184,395
University degree	6,555	654,265

Source for the above: Statistics Canada - 2006 Census



## Eight Strategic Objectives formed the building blocks of Port Coquitlam's Corporate Strategic Plan (2002-2008)

# Strategic Plan

In the fall of 2002, the City of Port Coquitlam completed a comprehensive Corporate Strategic Plan that outlined the City's goals, priorities and strategies to achieve its preferred future.

The plan reflects insights from community discussion forums, public and staff surveys, and a variety of other studies and plans. The eight strategic objectives derived from the process served as a roadmap for City decisions and initiatives from 2002 to 2009. The following pages outline and measure the City's success in achieving these strategic objectives in 2008.

The City periodically reviews the Corporate Strategic Plan, and in 2009 will embark on a community-wide consultation process to update the plan and ensure it continues to address taxpayer priorities and the community's evolving needs in our rapidly changing world.



### 1. Improve Mobility and Access

Develop a transportation system that provides for the efficient movement of people, goods and services and promotes accessibility within Port Coquitlam and the region.

### 2. Maintain and Improve Infrastructure Assets

Protect the City's investment in infrastructure to support the delivery of services in a cost-effective and sustainable manner.

### 3. Build a Complete Community

Create a livable, vibrant and healthy community where social, economic and environmental interests are balanced, active lifestyles are promoted, and a diverse culture and heritage are celebrated.

### 4. Enhance Community Safety

Improve community security through the continued delivery of City and emergency services with the participation of residents and businesses.

### 5. Enhance Customer Service

Provide the community with quality customer service that is efficient, respectful and competent.

### 6. Build Strategic Alliances

Create ties to promote understanding and support for strategic directions.

### 7. Maintain Financial Stability

Effectively manage public funds to balance available resources with community priorities.

### 8. Build a Strong Organization

Generate the commitment, skills and resources needed to achieve the City's vision.

## STRATEGIC PLAN OBJECTIVE 1:

# Improve Mobility and Access

Develop a transportation system that provides for the efficient movement of people, goods and services and promotes accessibility within Port Coquitlam and the region.

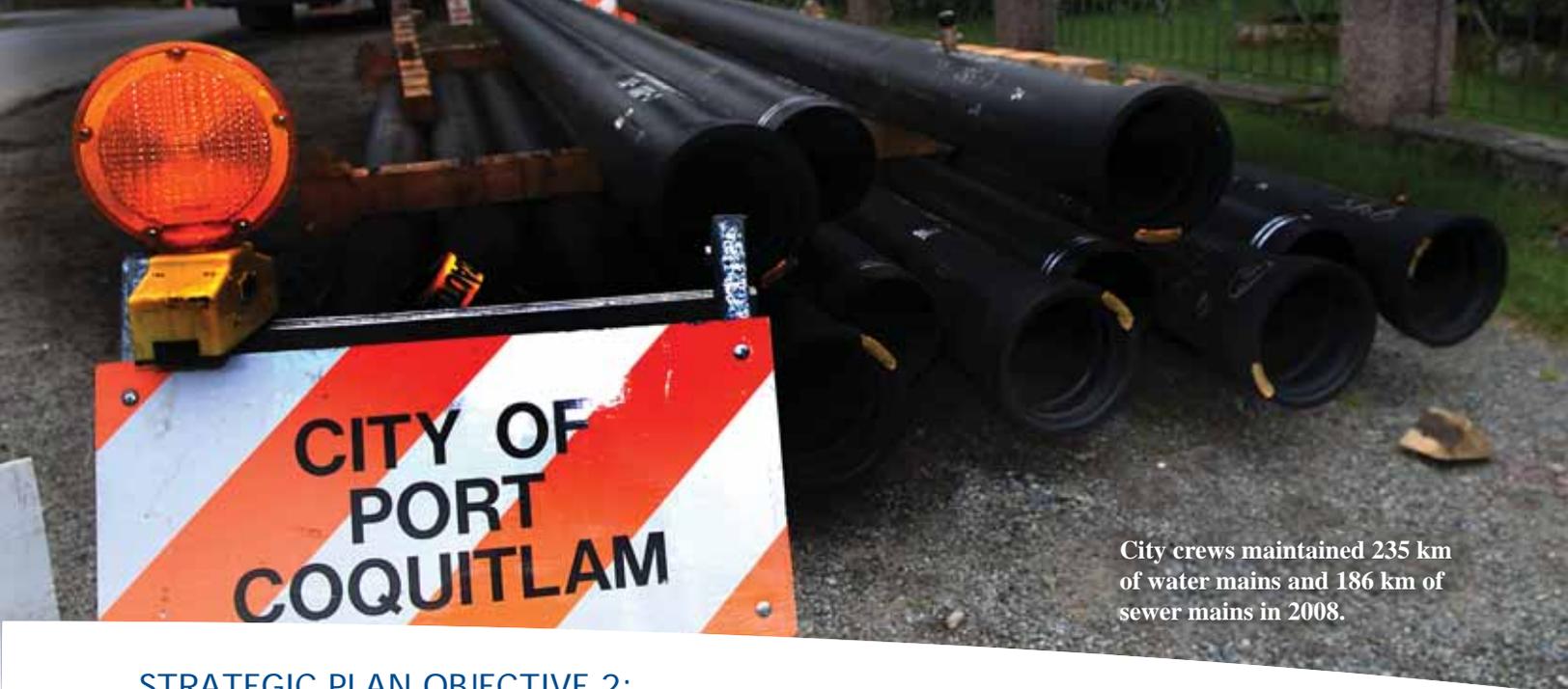
Strategies	2008 Performance Indicators
Participate with other levels of government and transportation agencies to implement improvements to the regional transportation system.	<ul style="list-style-type: none"> <li>• Began construction of Coast Meridian Overpass and adjacent roads with funding partner TransLink.</li> <li>• Continued to work with other Northeast Sector cities to promote the Evergreen Line rapid transit extension to the region.</li> <li>• Continued to liaise with the provincial government on current and future provincial transportation projects, including the Pitt River Bridge and interchange, and Mary Hill Bypass intersection improvements.</li> </ul>
Develop a safe and efficient road network system that improves traffic within Port Coquitlam.	<ul style="list-style-type: none"> <li>• Completed an area transportation plan to improve transportation in and through Shaughnessy-Prairie neighbourhood.</li> <li>• Completed the Dominion Avenue reconstruction project.</li> <li>• Continued to support the annual road rehabilitation program.</li> </ul>
Develop a trail system that encourages cycling and pedestrian movement and enhances the public's ability to move freely within the City.	<ul style="list-style-type: none"> <li>• Completed a Bicycle/Pedestrian Master Plan to preserve and promote cycling and walking as alternative transportation options.</li> <li>• Completed upgrades to the Traboulay PoCo Trail and planned for further improvements.</li> </ul>
Maximize financial support from other government agencies and the private sector for transportation projects in Port Coquitlam.	<ul style="list-style-type: none"> <li>• Initiated a fixed-price design-build contract to build the Coast Meridian Overpass Project, to provide cost savings to the taxpayer.</li> </ul>

### Goals for 2009 & 2010

- Complete construction of the Coast Meridian Overpass and connecting roads, providing a third north-south link between the two sides of the community.
- Improve walking and cycling infrastructure by implementing priority projects from the Bicycle/Pedestrian Master Plan.
- Work with other Northeast Sector cities to promote the Evergreen line rapid transit extension to the region.
- Continue the annual road rehabilitation program on municipal roads, including pavement resurfacing and drainage improvements.
- Work towards greater accessibility on roads and sidewalks for people with mobility challenges by obtaining provincial funding for an accessibility/inclusiveness assessment and implementation strategy.



**Construction of the Coast Meridian Overpass – the City of Port Coquitlam’s largest transportation infrastructure project to date – began in 2008.**



City crews maintained 235 km of water mains and 186 km of sewer mains in 2008.

STRATEGIC PLAN OBJECTIVE 2:

## Maintain and Improve Infrastructure Assets

Protect the City’s investment in infrastructure to support the delivery of services in a cost-effective and sustainable manner.

Strategies	2008 Performance Indicators
<p>Maintain an up-to-date inventory and assessment of City assets, including their condition, standards, and operation, maintenance and replacement costs for each asset.</p>	<ul style="list-style-type: none"> <li>• Participated in a province-wide critical infrastructure initiative intended to ensure the security of critical infrastructure during the 2010 Olympics, and ensure that critical services can be maintained during emergencies and disasters.</li> <li>• Began work towards compliance with Public Sector Accounting Board guidelines for accounting for tangible assets.</li> </ul>
<p>Develop lifecycle programs for all infrastructure assets together with Best Practices and Preventative Maintenance programs to extend the lifecycle while maintaining functionality.</p>	<ul style="list-style-type: none"> <li>• Commenced upgrading the building envelope at Hyde Creek Recreation Centre.</li> <li>• Completed road reconstruction and lane resurfacing projects.</li> <li>• Completed computer server and database upgrades.</li> <li>• Improved water supply with new connections, replacements and repairs.</li> <li>• Reconstructed Broadway sanitary sewage lift station, repaired sewer mains/connections.</li> <li>• Began updating the lifecycle program for Parks and Recreation City assets.</li> </ul>
<p>Develop a long-term funding strategy for maintaining and replacing infrastructure assets.</p>	<ul style="list-style-type: none"> <li>• Set aside 1% of the annual sewer and water levy for sewer and water infrastructure projects.</li> </ul>
<p>Plan for new infrastructure based on innovative and sustainable approaches to managing resources, the use of new technologies, and by managing customer demand.</p>	<ul style="list-style-type: none"> <li>• Commenced development of a parkland/open space consolidation and dedication program to protect future parkland within the City.</li> <li>• Purchased a barcoding program to track fire department capital asset inventory and depreciation.</li> </ul>

### Goals for 2009 & 2010

- Continue working towards compliance with Public Sector Accounting Board guidelines for accounting for tangible assets.
- Implement an asset-tracking program for Fire & Emergency Services inventory and assets.
- Complete an integrated watershed management plan study for Maple Creek, including design of storm water pump station.
- Develop a calibrated computer model of the sewer system to ensure sufficient future capacity.
- Develop a plan, including funding options, for the expansion of the City’s cemetery.
- Complete a five-year Information Services Strategic Plan.

## STRATEGIC PLAN OBJECTIVE 3:

# Build a Complete Community

Create a livable, vibrant and healthy community where social, economic and environmental interests are balanced, active lifestyles are promoted, and a diverse culture and heritage are celebrated.

Strategies	2008 Performance Indicators
Manage growth by developing comprehensive policies and procedures that integrate community interests in decision-making.	<ul style="list-style-type: none"> <li>• Initiated an urban forestry strategy for existing and future urban forestry requirements.</li> <li>• Began a process to develop the City's first Environmental Strategic Plan.</li> <li>• Adopted a new Zoning Bylaw with a municipal park land designation, an expedited process for green roofs and small lots, and updated Development Procedures Bylaw.</li> </ul>
Promote neighbourhood stewardship in community development.	<ul style="list-style-type: none"> <li>• Engaged neighbours living near Coast Meridian Overpass Project and Shaughnessy Prairie Area Transportation Plan through open houses and other methods.</li> <li>• Consulted with Downtown Business Improvement Association on a downtown parking study and other downtown development issues.</li> </ul>
Develop policies that protect and enhance existing neighbourhood commercial centres to secure their role as the heart of community life.	<ul style="list-style-type: none"> <li>• Continued promotion of downtown area redevelopment with study and evaluation of economic factors.</li> <li>• Clarified the importance of neighbourhood commercial areas by consolidating the former Neighbourhood Commercial zone into a new Community Commercial zone along with the former Community Commercial and Town Centre zones.</li> </ul>
Develop a comprehensive program for promoting business and employment opportunities within the City.	<ul style="list-style-type: none"> <li>• Continued to advance the City Land Sales strategy, which promotes investment in the community via sales of surplus City land.</li> <li>• Continued to work with the Business Improvement Association and Chamber of Commerce to promote economic development in Port Coquitlam.</li> </ul>
Strengthen our community identity and pride.	<ul style="list-style-type: none"> <li>• Expanded Spirit of Port Coquitlam Week activities.</li> <li>• Organized the fifth annual Pitch In for PoCo Pride event, a community beautification effort at which residents collect trash and removed graffiti from City parks and paths.</li> </ul>
Support and celebrate our diverse culture and heritage.	<ul style="list-style-type: none"> <li>• Updated inventory of listed heritage buildings.</li> <li>• Introduced a Summer in the City Arts Festival to foster community arts and culture.</li> <li>• Participated in creation of a Heritage Continuum with signs showcasing local history along the Traboulay PoCo Trail.</li> </ul>
Provide opportunities for active, healthy lifestyles that address the leisure and sport needs of the community.	<ul style="list-style-type: none"> <li>• Improved youth services in all areas of the City.</li> <li>• Organized a Future of Sport forum at which local sports groups and stakeholders developed strategies to enhance the quality of organized sport in the community.</li> <li>• Opened a Healthy Resource Centre at Hyde Creek Recreation Centre to assist residents in pursuing a more healthy and active lifestyle.</li> </ul>

## Goals for 2009 & 2010

- Prepare a downtown revitalization plan with the involvement of downtown property owners.
- Prepare a Heritage Conservation Strategic Plan in consultation with the Heritage and Cultural Society and the Social Inclusion Committee.
- Complete a Sport Development Strategy in conjunction with the sports community.
- Develop and implement an Environmental Strategic Plan.
- Investigate a user-pay/rebate program for solid waste collection to increase diversion rates and reduce energy use and emissions.
- Develop a parkland/open space consolidation dedication program.



The new Zoning Bylaw adopted in 2008 included the City's first park land designation.

STRATEGIC PLAN OBJECTIVE 4:

# Enhance Community Safety

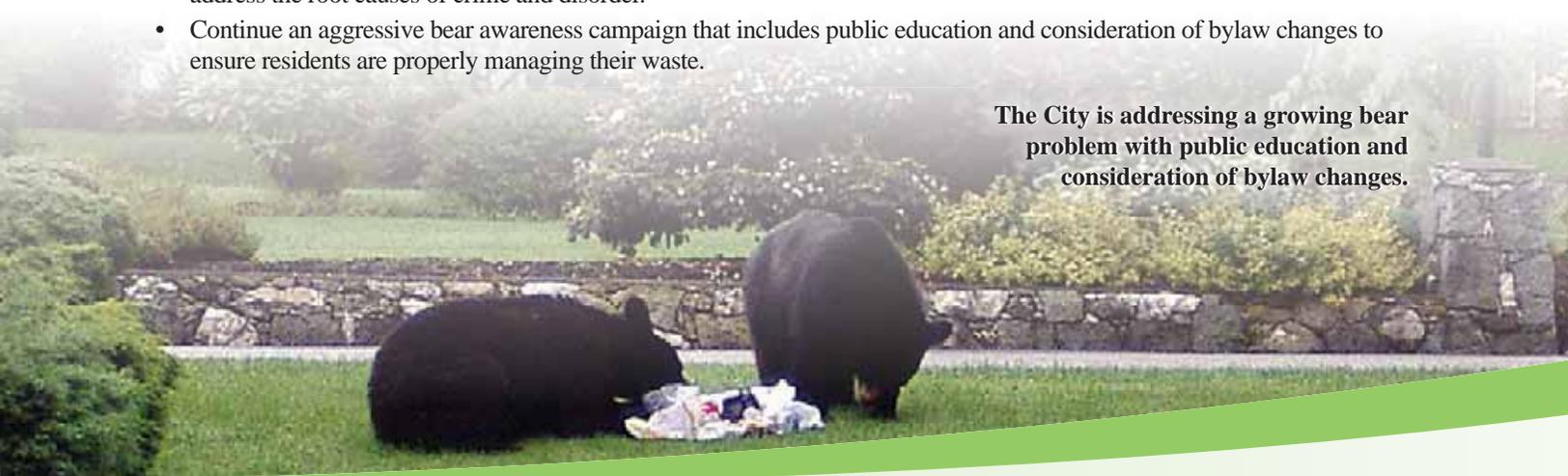
Improve community security through the continued delivery of City and emergency services with the participation of residents and businesses.

Strategies	2008 Performance Indicators
Continue to support and promote the City’s emergency preparedness program.	<ul style="list-style-type: none"> <li>Continued to offer free Emergency Preparedness courses to residents; attended by 214 people.</li> <li>Spearheaded an Emergency Social Services/Red Cross Call Centre exercise in the Lower Mainland, with 355 volunteer participants.</li> <li>Continued to train staff in the City’s Emergency Social Services program.</li> </ul>
Establish and promote crime prevention programs with the support of volunteers, neighbourhood groups, youth and business.	<ul style="list-style-type: none"> <li>Formally launched the Public Safety Initiative, a multi-agency approach to dealing with safety hazards caused by marijuana grow operations.</li> <li>Worked with Port Coquitlam Community Police Office and its volunteers to establish a Bait Locker program aimed to reduce locker theft at Hyde Creek Recreation Centre.</li> </ul>
Continue to protect the life, property and health of the community through: response to fire emergencies; bylaw and code enforcement and inspections; flood protection; public works management and public fire safety education.	<ul style="list-style-type: none"> <li>Staved off increase in numbers of illegal homeless camps despite general increase in homelessness in Metro Vancouver.</li> <li>Prepared for implementation of new and proposed legislation, including BC Building Code and Green Building Code.</li> <li>Placed Section 57 notices on the title of premises with businesses operating without proper permits and inspections.</li> <li>Reduced four Crime Reduction Strategy crime types (residential and business break-and-enters; theft of and from vehicles) by 26-36% compared to 2007.</li> </ul>
Establish a strong and visible police presence in Port Coquitlam.	<ul style="list-style-type: none"> <li>Piloted a joint RCMP-Bylaw Enforcement initiative addressing nuisance and noise complaints over the summer months.</li> <li>Approved funding for share of three new RCMP officers and 5.1 full-time equivalent civilian support staff, whose work relieves officers of some office duties.</li> </ul>

## Goals for 2009 & 2010

- Review the City’s Emergency Preparedness Program and continue to offer free emergency preparation courses to residents.
- Work with stakeholders towards reducing false fire alarms in all building types.
- Implement flood mitigation strategies from the Coquitlam River Flood Management Plan.
- Review and revise the Crime Reduction Strategy to ensure the RCMP can continue to quickly and effectively identify and address the root causes of crime and disorder.
- Continue an aggressive bear awareness campaign that includes public education and consideration of bylaw changes to ensure residents are properly managing their waste.

**The City is addressing a growing bear problem with public education and consideration of bylaw changes.**





Customer service training was provided in 2008 to staff in a variety of departments.

STRATEGIC PLAN OBJECTIVE 5:

## Enhance Customer Service

Provide the community with quality customer service that is efficient, respectful and competent.

Strategies	2008 Performance Indicators
<p>Establish and promote a customer service culture that is responsive to customer needs.</p>	<ul style="list-style-type: none"> <li>• Introduced software aimed to assist developers by improving the tracking and management of land development, subdivision and related permit applications.</li> <li>• Conducted comprehensive departmental reviews to ensure accomplishments and goals align to corporate strategic objectives that reflect community priorities.</li> <li>• Held customer service training sessions for approximately 60 staff in various departments, including Legislative and Administrative Services, Parks and Recreation, Engineering and Operations, and Fire and Rescue.</li> </ul>
<p>Enhance communications with residents and businesses to provide information on City activities, plans and issues.</p>	<ul style="list-style-type: none"> <li>• Introduced E-Update civic electronic newsletter and achieved 700 subscribers in the first year (200 more than the target).</li> <li>• Continued enhancements to City website; increased number of unique website visitors to 370,000 from 264,000 in 2007.</li> <li>• Improved service in 2008 civic election with voter newsletters, comprehensive candidate information packages, online information and electronic voting machines.</li> <li>• Held 27 open houses and public input opportunities on topics such as transportation, financial planning, sports, development and other issues.</li> </ul>

### Goals for 2009 & 2010

- Develop a communications strategy to better engage citizens and obtain public input via social media and online services.
- Implement enhanced one-stop processes for development and related applications, and continue to develop and implement software to track and manage permit applications.
- Develop a plan to enhance public education initiatives in parks and trail areas.
- Launch a Coquitlam RCMP website and work with partners to identify additional opportunities for an online presence.
- Investigate improved electronic services, including the implementation of electronic payments for accounts payable.

STRATEGIC PLAN OBJECTIVE 6:

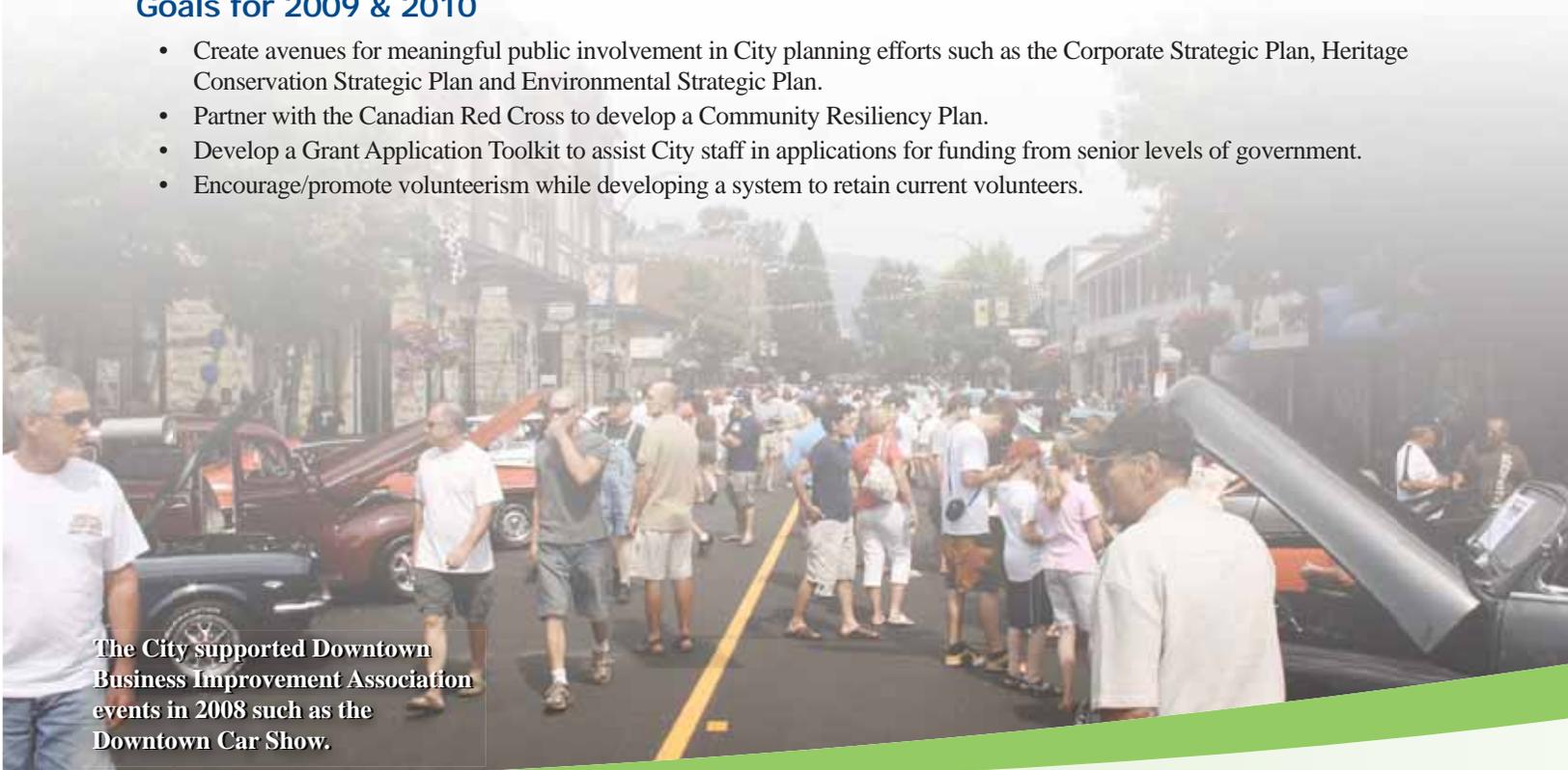
# Build Strategic Alliances

Create ties to promote understanding and support for strategic directions.

Strategies	2008 Performance Indicators
Build positive relationships with senior levels of government to gain support for City initiatives and funding for projects.	<ul style="list-style-type: none"> <li>Secured \$35,000 in provincial funding to establish a Healthy Resource Centre and other health-promotion initiatives.</li> </ul>
Develop new and creative partnerships with government, community institutions (churches, schools), community groups and private and non-profit organizations to enhance services to the community.	<ul style="list-style-type: none"> <li>Continued to develop a Corporate &amp; Community Energy &amp; Emissions Management Plan through the City's involvement in Partners for Climate Protection, an initiative of the Federation of Canadian Municipalities' Centre for Sustainable Community Development.</li> <li>Partnered with groups such as Legacies Now 2010 and the UBCM to develop a variety of arts and cultural initiatives.</li> </ul>
Form alliances with the business community to encourage greater involvement in, and contributions to, civic events.	<ul style="list-style-type: none"> <li>Continued to support Downtown Business Improvement Association events such as Harvest Festival and the Downtown Car Show.</li> <li>Continued to work closely with local businesses and business organizations through the Community and Economic Development Committee, the annual Business Update newsletter, and other avenues.</li> </ul>
Improve communications and working relationships with the RCMP and neighbouring municipalities.	<ul style="list-style-type: none"> <li>Participated in meetings of the Northeast Sector Mayors Committee to address regional issues such as homelessness, bear awareness and regional transportation.</li> <li>The City and Council were kept informed of the RCMP's progress on the Crime Reduction Strategy, as well as crime and safety news and statistics, through RCMP quarterly reports on crime and safety. These were posted on the City website.</li> </ul>

## Goals for 2009 & 2010

- Create avenues for meaningful public involvement in City planning efforts such as the Corporate Strategic Plan, Heritage Conservation Strategic Plan and Environmental Strategic Plan.
- Partner with the Canadian Red Cross to develop a Community Resiliency Plan.
- Develop a Grant Application Toolkit to assist City staff in applications for funding from senior levels of government.
- Encourage/promote volunteerism while developing a system to retain current volunteers.



The City supported Downtown Business Improvement Association events in 2008 such as the Downtown Car Show.



The Kitchen Green Waste Collection Program reduced waste-collection costs while supporting the community's environmental goals.

**STRATEGIC PLAN OBJECTIVE 7:**

# Maintain Financial Stability

Effectively manage public funds to balance available resources with community priorities.

Strategies	2008 Performance Indicators
Maintain a solid fiscal foundation.	<ul style="list-style-type: none"> <li>Received the Government Finance Officers Association's Canadian Award for Financial Reporting and Distinguished Budget Presentation Award.</li> </ul>
Improve business processes and enhance operating efficiencies to reduce costs while continuing to meet customer needs.	<ul style="list-style-type: none"> <li>Reconfigured City department structure to achieve organizational efficiencies and enhance corporate support to Council.</li> </ul>
Provide City services that are responsive to community needs and priorities.	<ul style="list-style-type: none"> <li>Introduced a Kitchen Green Waste Collection program that reduces the City's waste-collection costs while addressing community's desire for increased environmentally conscious services.</li> </ul>
Maintain reasonable levels of property taxes and other municipal levies by managing finances to minimize rate increases, and by pursuing alternative revenue sources.	<ul style="list-style-type: none"> <li>Achieved a 10% increase in business licence revenue.</li> <li>Continued sales of surplus City lands to augment the City's revenue stream; finalized sale of two lots and progressed on two other sites.</li> <li>Secured low-interest financing for Coast Meridian Overpass Project costs to mitigate impact on municipal property taxes.</li> </ul>

**Goals for 2009 & 2010**

- Continue to promote the sale of surplus City properties, including moving forward on the McLean Avenue lots, Kingsway Avenue block and the South Shaughnessy lands.
- Secure grant funding for municipal roads projects, such as the reconstruction of Broadway Street.
- Develop alternate road rehabilitation strategies and practices to minimize long-term infrastructure costs.
- Continue to qualify for the Government Finance Officers Association's Distinguished Budget Presentation Award and Canadian Award for Financial Reporting.
- Implement Voice Over Internet Protocol (VOIP) telephone and communications system to create substantial savings.

STRATEGIC PLAN OBJECTIVE 8:

# Build a Strong Organization

Generate the commitment, skills and resources needed to achieve the City's vision.

Strategies	2008 Performance Indicators
Improve the relationships between the employer and the union.	<ul style="list-style-type: none"> <li>Completed negotiations with CUPE local 498 for a five-year contract.</li> </ul>
Develop and commit to a comprehensive corporate training and professional development program that is aligned with the strategic direction for the City.	<ul style="list-style-type: none"> <li>Conducted multiple employee training sessions, including new-employee orientations, health and safety initiatives, and skills training.</li> </ul>
Enhance internal communication to keep staff and Council better informed about City operations, key issues and activities.	<ul style="list-style-type: none"> <li>Introduced 'Celebrating Wins' to Corporate Management Team meeting agendas as a means of highlighting notable staff and corporate achievements.</li> <li>Used email information distribution to keep Council and staff apprised of key issues and events in a timely manner.</li> </ul>
Build stronger relations between Council and City staff to better meet customer needs, and to improve Council processes.	<ul style="list-style-type: none"> <li>Coordinated and provided a comprehensive orientation to newly elected Council members.</li> </ul>
Monitor and respond to changing customer and stakeholder expectations, and to changes in the City's operating environment.	<ul style="list-style-type: none"> <li>Surveyed residents on issues such as pesticide use and the annual waste collection calendar.</li> <li>Assumed most animal control functions and contracted out kennel and other services after early termination of BC SPCA contract.</li> </ul>

## Goals for 2009 & 2010

- Complete a new Corporate Strategic Plan that will outline the City's goals and priorities, and strategies to achieve them.
- Continue to review and refine recruiting practices to improve efficiency and the City's ability to attract top-quality candidates, while ensuring legislated obligations are met.
- Implement new systems and software to improve human resources and records management functions.
- Launch an enhanced version of PoCoMAP, the City's web-based cross-platform GIS mapping system, to allow updating of infrastructure maintenance records by City crews in the field, and other improved functions.
- Continue to refine and develop bylaw enforcement policies and procedures.



**The City conducted a variety of employee training sessions in 2008.**

# Letter of Transmittal



## LETTER OF TRANSMITTAL

April 27, 2009  
Mayor and Council  
City of Port Coquitlam

Your Worship and Members of Council:

I am pleased to present the Annual Report for the fiscal year ending December 31, 2008. The purpose of this report is to publish the combined financial statements and Auditors' Report for the City of Port Coquitlam pursuant to Section 167 of the Community Charter.

Preparation and presentation of the financial statements and related information in the 2008 Annual Report is the responsibility of the Finance Division. Statements were prepared in accordance with generally accepted fund accounting principles and the recommendations of the Public Sector Accounting Board (PSAB) of the Institute of Chartered Accountants.

The City maintains a system of internal accounting controls designed to safeguard assets of the corporation and to provide reliable financial information. We also monitor expenditures through ongoing account analysis and quarterly variance reports.

Council is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Finance and Intergovernmental Committee. The Committee oversees the control environment and reporting process and encourages continual improvement. The Committee meets with management on a regular basis and with external auditors annually to receive, review, and approve annual combined financial statements.

The audit firm of BDO Dunwoody LLP was appointed by Council and has expressed their opinion that the Combined Financial Statements, prepared by management, fairly present the financial position of the City of Port Coquitlam and the results of its 2008 operations, in accordance with Canadian generally accepted accounting principles.

## MUNICIPAL OVERVIEW

The City of Port Coquitlam provides a complete range of services to residents and local businesses. Services include police, fire, water, sewer, transportation, planning, recreation, and other programs to benefit the community.

### Corporate Services

2580 Shaughnessy Street, Port Coquitlam, BC, Canada, V3C 2A8

Tel: 604-927-5211 Fax: 604-927-5402

[www.portcoquitlam.ca](http://www.portcoquitlam.ca)

# Letter of Transmittal

Where possible, services are cost-shared with other municipalities so they can be provided in the most cost-effective manner. Examples of services that are cost-shared include facilities and administration for police services, emergency communication services, fire dispatch services, and vector control.

The City is dependant on the Greater Vancouver Water District for the supply of water, the Greater Vancouver Sewer and Drainage District for the disposal of sewage, and Metro Vancouver for the co-ordination of common services with other municipalities.

## **FINANCIAL OVERVIEW**

### 2008 Operating Results

The year ended with a net expenditure across all funds of \$8.7 million, much better than the net expenditure budget of \$17.9 million. This improvement to the net operating result was primarily related to lower than budgeted capital expenditures and related revenues. Capital assets increased in excess of \$82.3 million with the significant capital works undertaken during the year.

### Investment Portfolio

It is the policy of the City of Port Coquitlam to invest City funds in a manner that will provide the optimal blend of investment security and return while meeting daily cash flow requirements and complying with statutory requirements of the Community Charter. Investment income decreased from \$4.66 million in 2007 to \$3.74 million in 2008 due to decreased interest rates and a significant decrease in the balance available for investment. The average rate of return was 4.1% during the year compared to 4.8% for 2007 while the balance invested decreased from \$93.4 million at the end of 2007 to \$67.8 million at December 31, 2008.

### Reserves

The 2007 reserve balance of \$40.6 million decreased to \$30.6 million at the end of 2008 due to an increase in capital expenditures funded from Reserve Funds. A delay in the disposal of some City properties, that were to provide funding for the Coast Meridian Overpass, resulted in the complete expenditure of all Land Sale reserve funds. Tax stabilization reserves of \$0.9 million at the end of 2007, were allocated to the Major Transportation Infrastructure Reserve as part of the funding necessary to complete the Overpass.

Reserve funds, along with development cost charges shown as \$20.6 million of deferred revenues, will be used to complete current projects as well as fund capital projects in future years. Despite the size of these reserves, there are capital needs that have been identified in the capital planning process for which no funding sources currently exist.

# Letter of Transmittal

## Utilities

The City of Port Coquitlam operates two major utilities, that are funded by user fees.

The Sewer Utility provides for the collection and transmission of sewerage to the Greater Vancouver Sewerage and Drainage District's Annacis Island Treatment Plant. During 2008, the utility collected and conveyed sewerage from approximately 17,007 households and commercial customers.

The Water Utility provides for the delivery of water purchased from the Greater Vancouver Water District. During 2008, the utility provided water to approximately 17,116 households and commercial customers.

## Financial Sustainability

The City of Port Coquitlam's accumulated surplus increased from \$5.9 million in 2006 to \$6.8 million in 2008. However, as highlighted during the budget process the most significant financial challenge facing the City will be to provide sufficient funding for future infrastructure replacement. Projected budget estimates indicate that the City will need to incur debt to complete all future projects being proposed.

Respectfully submitted,



Mindy Smith, CA-CIA, MBA  
Director of Corporate Services

# Department Overviews



On January 7, the City awarded the design-build contract for the Coast Meridian Overpass project – its largest-ever transportation infrastructure project.

# 2008 Highlights

- The City proclaimed Michael Wright Day on January 12 to recognize the City Councillor's 25 years of service to the community.
- The City announces the launch of [www.pocoyouth.com](http://www.pocoyouth.com), a website created for youth by youth, on January 8.
- On February 9, Port Coquitlam was the first city in Metro Vancouver to launch a page on Facebook, the popular social networking website.
- A Bait Locker program launched March 31 to deter locker thefts at Hyde Creek Recreation Centre received a Solicitor General's Community Safety and Crime Prevention Award in October.
- Municipal voters went to the polls on November 15 to elect a new Mayor, Council and School Trustees for the community.
- The Healthy Resource Centre opened at Hyde Creek Recreation Centre in December, providing residents with a variety of information and resources to help them get and stay healthy.



Find us on  
**Facebook**



In July, Port Coquitlam became the first city in Metro Vancouver to offer curbside pickup of compostable items through its Kitchen Green Waste Collection program.



City snow removal crews earned praise from residents for their response to the extraordinary snowfall in December.



Leigh Square Community Arts Village celebrated its first anniversary in May.



The Office of the Chief Administrative Officer coordinates the activities of all City departments.

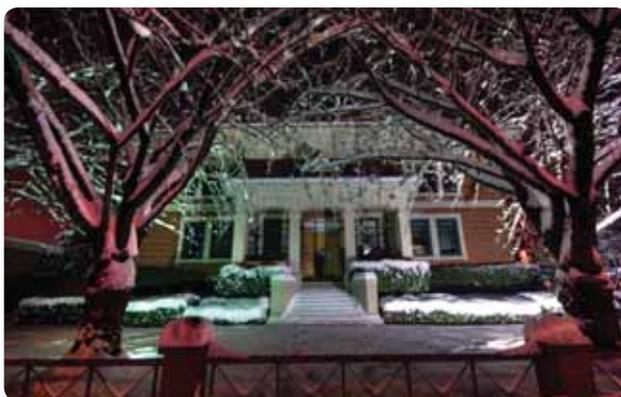
## Office of the CAO

The Chief Administrative Officer executes policies and decisions of Council and directs and coordinates the activities of all City departments.

The CAO conducts long-range and corporate planning for the organization and oversees the development and proper expenditure of the City's operating and capital budgets.

### Human Resources

The Human Resources Division provides specialized advice and assistance to internal and external customers, including City employees and the public. Human Resources staff provide support to all City departments in matters relating to recruitment, labour relations, occupational health and safety, human resource programs training and development, benefit administration, wage and salary administration and many other areas that involve City employees.



### 2008 Highlights

- Assisted in resolving major challenges in implementing Coast Meridian Overpass Project.
- Assisted in resolving issues related to mitigation of potential flooding along the Coquitlam River.
- Facilitated an integrated approach to mitigate the adverse impacts of land development on neighbours.
- Completed negotiations with CUPE local 498 for a five-year contract.
- Implemented a Human Resources Information System to facilitate better management of employee information.
- Managed 75 job opportunities and conducted 123 interviews, resulting in the hiring of 65 new staff.
- Conducted employee-training sessions including new/transferred employee orientation, software training, universal precautions and safe sharps handling, confined space entry, and respiratory training and fit testing.



**Corporate Services administers the City's property tax and utility fee collection.**

## Corporate Services

The Corporate Services Department brings together three service areas: Finance, Information Services and Bylaw & Licensing Services.

The department is also responsible for Vector Control Services and manages a variety of support services, such as legal, telephone, office supplies and equipment.

### Finance

The Finance Division manages all financial services for the City including:

- financial planning and reporting (internal and external),
- processing of financial transactions, goods and purchasing support services,
- management and investment of municipal funds and maintenance of a system of internal controls, and
- billing and collection of property taxes and utility fees.

### Information Services

Information Services ensures continued operation of the City's computer system. It is responsible for maintaining the corporate networks, system back-ups, information security, personal computers, various desktop and service specific software, email and internet access.

### Bylaw & Licencing Services

Bylaw & Licencing Services oversees business licensing and animal control, and conducts parking and bylaw enforcement, generally on a complaint basis.

### 2008 Highlights

- Implemented processes and procedures to enable compliance with PSAB 3150 – Accounting for Tangible Assets.
- Reviewed and updated Tax Exemption and Capital Asset financial policies.
- Issued 2,064 business licences, up from 2,008 in 2007.
- Launched the Public Safety Initiative to deal with safety hazards caused by marijuana grow operations.
- Completed the integration of building heating and control systems with new internet controls.
- Upgraded the enterprise Microsoft databases and the servers' operating systems.
- Relocated the backup data storage site.
- Helped implement a Human Resources Information System.
- Monitored 15,000 catchbasins for West Nile Virus.

# Development Services

The Development Services Department is responsible for managing the growth and development of the City to maintain a high standard of livability for City residents and businesses. The Department provides advice to Council, residents, property owners and developers on land use and development matters, and oversees implementation of the City's Land Development Strategy.

## Planning

The Planning Division provides advice to Council and implements its direction on policy and development matters. The Division promotes sustainability principles and encourages a healthy community. It also prepares land use plans, researches and recommends policy responses to community issues, reviews regulations to ensure they align with best practices, and processes applications for development and signage.

### Economic Development Function:

- Promotes the use and economic development of agricultural, commercial and industrial land areas.
- Maintains and communicates demographic and development data.
- Promotes economic development including liaising with the Downtown Business Improvement Association and the Chamber of Commerce.

### Social Planning Function:

- Undertakes advocacy on behalf of the City to address issues including homelessness, recovery homes, special needs housing, daycare and other social priorities.
- Networks with social planning groups and committees at regional and sub-regional levels.

## Building

The Building Division manages the City's plan review and building-inspection functions for public information, safety, health and disabled access to meet building regulatory requirements for buildings being constructed, added to, altered or repaired. Its services include review, inspection and enforcement for building permits, demolition permits, plumbing permits, sprinkler permits, energy permits, business licences, subdivision, board of variance, development applications, illegal drug operations, cross connections, grease interceptors and stormwater interceptors.



## 2008 Highlights

- Continued to process the record number of development permit and building permit applications received in 2007, processed the 2008 applications and oversaw construction.
- Adopted the new 2008 Zoning Bylaw.
- Managed the municipal land sale program: initiated sale of the Kingsway block; began studies of the South Shaughnessy Lands; and finalized sale contracts for former City works yard and Pitt River sites.
- Met social planning advocacy and outreach objectives in assisting public and non-profit agencies, developing homeless shelter criteria, and assessing housing and social issues.
- Oversaw a consultant study and evaluated economic factors influencing Downtown redevelopment and the City's potential application of bonus density for multi-family developments.
- Participated in Heritage and Cultural Society's advocacy initiatives and planning by updating inventory of listed buildings and responding to initiatives to retain heritage buildings.
- Trained staff in evaluation and application of new and proposed legislation, including BC Building Code, Green Building Code, six-storey wood-frame buildings, and accessible housing regulations.
- Coordinated implementation of the Tempest property-management software program in the Development Services and Engineering and Operations Departments.
- Placed section 57 notice on title for premises where businesses were operating without building, plumbing and sprinkler permits or satisfactory inspections.

# Engineering and Operations

The Engineering and Operations Department provides engineering, environmental protection, and roads and drainage services through three divisions.

## Engineering Services

The Engineering Services Division provides municipal services associated with the City's expansion. Functions include:

- Reviewing and processing development proposals, subdivision and building permit applications.
- Managing various agreements and fees.
- Providing strategic transportation planning services and maintaining the Master Transportation Plan.
- Managing capital projects and road rehabilitation.
- Developing and maintaining the PoCoMAP Geographic Information & Mapping System.

## Environmental Protection Services

Functions include:

- Providing strategic environmental planning services.
- Managing all solid waste collection activities.
- Administering and supporting water and energy conservation initiatives.
- Administering and managing programs and projects that protect/enhance environmentally-sensitive areas.
- Processing applications including soil removal/deposit.

## Roads & Drainage

Functions include:

- Maintaining roads, bridges, street lighting, traffic signals, street signs, lanes, sidewalks, curbs and gutters.
- Managing graffiti removal, vandalism repairs and street sweeping and snow removal.
- Operating/maintaining storm drainage systems, including pump stations, storm mains and culverts.

## 2008 Stats & Facts

- Handled 3,916 public requests and inquiries.
- Received 20,516 PoCoMAP visits.
- Processed 200 road closures.
- Handled 48 water fire flow analysis requests.
- Attended 329 after-hours call-outs.
- Held 13 Public Works Committee meetings.
- Held 8 Environmental Protection Committee meetings.
- Processed 16 subdivision applications, 9 estimate files, 18 site profile applications, 6 soil removal and deposit applications and 316 building permit applications.
- Completed 74 water, sewer & storm connections.
- Maintained 30.6 km of dikes, including 8 storm water pump stations.
- Maintained 198 km of roads, including 35 traffic signals and 16 major bridges.
- Maintained 235 km of water mains, including 894 hydrants and 552 water meters.
- Maintained 186 km of sewer mains, including 23 sanitary pump stations.
- Provided refuse, recycling and green waste pickup to 10,800 residential units.
- Provided recycling pickup to 3,479 multi-family units.
- Supplied 9.33 million cubic meters of water.
- Processed 66 Bathroom Fixture Program rebates for low-flow shower and faucet replacements.
- Handled 103 capital projects valued at \$73.2 million, including the Coast Meridian Overpass project.

## 2008 Highlights

- Implemented the first curbside Kitchen Waste Collection Program in Metro Vancouver.
- Implemented year-round green waste pickup.
- Commenced construction of the Coast Meridian Overpass and adjacent roads.
- Completed extensive underground utility relocation work for the Coast Meridian Overpass Project and the Pitt River Bridge.
- Completed a Bicycle/Pedestrian Master Plan and the Shaughnessy Prairie Area Transportation Plan.
- Implemented new software to improve tracking and managing of land development, subdivision and related permit applications.
- Prepared for compliance with PSAB 3150 (Accounting for Tangible Assets) with additional PoCoMAP functions as well as processes and procedures.
- Issued a Request for Proposal for environmental consulting services to develop the City's first Environmental Strategic Plan.
- Constructed wildlife and fisheries habitat in a five-acre site next to the Pitt River.
- Made a submission to the Environmental Appeal Board as part of the Coquitlam River Flood Management Plan.
- Completed the \$14 million Dominion Avenue Reconstruction Project.
- Reconstructed the road surface on Shaughnessy Street through downtown and from Welcher Avenue to Pitt River Road.
- Resurfaced gravel lanes with asphalt millings (ground recycled pavement) to reduce dust and potholes at a lower cost than paving.
- Initiated a drainage study of the Trenton neighbourhood for storm water works aimed to minimize the flood risk during heavy rain.

# Fire and Emergency Services

Fire and Emergency Services protects the lives and property of the citizens of Port Coquitlam from the adverse effects of fires, sudden medical emergencies and exposure to dangerous conditions or disasters created by man or nature.

The Department's emergency response capabilities include fire suppression, medical aid and special operations (hazardous materials, rope rescues, confined space rescues). Firefighters are trained to the highest level of First Aid available in the province – First Responder Level III – and are equipped with automatic external defibrillators for heart attack victims.

The Department administration plans, organizes and directs the four other divisions, and is responsible for coordinating all staffing, budget and personnel matters. The other four divisions are as follows:

## Facilities & Training/Operations & Training

Facilities & Training ensures the fire hall facilities are maintained and secured, while Operations & Training is responsible for department equipment as well as dispatch services. Both respond to emergencies and share in training and managing subordinate officers and firefighters.

## Protective Services & Public Education

In addition to providing life safety and fire protection to business and residents, functions include:

- Enforcing the Fire Code and bylaws and upgrading non-conforming buildings.
- Administering the Fire Inspection program.
- Conducting fire investigations.
- Delivering public education and awareness programs.

## Emergency Preparedness (EP)

Functions include:

- Recruiting/training emergency preparedness volunteers.
- Developing and implementing EP community courses.
- Administering the City's emergency plan and training City staff to meet the plan's expectations.
- Acquisition and maintenance of EP equipment.

## 2008 Highlights

- Completed training in Fire Department Management Analyst for statistical measures.
- Purchased a MobileAsset Barcoding program to manage capital assets.
- Completed the purchase of a new fire truck and put it into service.
- Met goal of having all driver/operators meet the National Fire Protection Association's 1002 standard for Fire Apparatus Driver/Operation Professional Qualifications.
- Conducted a successful educational component, including Hot Summer Nights (600 residents), public education classes at Fire Hall #1 (30 classes), industrial fire extinguisher training (30 corporate customers), community groups (500), and other fire safety programs (3,676 people).
- Hired/trained an inspector and purchased equipment for Public Safety Inspection Team.
- Spearheaded an Emergency Social Services/Red Cross Call Centre exercise in the Lower Mainland, with 355 volunteer participants.
- Communications (EPCOM) participated in a multi-jurisdiction 'Exercise Tophat' that tested equipment and locations.
- Participated in the Critical Infrastructure Initiative to prepare for the 2010 Olympics.

## 2008 Stats & Facts

**Total calls for service: 2,613**

- Alarm resets: 13
- Alarms ringing – residential: 50
- Alarms ringing – non-residential: 245
- Assist calls: 104
- Brush/grass fires: 49
- Burning complaints: 57
- Carbon monoxide alarms: 13
- Medical Emergency Services Alarms: 1,416
- Misc./other/special/not listed: 130
- Motor vehicle accidents: 369
- Natural gas leaks/smells: 42
- Structure fires – apartment: 14
- Structure fires – commercial: 31
- Structure fires – residential: 30
- Vehicle fires: 31
- Wires down: 29



**Other 2008 statistics:**

- Participation in community emergency preparedness courses: 231 attendees



## Legislative and Administrative Services

The Legislative and Administrative Services Department is the community's link to City Council.

### Communications Division

Communications is responsible for all internal and external City communications. The Division informs the public of City news via the media, the Community Calendar of Events, electronic and print newsletters, the City website and social networking media.

The communications team is also responsible for providing reception services at City Hall and coordinating the dissemination of civic information via displays and kiosks at civic facilities and community events. Communications staff also provide marketing and communications support to the City's departments and divisions.

### Corporate Office

The Corporate Office supports and manages the Council meeting process, develops and maintains City bylaws, maintains and protects corporate records, considers and facilitates access to corporate information and deals with related privacy issues. The Division also manages the City land holdings and civic elections.

### Legislative Services

Legislative Services provides administrative support to the Office of the Mayor and City Councillors to assist them in carrying out their duties.

### 2008 Highlights

- Enhanced civic website and online services, including introducing a monthly electronic newsletter and a City page on the Facebook social networking website.
- Successfully coordinated the 2008 Municipal and School Trustee Election with a focus on enhanced customer service through comprehensive information packages for candidates, voter newsletters, online information and electronic voting machines.
- Continued implementation of a corporate classification system and Records Management Software, facilitating enhanced operational efficiencies and information security.
- Worked with Corporate Management Team to provide orientation to newly elected council members.



# Parks and Recreation

The Parks and Recreation Department contributes to the quality of life and personal wellness of the community by providing a variety of programs, services and facilities.

## Recreation Division

The Recreation Division operates the City's recreation facilities, and directly or indirectly provides programming for all age groups in many areas including aquatics, fitness, sports, wellness, arts, culture, skating and general interest.

The Division also assists the community with organizing festivals and events (such as May Day and Canada Day), coordinates the City's Volunteer Management Program, provides Emergency Social Services support, and manages complementary services through contractors or leased operations, including food services and sports massage.

## Parks & Facilities Services

Parks & Facilities Services maintains 271.1 hectares of active parkland and natural areas, including 47 park sites, 22 playgrounds, 43 sports fields, 17 tennis courts, 10 sports courts, two skate parks, Port Coquitlam cemetery, the Traboulay PoCo Trail and other trails and floral displays.

The Division implements the City's facilities life cycle program and the Department's asset management program, and supports other departments in operating, maintaining and repairing their facilities. It also coordinates designated renovations and construction projects, including project management staff and services.

## Parks Planning & Design

This Division is responsible for the overall planning and design of all City parks, fields and open spaces, along with management of large-scale projects. It also coordinates the Department's related capital program, parkland acquisition and environmental considerations related to parks.

## Terry Fox Library

Port Coquitlam recently expanded the Terry Fox Library. It is a member of the Fraser Valley Regional Library system,

which serves more than 600,000 people through 24 libraries. Library customers have access to magazines, newspapers, business and health databases, DVDs, music, audio books, ESL materials and books in a variety of languages. The library also offers programs for children, teens and adults.

## 2008 Highlights

- Improved the Traboulay PoCo Trail, with upgrading of the Argue Street section and planning/design of a parking lot and washroom at the Debouville Slough access.
- Completed major upgrades and maintenance to facilities at Cedar, Castle, McLean and Thompson Parks.
- Commenced upgrading the building envelope at Hyde Creek Recreation Centre.
- Reviewed and considered changes to the sport delivery system in Port Coquitlam.
- Initiated a strategy to deal with existing and future urban forestry requirements.
- Introduced a Bait Locker program at Hyde Creek Recreation Centre.
- Further developed and trained staff relative to the City's Emergency Social Services Plan.
- Improved youth services in the City.
- Improved the model used for development of recreation programs.
- Automated the tree-cutting permit process with Development Services to create a one-stop customer service process.
- Partnered with Legacies Now 2010 and the Union of BC Municipalities to develop a variety of initiatives, including Spirit Week, Historical Continuum, Heritage Walk, Summer in the City Arts Festival and others.
- Partnered with the BC Olympic and Paralympic Winter Games Secretariat to participate in the B.C. Explorer program to promote tourism/economic development.
- Partnered with Canadian Tire in the Jump Start program to provide recreational opportunities to children and youth with financial restraints.
- Initiated updating the City's Parkland Development Cost Charge Program and the lifecycle program for the City's assets.

## 2008 Stats & Facts

### Recreation Division:

- 539 different activities were offered through 8,856 courses that encompassed 41,866 hours of programming.
- More than 21,776 program registrations were received, while services were utilized 500,670 times.
- 474 passes were distributed through the Grade 5 & 6 "Get Active" program. These passes were utilized 5,534 times in 2008.
- Participation in aquatics programs and services grew by about 3,150 registrations (1.5%) in 2008.

- Participation in sports and fitness programs and services grew by about 3,000 registrations (2%) in 2008.

### Terry Fox Library:

- Items borrowed: 452,019
- Library visits: 164,949
- Library cardholders: 24,727
- Programs delivered: 302
- Program attendance: 12,334



# Police Services

The City of Port Coquitlam contracts the Royal Canadian Mounted Police to provide police services to the community. The City shares the municipal policing services with the City of Coquitlam, resulting in top-quality policing at a savings for both communities. Coquitlam RCMP also serves the villages of Anmore and Belcarra.

Our 24/7 operations are guided by a comprehensive service delivery model that includes three approaches to policing: strategic/proactive, regional/integrated and reactive/response-oriented. This model supports our goal of enhancing police effectiveness as well as our operational objectives: to reduce crime, disorder and calls for police service, while enhancing public safety and public trust in police. To achieve these goals, our Crime Reduction Strategy targets prolific offenders, crime hotspots and the root causes of crime through analysis and strategic use of resources.



With about 206 sworn police officers, more than 170 civilian staff and more than 1,000 volunteers in the community, the Coquitlam RCMP is dedicated to working in partnership with the City and its citizens to ensure that Port Coquitlam is a healthy, vibrant and safe community.

## 2008 Highlights

- Piloted a proactive enforcement project in partnership with the Port Coquitlam bylaw department to address nuisance and noise complaints over the summer months.
- Developed and implemented the False Alarm Reduction Strategy to minimize the impact of unfounded alarms on police resources after file review and other research indicated that false alarm calls constituted approximately 10% of annual calls for service.
- Continued to achieve region-leading reductions in crime types targeted by the Crime Reduction Strategy (see chart below) over the previous year and five-year average.
- Developed and began implementation of a Communications and Public Affairs service model, including training in-house media relations backup.
- Expanded the Positive Pass program to the General Duty section as part of the ongoing implementation of asset-building as the cornerstone of service-delivery for youth.

## Stats & Facts

Crime Types	2008 totals	2007 totals	% change
<b>Person Crimes</b>	<b>992</b>	<b>1091</b>	<b>-9.1%</b>
Murder	2	3	-33%
Attempted Murder	3	3	0%
Assault	770	840	-8%
Sexual Assault/Offence	76	57	33%
Abduction	6	5	20%
Robbery	135	183	-26%
<b>Property Crimes</b>	<b>7563</b>	<b>9132</b>	<b>-17.2%</b>
*Break & enter (bus.)	514	519	-1%
*Break & enter (res.)	465	653	-29%
*Theft of vehicle	696	1012	-31%
*Theft from vehicle	2014	2893	-30%
Theft (other)	1565	1868	-16%
Poss. stolen property	92	91	1%
Fraud	279	325	-14%
Mischief	1890	1709	11%
Arson	48	62	-23%

\* Crime types targeted by Crime Reduction Strategy.

- Statistics are for entire Coquitlam RCMP detachment.
- Criminal Code Offence data presented were compiled from select PRIME BC files and should not be considered comprehensive.

Crime Types	2008 totals	2007 totals	% change
<b>Drugs</b>	<b>198</b>	<b>203</b>	<b>-2.5%</b>
Grow operation	39	35	11%
Heroin (poss.)	11	12	-8%
Cocaine (poss.)	79	102	-23%
Methamphetamine (poss.)	15	15	0%
Heroin (traffic)	4	1	300%
Cocaine (traffic)	48	35	37%
Methamphetamine (traffic)	2	3	-33%
<b>Traffic</b>	<b>1171</b>	<b>1214</b>	<b>-3.5%</b>
Dangerous Operation	2	4	-50%
Impaired Operation	264	277	-5%
Prohibited Driver	16	15	7%
Roadside Prohibitions	507	439	15%
Collision (fatal)	5	8	-38%
Collision (injury/non-fatal)	127	187	-32%
Collision (property damage)	250	284	-12%

- 2007-08 data was extracted on April 20, 2009. All data are preliminary and subject to change based on investigational factors and records data quality processes.
- Data collected used "most serious offence" scoring consistent with Statistics Canada and BC Ministry of Public Safety and Solicitor General (Police Services Division) data collection, except for Crime Reduction crime types, which used all offence scoring categories.

# Financial Section



# Auditor's Report to the Mayor and Council



**BDO Dunwoody LLP**  
Chartered Accountants

600 - 925 West Georgia Street  
Vancouver, BC  
Canada, V6C 3L2  
Telephone: (604) 688-5421  
Telefax: (604) 688-5132  
E-mail: [vancouver@bdo.ca](mailto:vancouver@bdo.ca)

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## Auditors' Report

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### To the Mayor and Council of the City of Port Coquitlam

We have audited the Combined Statement of Financial Position of the City of Port Coquitlam as at December 31, 2008 and the Combined Statements of Operations and Cash Flows for the year then ended. These financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the City of Port Coquitlam as at December 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in black ink that reads 'BDO Dunwoody LLP'.

Vancouver, British Columbia  
April 3, 2009

# Combined Statement of Financial Position

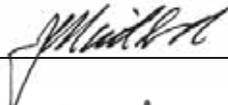
AS AT DECEMBER 31, 2008

EXHIBIT A  
DECEMBER 31

		2008 Actual	2007 Actual
<b>FINANCIAL ASSETS</b>			
Cash and cash equivalents	Note 2	\$ 63,210,877	\$ 86,604,607
Investments	Note 2	8,843,654	4,734,591
Accounts receivable	Note 3	12,214,979	10,767,243
Inventories for resale		171,116	265,550
Other financial assets	Note 4	419,925	0
		<u>84,860,551</u>	<u>102,371,991</u>
<b>LIABILITIES</b>			
Accounts payable and accrued liabilities	Note 5	15,976,344	9,398,446
Deferred revenues	Note 6	27,238,643	42,528,483
Employment benefits	Note 9	2,997,085	3,063,650
		<u>46,212,072</u>	<u>54,990,579</u>
Net financial assets		38,648,479	47,381,412
<b>TANGIBLE CAPITAL ASSETS</b>	Note 7	316,350,842	234,065,453
Net assets		<u>\$ 354,999,321</u>	<u>\$ 281,446,865</u>
<b>EQUITY</b>			
FINANCIAL – Schedule 1			
Current fund unappropriated		8,016,654	6,818,820
Reserve fund – Schedule 3		30,631,825	40,562,592
		<u>38,648,479</u>	<u>47,381,412</u>
TANGIBLE CAPITAL ASSETS		316,350,842	234,065,453
		<u>\$ 354,999,321</u>	<u>\$ 281,446,865</u>

Commitments and contingent liabilities (Note 8)

Trust funds (Note 10)

 \_\_\_\_\_ Manager of Finance

 \_\_\_\_\_ Mayor

# Combined Statement of Operations

FOR THE YEAR ENDED DECEMBER 31, 2008

EXHIBIT B

		2008 Budget	2008 Actual (Schedule 2)	2007 Actual (Schedule 2)
<b>REVENUES</b>				
General taxes	Note 11	\$ 40,089,300	\$ 40,067,868	\$ 36,961,777
Special assessments – local improvements		170,400	133,290	154,804
Grants in lieu of taxes		1,398,900	1,424,537	1,414,183
Deferred cost charge revenue		29,983,200	17,549,534	7,474,220
Other funding of capital works		42,678,600	42,599,048	10,192,847
Asset disposals		12,500,000	876,027	1,394,016
Utility charges		13,199,300	13,386,366	12,599,997
Sale of services	Note 12	5,910,150	5,854,918	5,387,628
Other revenue	Note 13	7,038,500	6,442,246	7,731,252
Transfers from other governments		635,000	687,605	637,066
Total revenues		153,603,350	129,021,439	83,947,790
<b>EXPENDITURES</b>				
General government services		5,632,600	5,078,582	5,132,594
Solid waste management		2,902,100	2,690,127	2,321,483
Protective services	Note 14	19,668,900	18,676,173	18,132,068
Transportation services		7,578,900	6,264,388	7,714,568
Planning services		1,118,100	980,997	835,313
Recreation and cultural services		12,174,900	11,941,260	10,990,715
Utilities		11,775,200	11,170,874	11,144,095
Capital expenditures		111,058,000	83,161,417	25,443,101
Fiscal services and other		1,810,100	52,446	239,552
		173,718,800	140,016,264	81,953,489
Internal equipment charges		(2,189,200)	(2,261,892)	(2,017,115)
Total expenditures		171,529,600	137,754,372	79,936,374
<b>EXCESS (DEFICIENCY) IN REVENUE OVER EXPENDITURES</b>		(\$ 17,926,250)	(\$ 8,732,933)	\$ 4,011,416
<b>ALLOCATION FROM (TO) FINANCIAL EQUITY</b>				
Current fund, unappropriated		887,700	(1,197,834)	(964,147)
Reserve fund		17,038,550	9,930,767	(3,047,269)
		\$ 17,926,250	\$ 8,732,933	(\$ 4,011,416)
<b>FINANCIAL EQUITY BEGINNING OF YEAR</b>				
Current fund, unappropriated		6,818,820	6,818,820	5,854,673
Reserve fund		40,562,592	40,562,592	37,515,323
		\$ 47,381,412	\$ 47,381,412	\$ 43,369,996
<b>FINANCIAL EQUITY END OF YEAR</b>				
Current fund, unappropriated		5,931,120	8,016,654	6,818,820
Reserve fund		23,524,042	30,631,825	40,562,592
		\$ 29,455,162	\$ 38,648,479	\$ 47,381,412

# Combined Statement of Cash Flows

FOR THE YEAR ENDED DECEMBER 31, 2008

EXHIBIT C  
DECEMBER 31

CASH PROVIDED (USED) BY:

	2008 Actual	2007 Actual
<b>OPERATIONS</b>		
Excess in revenue over expenditures	(\$ 8,732,933)	\$ 4,011,416
Current year development cost charge expenditures	(17,549,534)	(7,474,220)
Increase (decrease) in non-cash operating balances	4,545,329	(2,701,974)
	(21,737,138)	(6,164,778)
<b>FINANCING</b>		
Development cost charge receipts plus interest	2,452,471	4,733,438
<b>INVESTING</b>		
Increase (decrease) in investments	(4,109,063)	29,096,456
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	(23,393,730)	27,665,116
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	86,604,607	58,939,491
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<u>\$ 63,210,877</u>	<u>\$ 86,604,607</u>



# Notes to the Combined Financial Statements

## YEAR ENDED DECEMBER 31, 2008

The City of Port Coquitlam (the “City”) is incorporated under the *Local Government Act of British Columbia*, in accordance with the *Community Charter*. Principle activities include the provision of local government services to residents of the incorporated area. Services include administrative, planning, protective, transportation, environmental, recreation, solid waste, water and sewer.

## 1. SIGNIFICANT ACCOUNTING POLICIES

### Basis of accounting

The combined financial statements of the City are the representations of management prepared in accordance with Canadian generally accepted fund accounting principles as prescribed by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants. The combined financial statements reflect a combination of the Capital, Current, and Reserve Funds. Interfund transactions and balances have been eliminated.

### Capital fund

These funds include the General, Water Utility and Sanitary Sewer Capital Funds. They are used to record the acquisition costs of capital assets.

### Current fund

These funds reflect the General, Water Utility and Sanitary Sewer operating activities and administration functions of the City to provide services. Funds are set aside in statutory reserves for extraordinary operating expenses.

### Reserve funds

These funds hold assets necessary to finance future capital expenditures and are subject to the statutory restrictions of the Community Charter of British Columbia. Restrictions include the requirement that funds and interest earned thereon may only be expended for specific purposes and these expenditures be approved by a Bylaw passed by City Council.

### Trust funds

These funds account for assets which must be administered as directed by agreement or statute for certain beneficiaries. Trust funds are not included in the City’s financial statements. Trust funds administered by the City are presented in Note 10.

### Budgets

Budget amounts reflect the annual provision approved by Council on May 12, 2008 as part of the City’s Financial Plan Bylaw and have not been audited.

### Tangible capital assets

Property and equipment are recorded at cost net of disposal of capital assets. No provision is recorded for depreciation or write downs.

For the year ended December 31, 2009, the City will be required to comply with Section 3150, Tangible Capital Assets of the Public Sector Accounting Board handbook. Section 3150 requires the capitalization and amortization of tangible capital assets in the financial statements.

During 2008, the City continued to work towards compliance with the new recommendations for accounting for tangible capital assets. A complete listing of assets and values is currently underway and is nearing completion. As no one major asset class has been completed, no financial information is provided.

### Other financial assets

Other assets are valued at the lower of cost and net realizable value.

### Investments

Investments are recorded at cost. Investment premiums are amortized over the term of the respective investment. Investments are written down when there is, in the opinion of management, a decline other than temporary in nature.

### Revenue recognition and deferred revenues

It is the policy of the City to record revenue on an accrual basis when it is earned. The City is required to act as the agent for the collection of certain taxes and fees imposed by other authorities. Payment of these collections is made in accordance with instructions provided by each agency. Collections for other authorities (Note 11) are excluded from the City’s taxation revenues. Revenue unearned in the current period is recorded on the statement of financial position as deferred revenue. Deferred revenue includes development cost charges which are deferred when received and recognized as revenue when used to fund the appropriate capital works.

### Expenditures

Expenditures are generally recognized as they are incurred as a result of the receipt of goods and services or the creation of an obligation to pay.

### Post-employment benefits

The City and its employees contribute to the Municipal Pension Plan (Note 8a). The City’s contributions are expensed as paid.

Retirement benefits also accrue to the City’s employees (Note 9). The liability relating to these benefits is actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefit plans are accrued based on projected benefits prorated as employees render services necessary to earn the future benefits.

# Notes to the Combined Financial Statements

## 1. SIGNIFICANT ACCOUNTING POLICIES (cont.)

### Use of accounting estimates

Preparation of financial statements requires management to make estimates and assumptions that affect reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported revenues and expenditures during the reporting period. Significant areas requiring estimates relate to the determination of accrued severance liability and provisions for contingencies. Actual results could differ from those estimates. Adjustments, if any, will be reflected in the financial statements in the period that the change in estimate is made, as well as in the period of settlement if the amount is different.

### Financial instruments

The carrying value of financial assets and liabilities, other than investments, approximate their fair value due to the relatively short periods to maturity of the instruments. The fair value of investments are not significantly different than their carrying value.

### Statement of operations by segment

The City has reported revenues and expenditures for the main areas of activities reported in the Combined Statement of Operations, (Exhibit B), on Schedule 2. Revenue and expense related to activities of these segments is tracked to be consistent with commonly used financial reporting done by other municipalities, as set out by the Province of BC.

## 2. CASH, CASH EQUIVALENTS AND INVESTMENTS

Cash and cash equivalents includes investments with maturity dates within 90 days from December 31, 2008. Investments include term deposits in Credit Unions and deposits in the Municipal Finance Authority. Investments are guaranteed by either the Province of BC or Alberta and therefore have no risk. Investments have rates of return ranging from 3.30% to 6.49% with varying maturity dates over 90 days from December 31, 2008 up to December 2014.

Cash and investments	2008	2007
Operating Funds, unrestricted	\$ 14,184,063	\$ 8,248,123
Reserve funds, restricted	30,631,825	40,562,592
Deferred revenue and deposits, restricted	27,238,643	42,528,483
	<u>\$ 72,054,531</u>	<u>\$ 91,339,198</u>
Cash balances	\$ 9,366,491	\$ 2,722,907
Cash equivalents	53,844,386	83,881,700
	63,210,877	86,604,607
Investments	8,843,654	4,734,591
	<u>\$ 72,054,531</u>	<u>\$ 91,339,198</u>

## 3. ACCOUNTS RECEIVABLE

	2008	2007
Taxes	\$ 1,990,839	\$ 1,719,438
Accrued interest	634,726	659,316
Development cost charges	1,954,241	3,107,023
Water and sewer user rates	483,663	371,008
Translink	4,670,120	3,193,651
Trade and other accounts receivable	2,481,390	1,716,807
	<u>\$ 12,214,979</u>	<u>\$ 10,767,243</u>

## 4. OTHER FINANCIAL ASSETS

	2008	2007
Four of five properties sold for unpaid property tax in 2008 had an unpaid balance at December 31. Properties sold may be redeemed by the owner for one year following the sale at the amount outstanding at the tax sale date, plus interest on that balance up to the date of redemption. At April 2, 2009 two properties were unredeemed with a balance due of \$154,233.	\$ 419,925	\$ 0
	<u>\$ 419,925</u>	<u>\$ 0</u>

## 5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	2008	2007
Accounts payable	\$ 14,407,563	\$ 8,137,869
Wages payable	1,568,781	1,260,577
	<u>\$ 15,976,344</u>	<u>\$ 9,398,446</u>

## 6. DEFERRED REVENUES

	2008	2007
<b>Development cost charges</b>		
Beginning balance	\$ 35,670,490	\$ 38,411,272
New development cost charges received	1,418,001	3,341,307
Interest earnings	1,034,471	1,392,131
Contributions to capital works	(17,549,534)	(7,474,220)
Subtotal	20,573,428	35,670,490
<b>Programs and services</b>	1,877,300	2,207,936
<b>Property tax and utilities</b>	4,787,915	4,650,057
	<u>\$ 27,238,643</u>	<u>\$ 42,528,483</u>

# Notes to the Combined Financial Statements

## 7. TANGIBLE CAPITAL ASSETS

	2008	2007
Buildings and sites	\$ 95,628,830	\$ 86,296,998
Equipment	29,715,474	28,144,050
Roads and bridges	131,255,288	63,674,944
Drainage	20,878,808	19,727,128
Sidewalks	1,420,318	1,420,318
Street lights	1,179,745	1,179,744
Water system	21,575,336	19,832,128
Sewer system	14,697,043	13,790,143
	<u>\$ 316,350,842</u>	<u>\$ 234,065,453</u>

## 8. COMMITMENTS AND CONTINGENT LIABILITIES

### (a) Pension liability

The City and its employees contribute to the Municipal Pension Plan (The Plan), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 150,000 active members and approximately 54,000 retired members. Active members include approximately 32,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of plan funding. The most recent valuation as at December 31, 2006 indicated a surplus of \$438 million for basic pension benefits. The next valuation will be as at December 31, 2009 with results available in 2010. The actuary does not attribute portions of the surplus to individual employers. The City paid \$1,755,157 for employer contributions and employees paid \$1,379,452, in fiscal 2008.

Due to severe market declines, the 2008 investment return on Plan assets to September 30, 2008 was a loss of 6.86% which is below the actuarial target and slightly below the benchmark. The Plan could be at an underfunded position in comparison to the 2006 actuary reported surplus position. If there is an underfunded liability, the employer's contribution rate may increase. However, this increase may not be sufficient to keep the Plan fully funded.

### (b) Liability claims and commitments

The City has entered into various agreements and contracts for services and construction with periods ranging from one to five years. The City has budget provisions covering the cost of these ongoing expenditures.

The City is involved with a number of legal actions, the outcome of which cannot be determined at this time. Liability insurance is carried by the City, subject to a deductible of \$250,000. Costs of settlement are recognized in the year when the amount becomes determinable. The City self-insures claims under \$250,000.

The City has entered into various contracts to construct the Coast Meridian Overpass. The total project budget is \$135.4 Million and is expected to be completed by early 2010. Of the \$135.4 million, approximately \$60 million will be contributed by Translink. Certain of the property owners that had property expropriated for the project have challenged the amounts paid to them by the City in compensation and court action is probable for those that do not settle. The estimated maximum amount in dispute is approximately \$1.9 million. Any additional amounts payable will be recorded at such time as a reasonable determination can be made.

One property acquired for the Coast Meridian Overpass project shows signs of possible environmental contamination and as such there may be environmental clean-up costs required to remediate the property. It is anticipated that these costs will be recoverable from prior owners of the property, one of which has posted a bond in this regard. Costs related to the clean-up that will be borne by the City, if any, will be recorded at such time as it becomes determinable.

### (c) E-Comm. Emergency Communications for Southwest British Columbia

The City is a shareholder and member of E-Comm Emergency Communications for Southwest British Columbia Incorporated (E-Comm) whose services provided include: regional 9-1-1 call centre for the Greater Vancouver Regional District; Wide Area Radio network; dispatch operations; and records management. The City has 1 Class A share and 2 Class B shares. Class A shareholders are obligated to share in both funding the ongoing operations and any additional costs relating to capital assets (in accordance with a cost sharing formula) while Class B shareholders are not obligated to share in funding of ongoing operating costs.

### (d) Justice building

The City provides a share of both the ongoing operations and any additional costs relating to capital assets (in accordance with a negotiated agreement) for the RCMP building located at 2986 Guildford Way, Coquitlam.

# Notes to the Combined Financial Statements

## 9. EMPLOYMENT BENEFITS

Upon leaving the City, exempt employees, and Union employees hired before December 31, 1982, are paid a severance payment of two days per year of service. Employees retiring from the City are paid five days per year of service.

Retirement benefit obligations represent the City's cost of this benefit as determined by an actuarial valuation as of December 31, 2008.

	2008	2007
Accrued severance liability, beginning of the year	\$ 1,984,000	\$ 1,963,000
Service cost	142,000	132,000
Interest cost	120,000	106,000
Benefit payments	(157,000)	(253,000)
Actuarial loss (gain)	244,000	450,000
Amortization of net actuarial losses	45,000	36,000
Severance liability, end of the year	\$ 2,378,000	\$ 2,434,000
Unamortized actuarial gain (loss)	(215,500)	(450,000)
Accrued severance liability	2,162,500	1,984,000
Other employment benefits	834,585	1,079,650
Total employment benefits	\$ 2,997,085	\$ 3,063,650

The significant actuarial assumptions adopted in measuring the City's retirement benefit obligations are as follows:

	2008	2007
Discount rates	5.50%	4.75%
Expected future inflation rates	2.25%	2.25%
Expected wage and salary increases	4.00%	4.00%

## 10. TRUST FUNDS

Not recorded in these financial statements are the following trust funds:

	2008	2007
<b>Cemetery Perpetual Care Fund</b>	\$ 1,004,138	\$ 941,942
The City operates a municipal cemetery and maintains a perpetual care fund in accordance with the <i>Cremation, Internment and Funeral Services Act</i> .		
<b>Deposit trust</b>	4,083,444	3,760,077
The City holds conditional deposits that are refunded once the conditions are satisfied.		
<b>Donations in trust</b>	45,485	45,485
The City holds donations where the donor has specified the use of the funds. Donations are recorded as revenue when the City meets the specified conditions.		
	\$ 5,133,067	\$ 4,747,504

## 11. MUNICIPAL TAXATION

Taxation revenue for general municipal purposes comprises the following:

	2008	2007
Residential	\$ 40,885,331	\$ 38,635,687
Utilities	1,007,596	984,450
Light industry	5,948,987	5,420,860
Business	21,167,388	19,592,267
Recreational/Seasonal	104,372	98,589
Farm	18,333	16,653
Total taxation levies	69,132,007	64,748,506
Less: collections for other governments		
Provincial school tax	22,773,515	21,856,777
Greater Vancouver Regional District	689,167	673,304
B.C. Assessment Authority	721,062	687,490
Greater Vancouver Transit Authority	4,878,664	4,567,001
Municipal Finance Authority	1,731	2,157
	29,064,139	27,786,729
Municipal general taxes	\$ 40,067,868	\$ 36,961,777

## 12. SALE OF SERVICE

	2008	2007
Revenue related to use of City services:		
Garbage collection	\$ 2,093,119	\$ 1,994,763
Recreation and cultural services	3,388,343	2,995,530
Protective services	373,456	397,335
	\$ 5,854,918	\$ 5,387,628

## 13. OTHER REVENUE

	2008	2007
Required fees, charges, interest income and other revenue:		
Licences and permits	\$ 1,688,430	\$ 2,045,868
Engineering services	1,069,999	1,324,889
Return on investments	2,555,049	3,108,672
Other revenue	1,128,768	1,251,823
	\$ 6,442,246	\$ 7,731,252

## 14. PROTECTIVE SERVICES

	2008	2007
Costs of providing protective services:		
Police protection	\$ 9,853,783	\$ 9,455,344
Fire protection	6,757,489	6,717,084
Other protective services	2,064,901	1,959,640
	\$ 18,676,173	\$ 18,132,068

## 15. SUBSEQUENT EVENTS

Subsequent to year end, the City received \$25,000,000 in debt financing from the Municipal Finance Authority. The loan has no stated terms of repayment, is unsecured, and has a variable interest rate of bank prime less approximately 1.25%.

## 16. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's presentation.

# Auditor's Report on Supplementary Information



**BDO Dunwoody LLP**  
Chartered Accountants

600 - 925 West Georgia Street  
Vancouver, BC  
Canada, V6C 3L2  
Telephone: (604) 688-5421  
Telefax: (604) 688-5132  
E-mail: vancouver@bdo.ca

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## Auditors' Report

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**To the Mayor and Council of the  
City of Port Coquitlam**

We have audited the Combined Statement of Financial Position of the City of Port Coquitlam as at December 31, 2008 and the Combined Statements of Operations and Cash Flows for the year then ended as reported thereon in our report dated April 3, 2009.

Our audit was made for the purposes of forming an opinion on the Combined Financial Statements taken as a whole. The supplementary information included in Schedules 1 to 3 is presented for purposes of additional analysis. Such supplementary information has been subjected to the auditing procedures applied to the audit of the combined financial statements and, in our opinion, is fairly stated in all material respects in relation to the combined financial statements taken as a whole.

The supplementary information included in the Statistical Section has not been subject to audit and, accordingly, we express no opinion on the information in this section.

Chartered Accountants

Vancouver, British Columbia  
April 3, 2009

# Statement of Financial Activities by Fund

FOR THE YEAR ENDED DECEMBER 31, 2008

SCHEDULE 1

<b>REVENUES</b>	<b>2008 Budget</b>	<b>General Fund</b>	<b>Water Fund</b>	<b>Sewer Fund</b>	<b>Capital Fund</b>	<b>Reserve Fund</b>	<b>2008 Actual</b>	<b>2007 Actual</b>
General taxes	\$ 40,089,300	\$ 40,067,868					\$ 40,067,868	\$ 36,961,777
Special assessments	170,400	133,290					133,290	154,804
Grants in lieu of taxes	1,398,900	1,424,537					1,424,537	1,414,183
Deferred cost revenue	29,983,200				17,549,534		17,549,534	7,474,220
Other funding of Capital works	42,678,600				42,599,048		42,599,048	10,192,847
Asset disposals	12,500,000					876,027	876,027	1,394,016
Utility charges	13,199,300		6,872,513	6,513,853			13,386,366	12,599,997
Sale of services	5,910,150	5,854,918					5,854,918	5,387,628
Other revenue	7,038,500	4,990,200	46,262			1,405,784	6,442,246	7,731,252
Transfers from other governments	635,000	687,605					687,605	637,066
	<b>153,603,350</b>	<b>53,158,418</b>	<b>6,918,775</b>	<b>6,513,853</b>	<b>60,148,582</b>	<b>2,281,811</b>	<b>129,021,439</b>	<b>83,947,790</b>
<b>EXPENDITURES</b>								
General government services	5,632,600	5,078,582					5,078,582	5,132,594
Solid waste management	2,902,100	2,690,127					2,690,127	2,321,483
Protective services	19,668,900	18,676,173					18,676,173	18,132,068
Transportation services	7,578,900	6,264,388					6,264,388	7,714,568
Planning services	1,118,100	980,997					980,997	835,313
Recreation and cultural services	12,174,900	11,941,260					11,941,260	10,990,715
Utilities	11,775,200		5,396,579	5,774,295			11,170,874	11,144,095
Capital expenditures	111,058,000				83,161,417		83,161,417	25,443,101
Fiscal services and other	1,810,100	51,724		722			52,446	239,552
	<b>173,718,800</b>	<b>45,683,251</b>	<b>5,396,579</b>	<b>5,775,017</b>	<b>83,161,417</b>	<b>0</b>	<b>140,016,264</b>	<b>81,953,489</b>
Internal equipment charges	(2,189,200)	(2,261,892)					(2,261,892)	(2,017,115)
	<b>171,529,600</b>	<b>43,421,359</b>	<b>5,396,579</b>	<b>5,775,017</b>	<b>83,161,417</b>	<b>0</b>	<b>137,754,372</b>	<b>79,936,374</b>
<b>NET REVENUE (EXPENDITURE)</b>	<b>(17,926,250)</b>	<b>9,737,059</b>	<b>1,522,196</b>	<b>738,836</b>	<b>(23,012,835)</b>	<b>2,281,811</b>	<b>(8,732,933)</b>	<b>4,011,416</b>
<b>INTERFUND TRANSFERS</b>								
Current fund to Capital		(3,133,577)	(673,013)	(74,824)	3,881,414			
Current fund to Reserve		(5,924,882)	(387,387)	(664,012)		6,976,281		
Reserve fund to Current		57,438				(57,438)		
Reserve fund to Capital					19,131,421	(19,131,421)		
<b>CHANGE IN EQUITY</b>	<b>(17,926,250)</b>	<b>736,038</b>	<b>461,796</b>	<b>0</b>	<b>0</b>	<b>(9,930,767)</b>	<b>(8,732,933)</b>	<b>4,011,416</b>
<b>FINANCIAL EQUITY, BEGINNING OF YEAR</b>	<b>43,369,996</b>	<b>6,578,111</b>	<b>174,012</b>	<b>66,697</b>	<b>0</b>	<b>40,562,592</b>	<b>47,381,412</b>	<b>43,369,996</b>
<b>FINANCIAL EQUITY, END OF YEAR</b>	<b>\$ 25,443,746</b>	<b>\$ 7,314,149</b>	<b>\$ 635,808</b>	<b>\$ 66,697</b>	<b>\$ 0</b>	<b>\$ 30,631,825</b>	<b>\$ 38,648,479</b>	<b>\$ 47,381,412</b>

# Combined Statement of

FOR THE YEAR ENDED DECEMBER 31, 2008

<b>REVENUES</b>	<b>2008 Budget</b>	<b>General Government</b>	<b>Solid Waste</b>	<b>Protective</b>
General taxes	\$ 40,089,300			
Special assessments - local improvements	170,400			
Grants in lieu of taxes	1,398,900			
Deferred cost charge revenue	29,983,200			
Other funding of capital works	42,678,600			
Asset disposals	12,500,000			
Utility charges	13,199,300			
Sale of services	5,910,150		2,093,119	373,457
Other revenue	7,038,500	365,202		1,217,667
Transfers from other governments	635,000			687,605
<b>Total revenue</b>	<b>153,603,350</b>	<b>365,202</b>	<b>2,093,119</b>	<b>2,278,729</b>
<b>EXPENDITURES</b>				
Operating				
Goods and services	37,134,250	2,023,601	1,710,373	10,787,597
Labour	25,661,250	3,942,981	532,554	7,888,576
Internal recoveries	(134,700)	(888,000)	447,200	
	62,660,800	5,078,582	2,690,127	18,676,173
Internal equipment charges	(2,189,200)	(17,667)	(747,657)	(71,919)
	60,471,600	5,060,915	1,942,470	18,604,254
Capital				
	111,058,000	508,864		537,468
<b>Total expenditures</b>	<b>171,529,600</b>	<b>5,569,779</b>	<b>1,942,470</b>	<b>19,141,722</b>
<b>EXCESS (DEFICIENCY) IN REVENUES OVER EXPENDITURES</b>	<b>(\$ 17,926,250)</b>	<b>(\$ 5,204,577)</b>	<b>\$ 150,649</b>	<b>(\$ 16,862,993)</b>



# Operations by Segment

## SCHEDULE 2

Transportation	Planning	Recreation and Cultural	Utilities	Unallocated	2008 Actual	2007 Actual
				\$ 40,067,868	\$ 40,067,868	\$ 36,961,777
				133,290	133,290	154,804
				1,424,537	1,424,537	1,414,183
17,390,818		84,435	74,281		17,549,534	7,474,220
42,586,658			12,390		42,599,048	10,192,847
				876,027	876,027	1,394,016
			13,386,366		13,386,366	12,599,997
		3,388,342			5,854,918	5,387,628
1,069,999	136,525		338,343	3,314,510	6,442,246	7,731,252
					687,605	637,066
<u>61,047,475</u>	<u>136,525</u>	<u>3,472,777</u>	<u>13,811,380</u>	<u>45,816,232</u>	<u>129,021,439</u>	<u>83,947,790</u>
4,081,335	308,882	4,750,659	8,684,209	52,446	32,399,102	33,305,274
3,659,253	672,115	7,190,601	704,265		24,590,345	23,339,814
(1,476,200)			1,782,400		(134,600)	(134,700)
<u>6,264,388</u>	<u>980,997</u>	<u>11,941,260</u>	<u>11,170,874</u>	<u>52,446</u>	<u>56,854,847</u>	<u>56,510,388</u>
<u>(965,066)</u>		<u>(459,583)</u>			<u>(2,261,892)</u>	<u>(2,017,115)</u>
5,299,322	980,997	11,481,677	11,170,874	52,446	54,592,955	54,493,273
78,221,901		1,243,075	2,650,109		83,161,417	25,443,101
<u>83,521,223</u>	<u>980,997</u>	<u>12,724,752</u>	<u>13,820,983</u>	<u>52,446</u>	<u>137,754,372</u>	<u>79,936,374</u>
<u>(\$ 22,473,748)</u>	<u>(\$ 844,472)</u>	<u>(\$ 9,251,975)</u>	<u>(\$ 9,603)</u>	<u>\$ 45,763,786</u>	<u>(\$ 8,732,933)</u>	<u>\$ 4,011,416</u>

# Reserve Fund

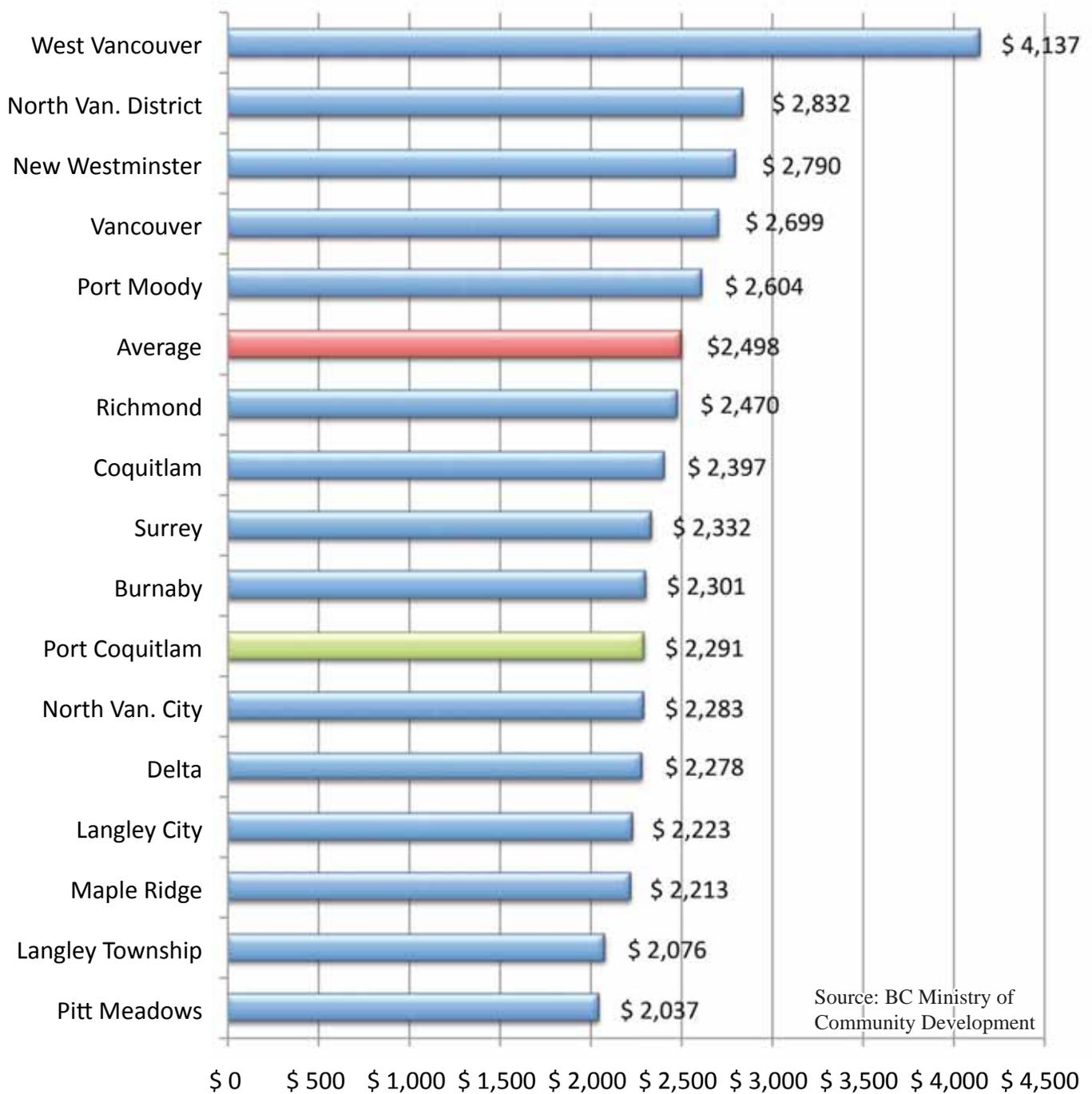
## SCHEDULE 3

	Balance at December 31 2007	2008 Contributions	2008 Operating	2008 Capital	Balance at December 31 2008
<b>RESERVE FUND</b>					
Tax stabilization	\$ 911,879	(\$ 911,879)			\$ 0
May Day	22,141	853	2,246		20,748
Canada Day	31,905	1,235	2,906		30,234
Arts and culture	89,682	3,638			93,320
Self insurance	350,385	14,214			364,599
Snow and ice removal	105,914	4,297			110,211
Public Safety Initiative	0	78,787			78,787
Election expense	139,657	31,132	52,286		118,503
Subtotal – Operating reserves	1,651,563	(777,723)	57,438	0	816,402
Office automation	1,204,630	554,862		505,755	1,253,737
Public works equipment	7,178,567	1,371,053		206,312	8,343,308
Park equipment	845,529	196,820		210,354	831,995
Fire equipment	574,593	302,512		467,371	409,734
Cemetery expansion	0	16,521			16,521
Parking	1,436,736	85,503			1,522,239
Future capital – recreation	973,616	557,289		232,809	1,298,096
Future capital – public works	2,919,496	1,028,731		594,823	3,353,404
Artificial field	310,302	71,254			381,556
Artificial field – warranty	50,696	2,057			52,753
Social housing	64,319	2,609			66,928
Public safety	209,103	33,989			243,092
GVTA roads	493,439	69,643			563,082
Environmental	234,556	81,098		(8,106)	323,760
Land sale	10,640,093	2,625,508		13,322,399	(56,798)
Major transportation infrastructure	1,712,227	1,485,874		1,600,000	1,598,101
Public works special	2,177,759	87,493		41,745	2,223,507
Building maintenance	253,343	240,320		142,357	351,306
Water fund capital	3,549,419	457,105		1,010,525	2,995,999
Sewer fund capital	4,082,606	765,574		805,077	4,043,103
Subtotal – Capital reserves	38,911,029	10,035,815	0	19,131,421	29,815,423
<b>TOTAL RESERVE FUND</b>	<b>\$ 40,562,592</b>	<b>\$ 9,258,092</b>	<b>\$ 57,438</b>	<b>\$ 19,131,421</b>	<b>\$ 30,631,825</b>
<b>BUDGETED TRANSFERS</b>		<b>\$ 3,736,950</b>	<b>\$ 63,700</b>	<b>\$ 33,861,800</b>	

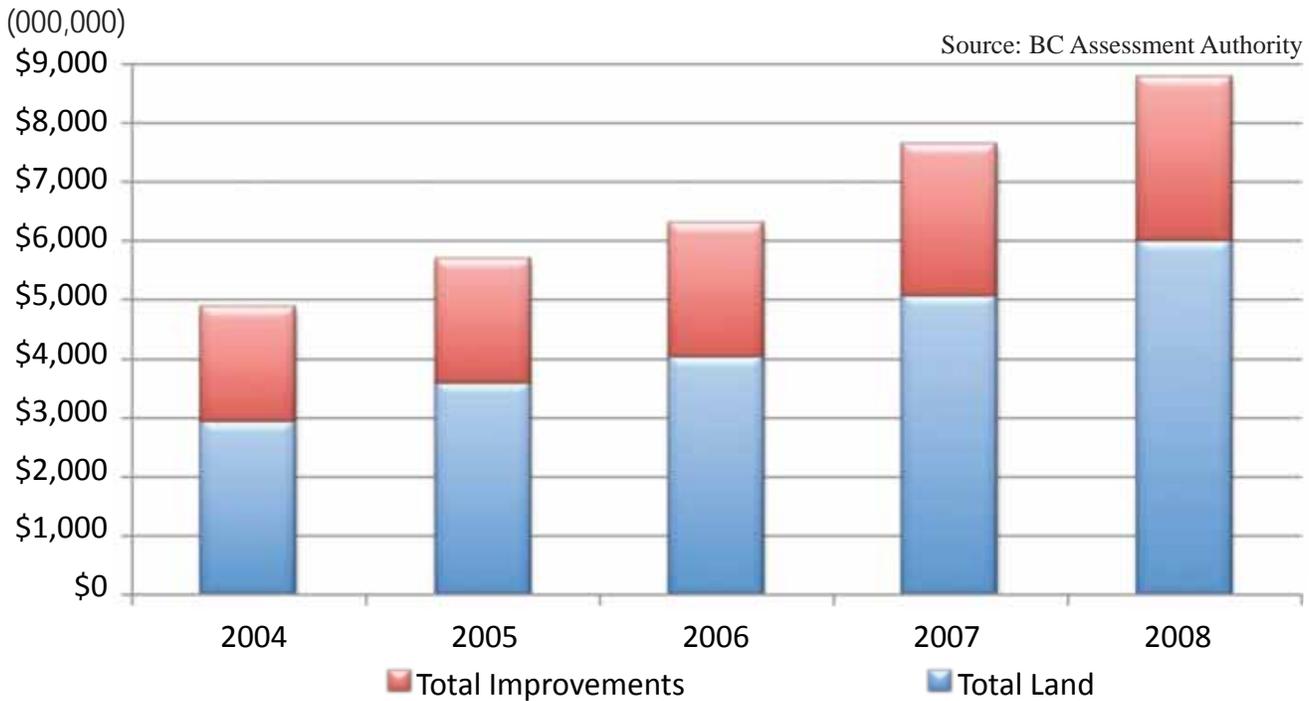
# Statistical Section



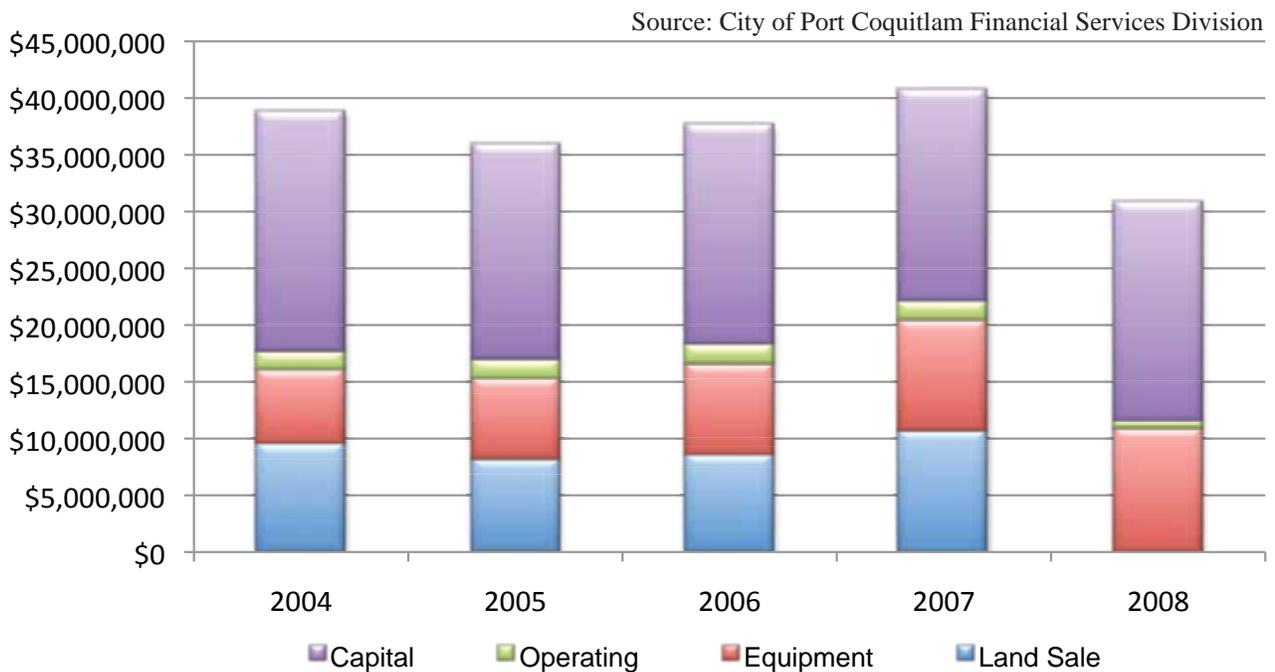
# Average Home Municipal Property Taxation and Utility Levies – 2008



# Assessed Values for General Municipal Purposes 2004 - 2008

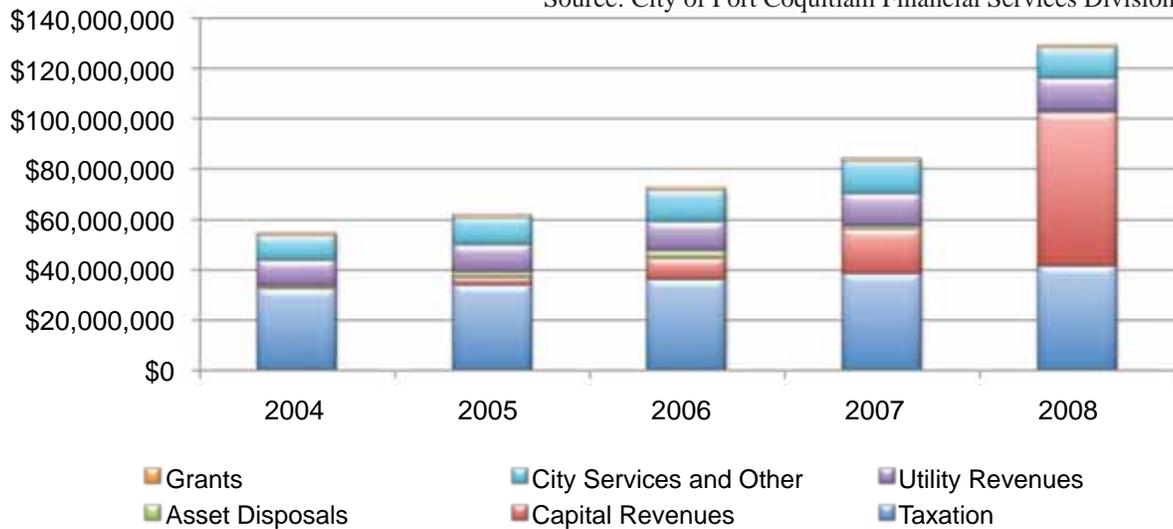


# Summary of Major Statutory Reserve Funds 2004 - 2008



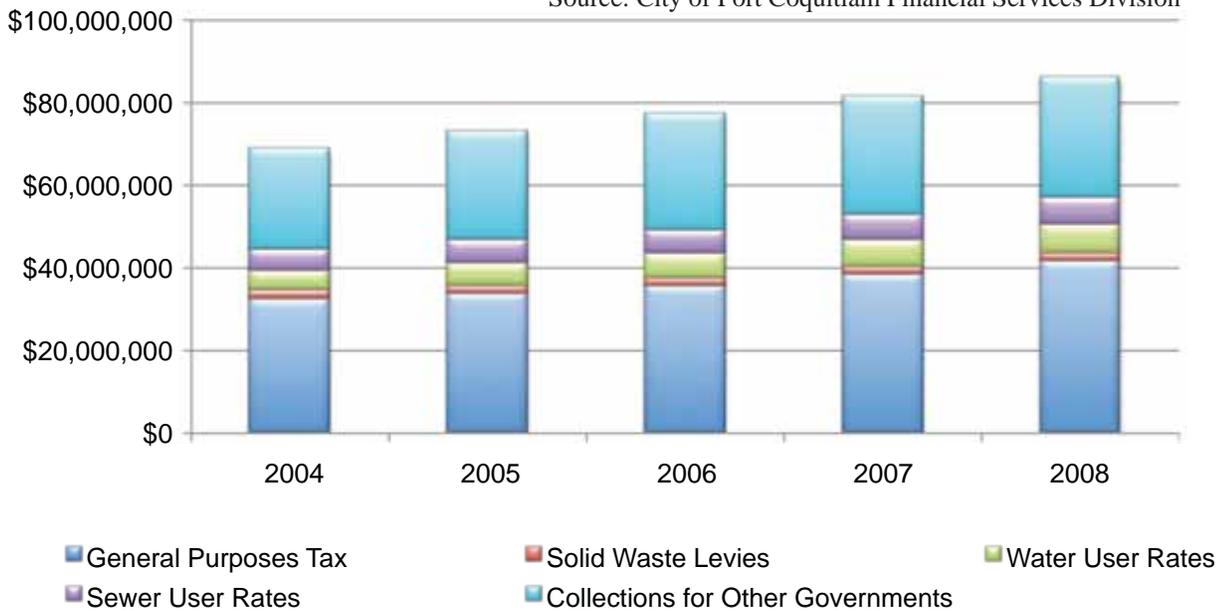
# Revenues by Source 2004 - 2008

Source: City of Port Coquitlam Financial Services Division



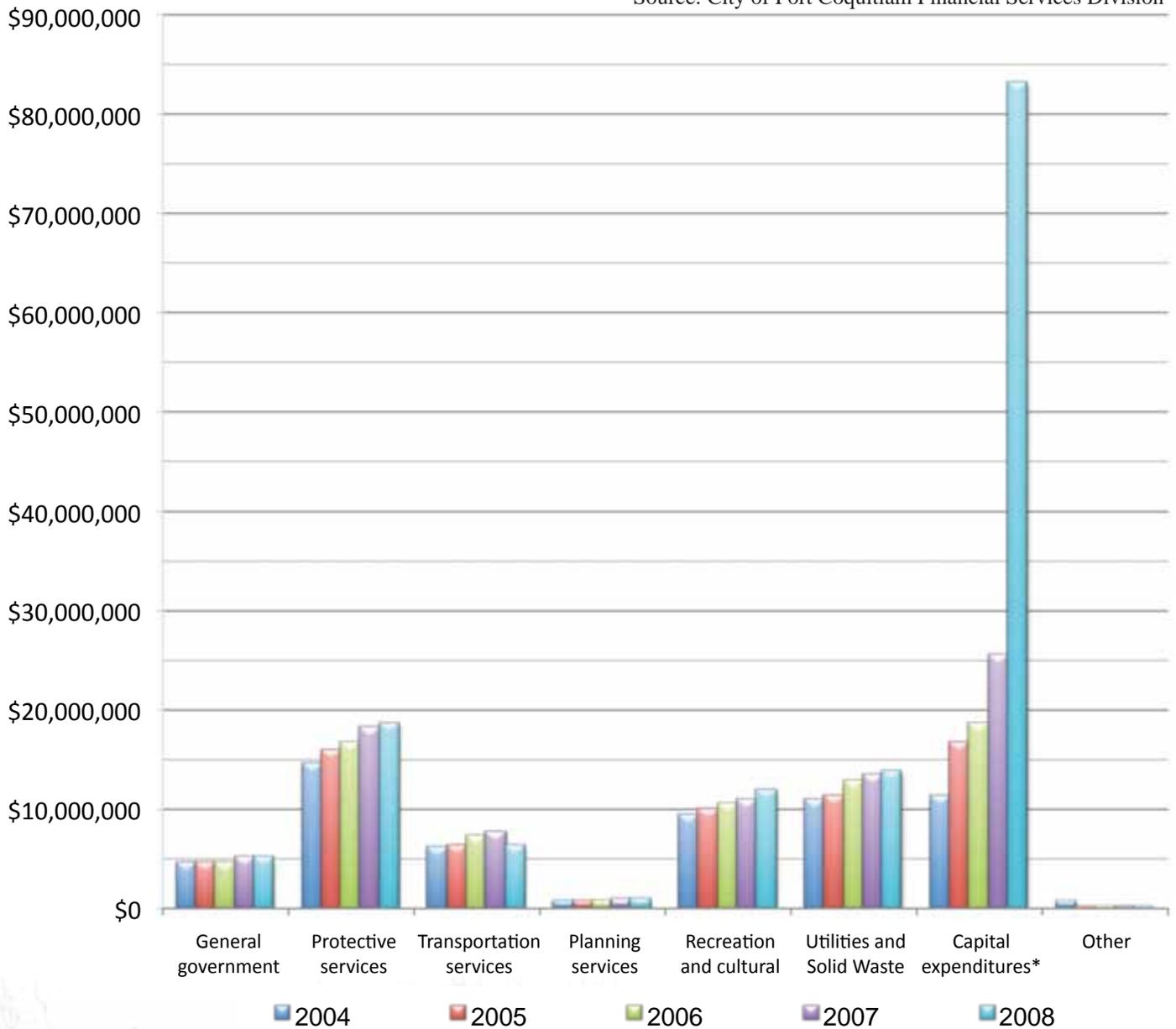
# Tax, Major Levies and Other Government Collections 2004 - 2008

Source: City of Port Coquitlam Financial Services Division



# Expenditures by Function

Source: City of Port Coquitlam Financial Services Division

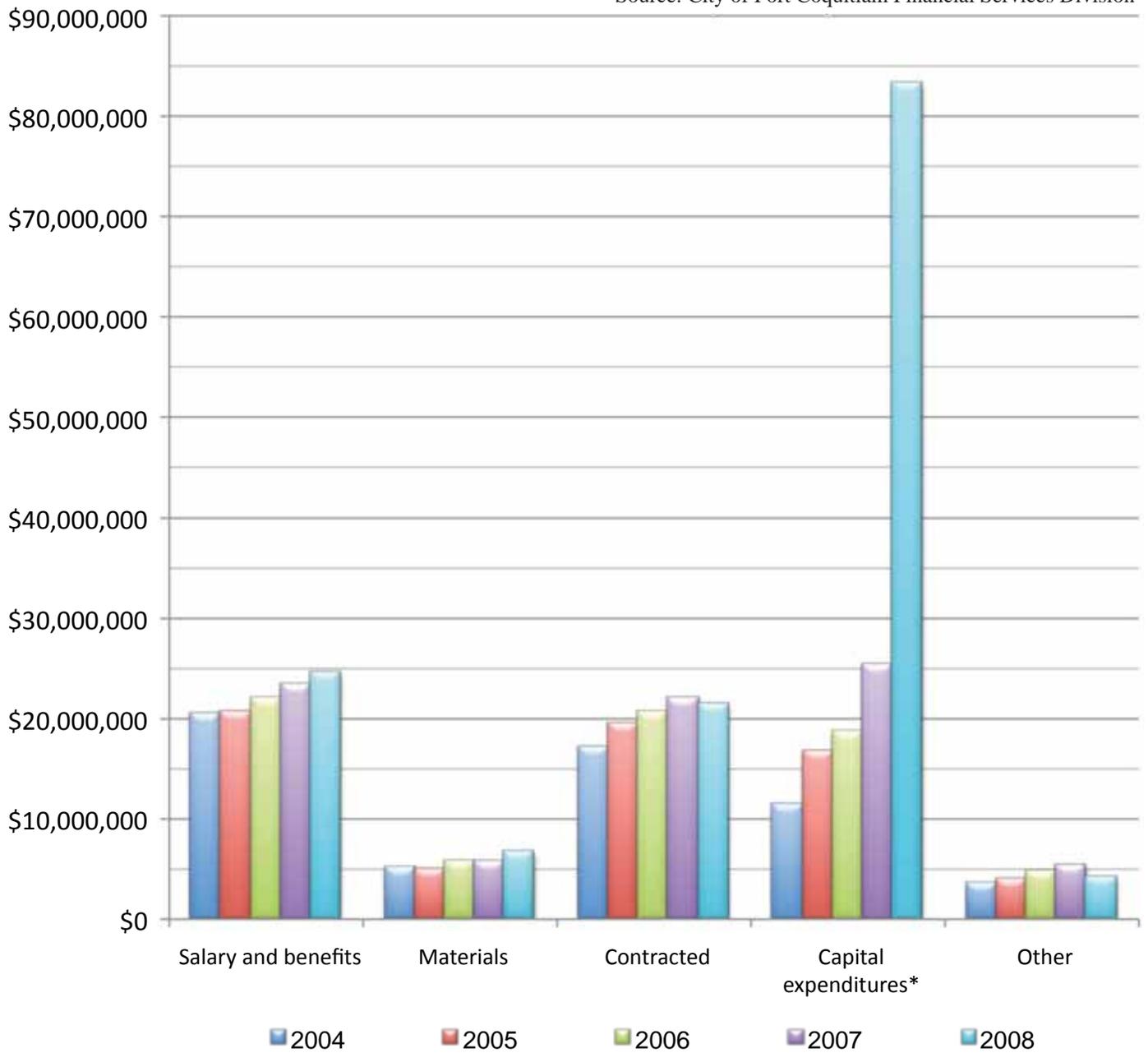


\*2008 capital expenditures reflect one-time costs associated with the Coast Meridian Overpass project.



# Expenditures by Object

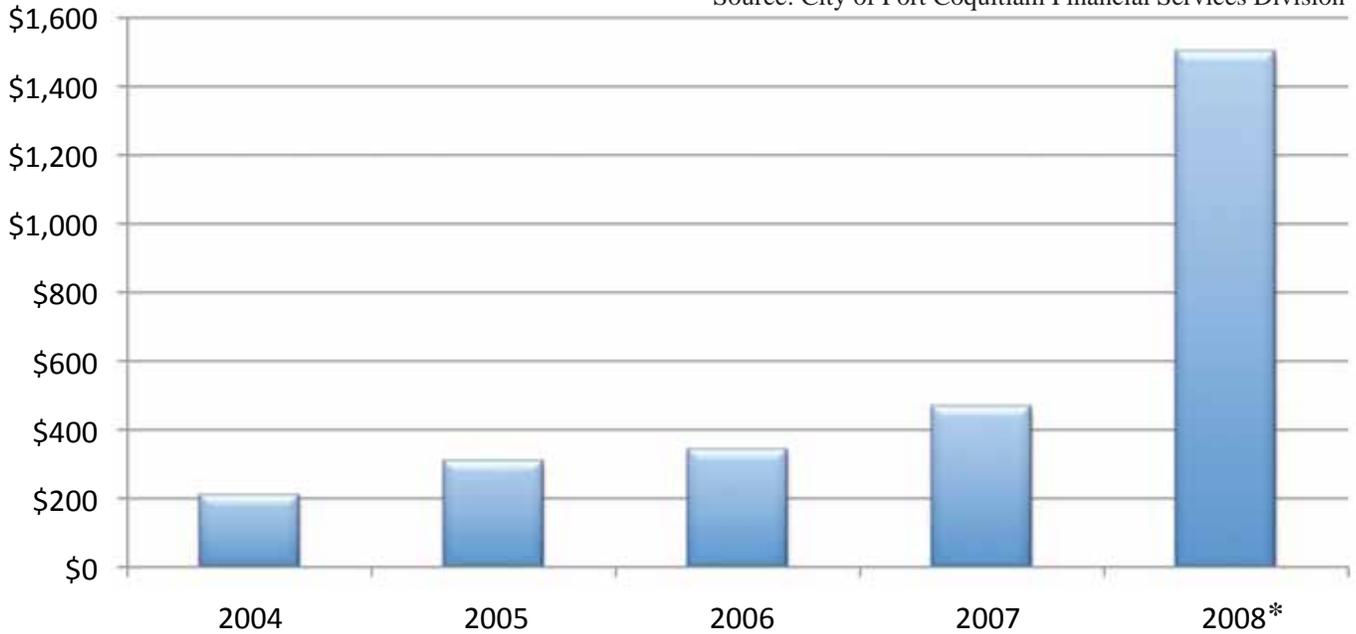
Source: City of Port Coquitlam Financial Services Division



\*2008 capital expenditures reflect one-time costs associated with the Coast Meridian Overpass project.

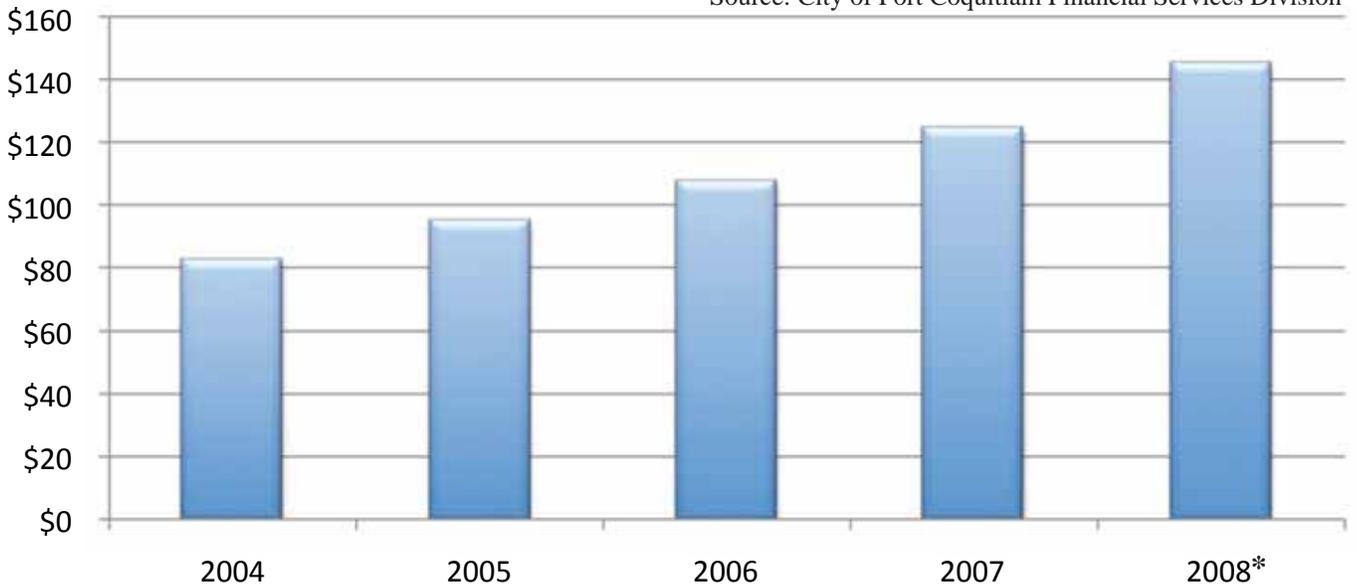
# Capital Expenditures per Capita

Source: City of Port Coquitlam Financial Services Division



# Accumulated Surplus per Capita

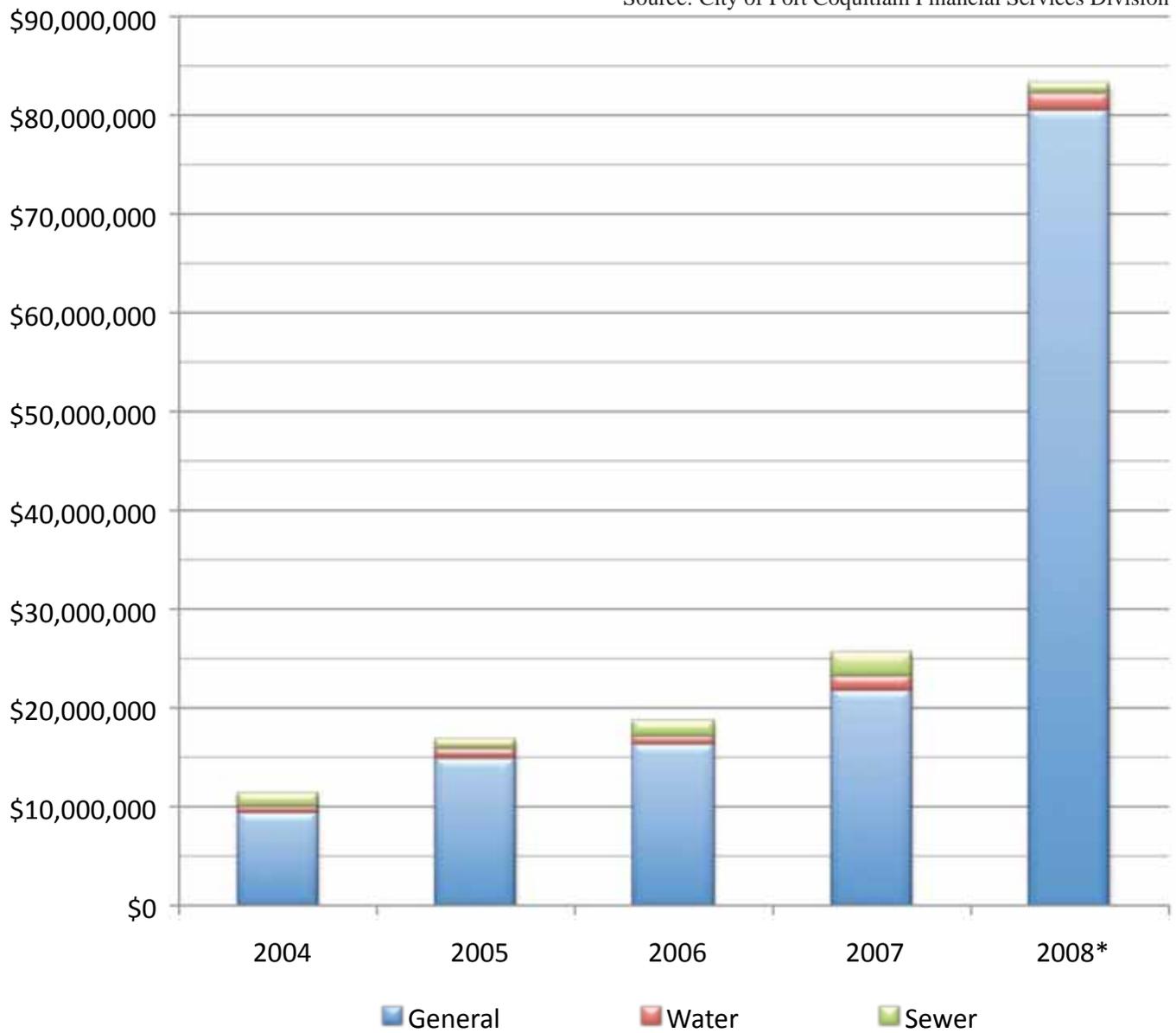
Source: City of Port Coquitlam Financial Services Division



\*2008 capital expenditures reflect one-time costs associated with the Coast Meridian Overpass project.

# Capital Expenditures by Fund 2004 - 2008

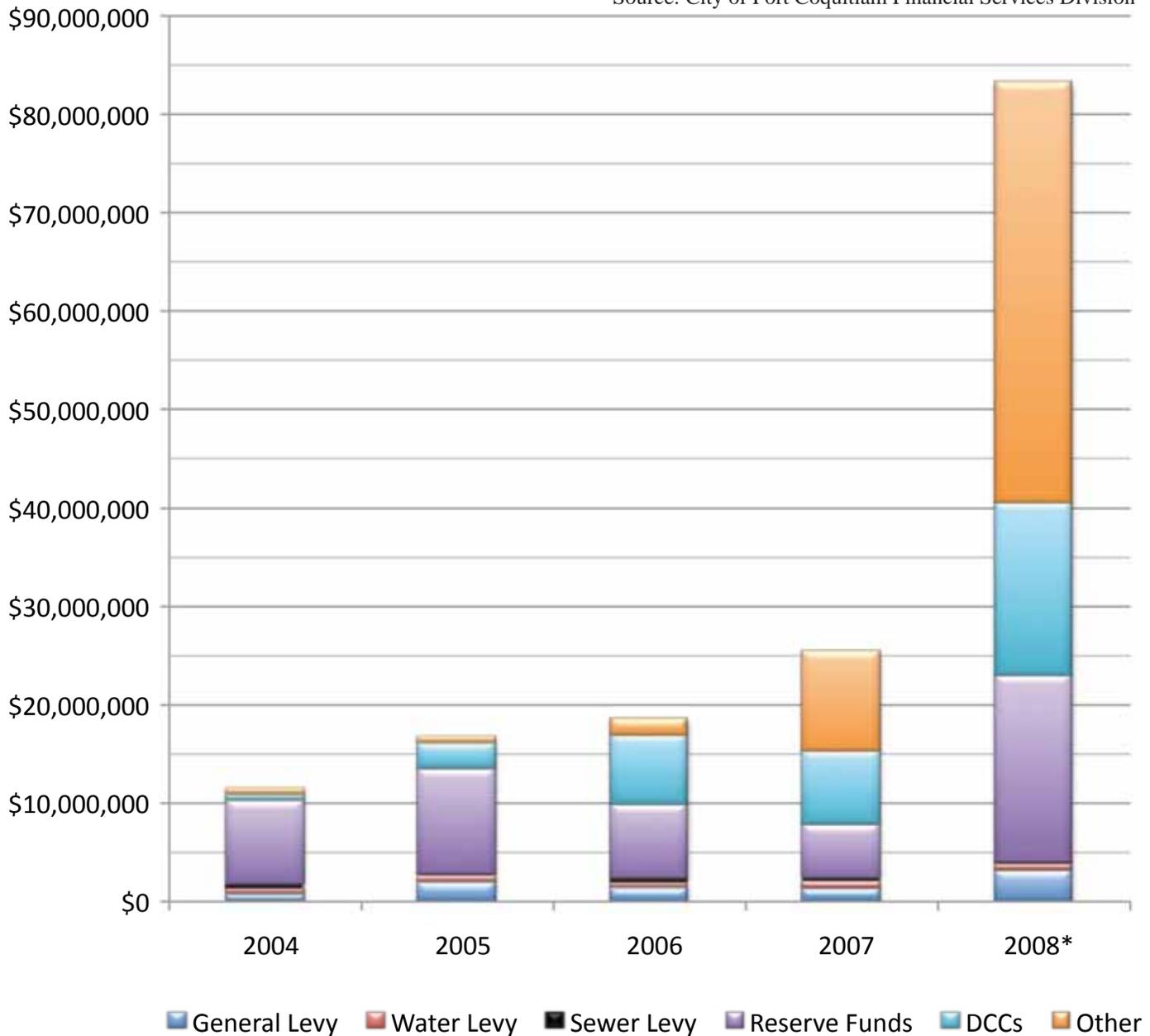
Source: City of Port Coquitlam Financial Services Division



\*2008 capital expenditures reflect one-time costs associated with the Coast Meridian Overpass project.

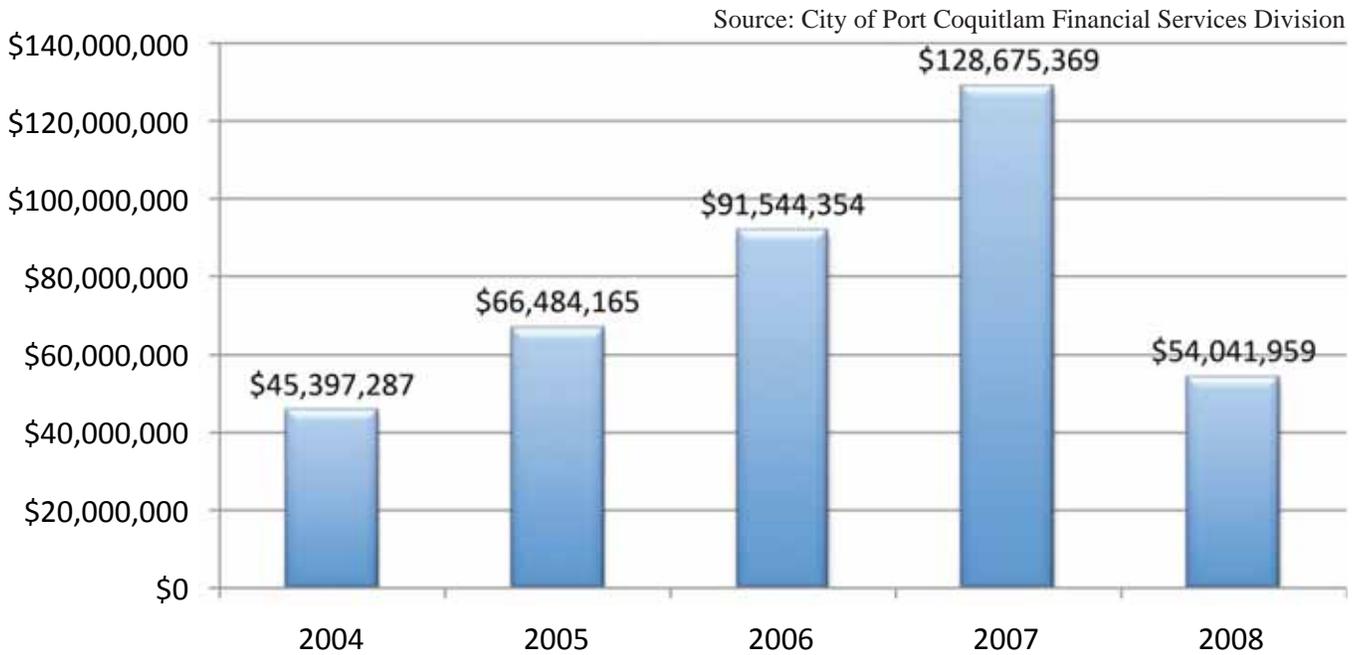
# Capital Expenditures by Source 2004 - 2008

Source: City of Port Coquitlam Financial Services Division

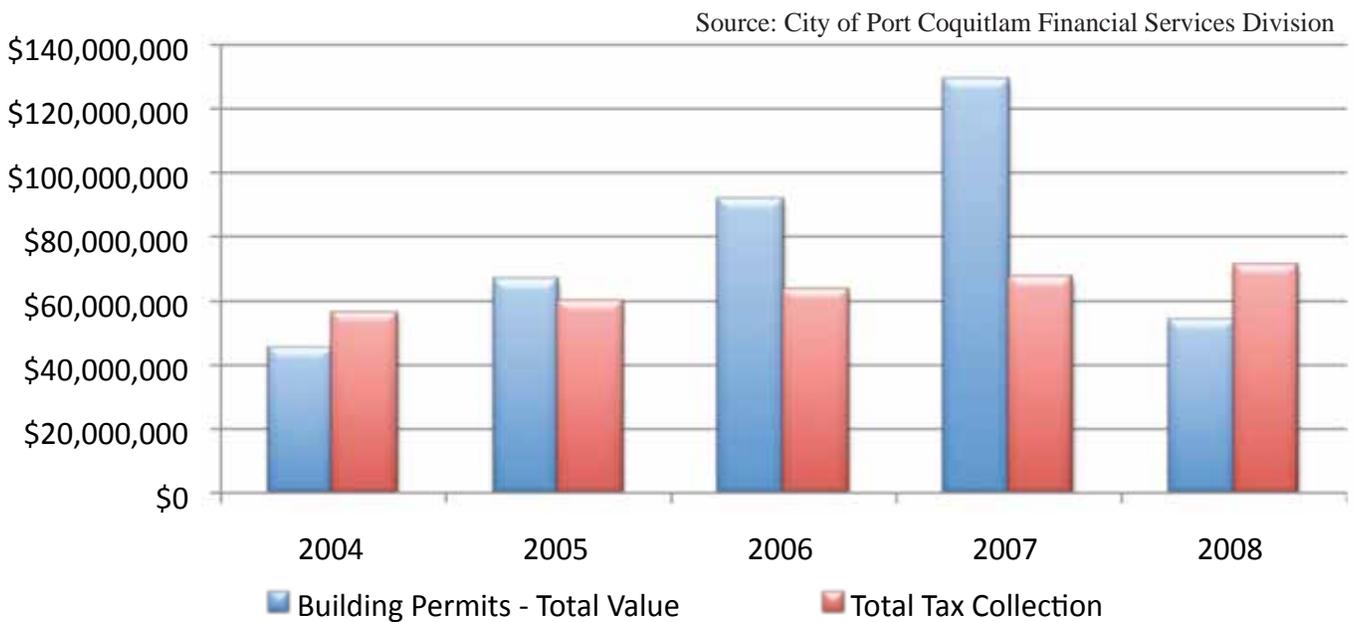


\*2008 capital expenditures reflect one-time costs associated with the Coast Meridian Overpass project.

# Total Value of Building Permits 2004 - 2008

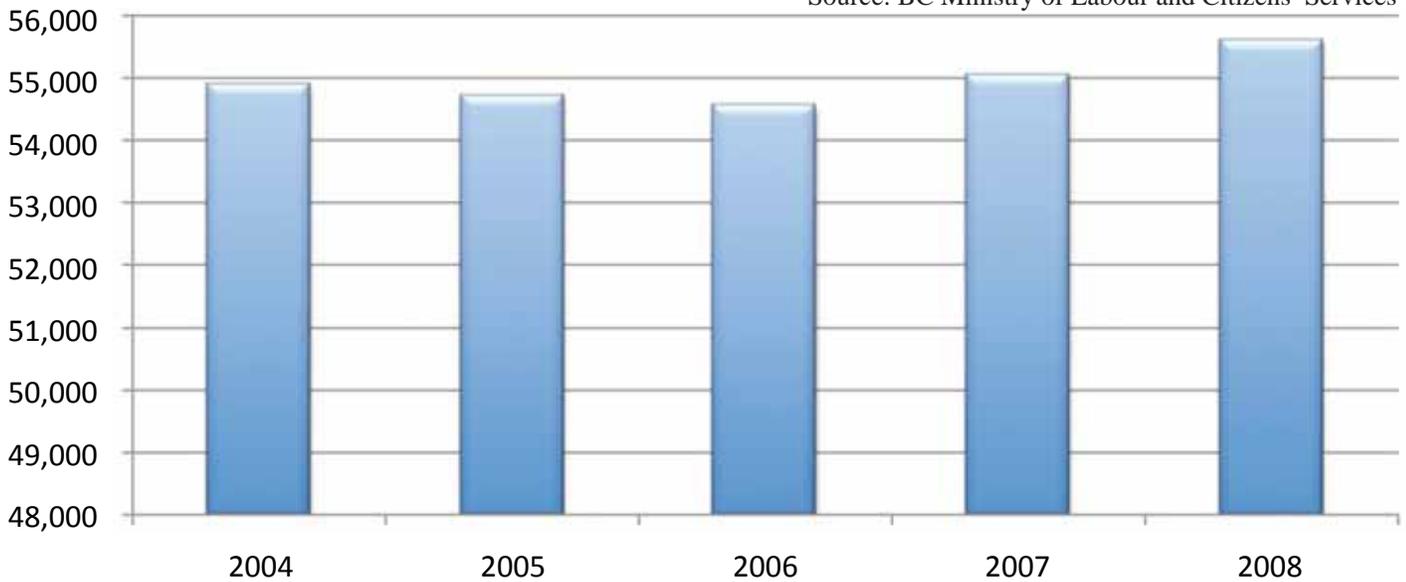


# Building Permits and Total Tax Collection 2004 - 2008

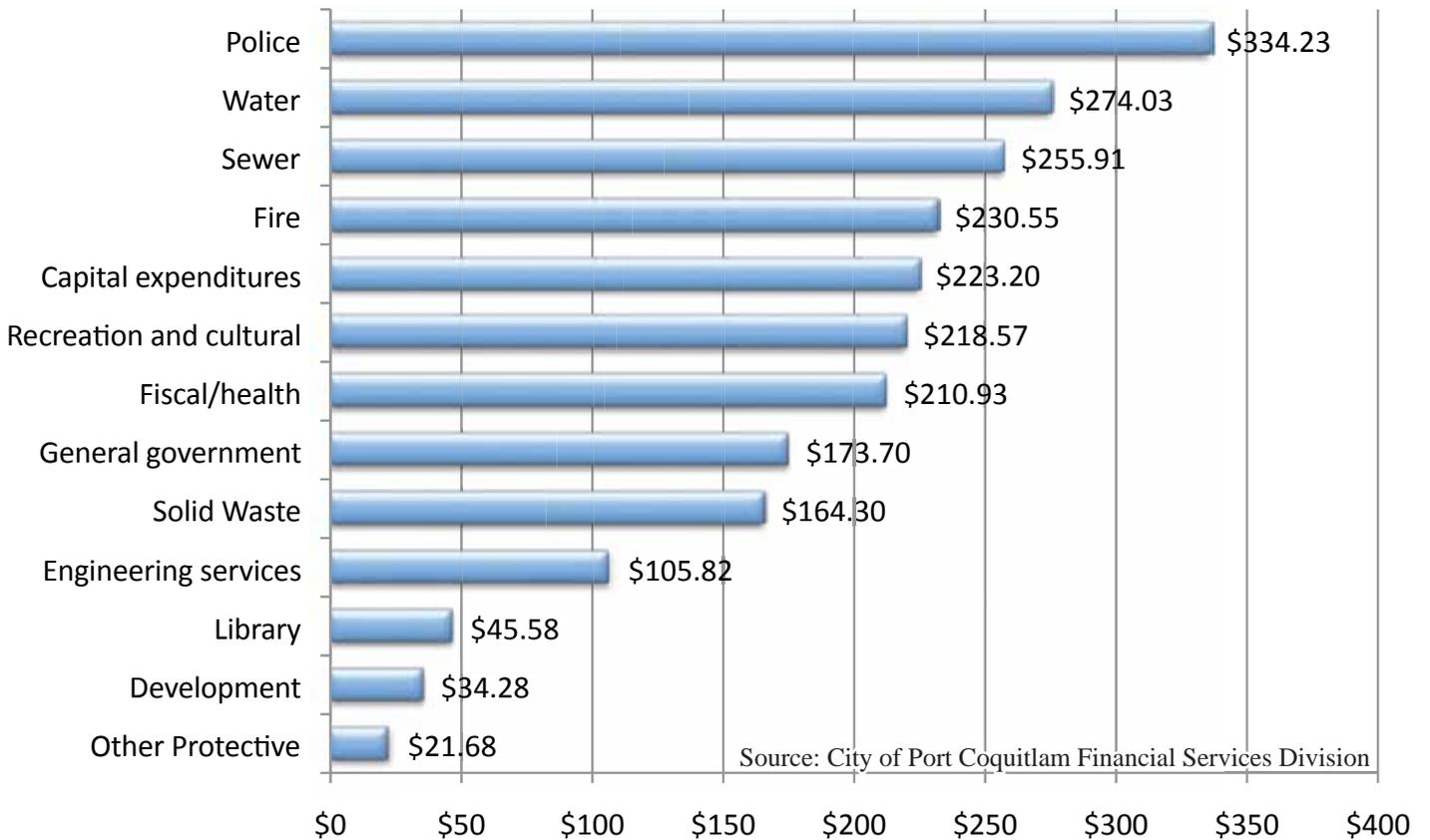


# Population Estimates

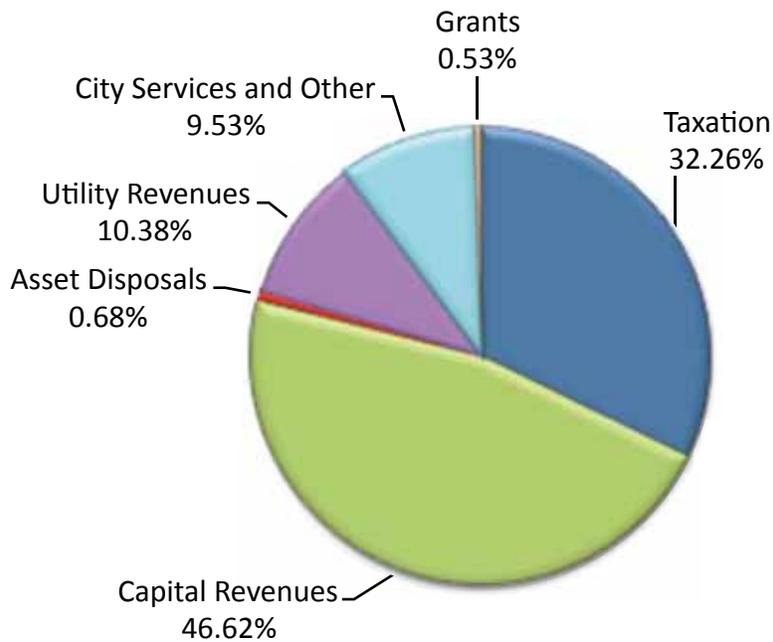
Source: BC Ministry of Labour and Citizens' Services



# Standard Household Costs of City Services for an Average Single-family Residence

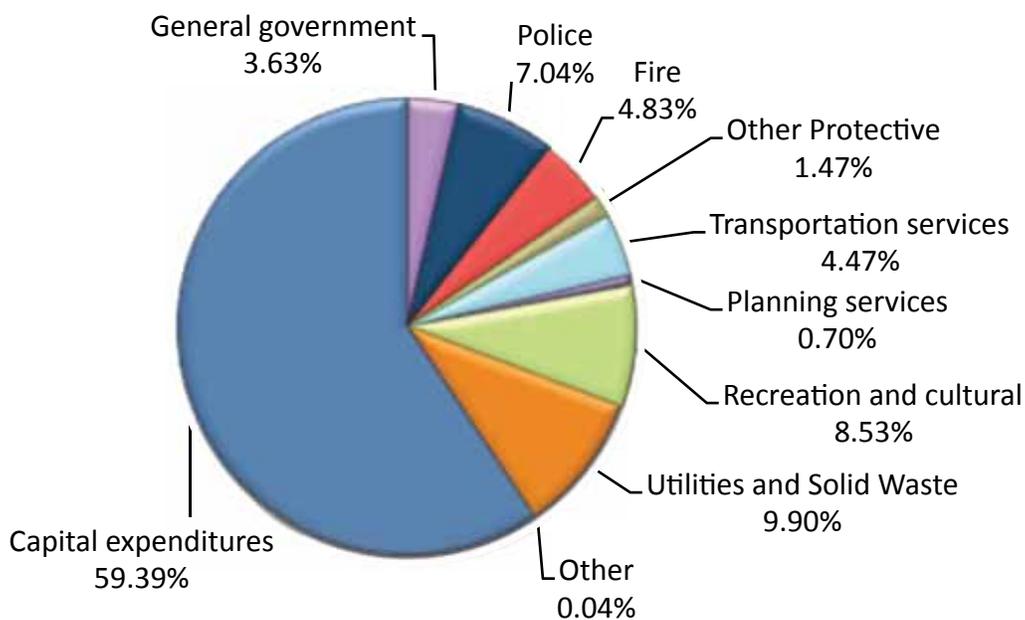


## 2008 Revenues (Percentage of City Revenue for Service)



Source: City of Port Coquitlam  
Financial Services Division

## 2008 Expenditures (Percentage of City Revenue for Service)



Source: City of Port Coquitlam  
Financial Services Division

# 2008 Principle Corporate Taxpayers

<b>REGISTERED OWNER</b>	<b>PRIMARY PROPERTY</b>	<b>TAXES LEVIED</b>
Canadian Pacific Railway Co	Railyard	\$ 911,986.33
Kebet Holdings Ltd	Miscellaneous	614,718.24
1510060 Ontario Inc	Shopping Centre	432,272.52
RMA Properties (Tri-cities) Ltd	Shopping Centre	408,563.59
Mondi Properties	Miscellaneous	367,995.38
Westlo Financial Corp	Shopping Centre	292,146.62
Costco Wholesale Canada Ltd.	Retail Sales	284,068.56
Onni Development Corp	Miscellaneous	271,239.46
Viam Holdings Ltd	Miscellaneous	266,585.49
RPMG Holdings Ltd	Miscellaneous	264,913.70
K W Food Distributors Ltd	Food Wholesaler	241,644.25
Port Coquitlam Industrial Estates Ltd	Miscellaneous	233,100.21
Esco Limited	Manufacturing	223,512.21
Runnel Holdings Ltd	Shopping Centre	216,689.45
Home Depot Holdings Inc.	Shopping Centre	205,670.75
Sunrise Investments Inc.	Shopping Centre	193,757.08
Sears Canada Inc	Warehousing	187,716.99
Jim Pattison Developments	Retail Sales	170,685.22
351623 BC LTD	Miscellaneous	165,479.45
566203 BC LTD	Miscellaneous	163,804.35
Indalex Holdings(BC) Ltd	Miscellaneous	142,248.87
Imperial Self Storage Corp	Storage and Warehousing	128,973.20
Nielsen Development Co Ltd	Shopping Centre	122,614.03
Canada Safeway Limited	Retail Sales	119,815.09
		\$ 6,630,201.04



# 2008 Permissive Property Tax Exemptions

<b>NAME</b>	<b>TAX RELIEF</b>
Cedar Drive Preschool Society	\$ 705
Port Coquitlam Heritage and Cultural Society	1,415
Port Coquitlam Kinsmen Club	4,679
Hyde Creek Watershed Society	5,184
Tri-City Women's Resource Centre	6,370
Southside Baptist Church	6,963
Victory Baptist Church	7,379
Port Coquitlam Seniors Housing Society	9,050
Port Coquitlam Pentecostal Assembly	9,282
Coquitlam Chinese Evangelical Free Church	10,407
Northside Foresquare Church	14,290
Mary Hill Baptist Church	16,470
Vancouver Bible Presbyterian	18,121
Trinity United Church	18,769
Tri-City Islamic Centre	19,535
Hope Lutheran Church	21,331
Grace Christian Fellowship	23,929
Fellowship Deaconry Association of British Columbia	24,354
Our Lady of Assumption Roman Catholic Church and Elementary	27,631
Archbishop Carney Roman Catholic High School	158,512
	<u>\$ 404,375</u>





# Helping our citizens get connected



The City of Port Coquitlam is constantly improving our online services and programs in an effort to serve our residents better. Here are some of the ways we are helping our citizens stay connected:

## [www.portcoquitlam.ca](http://www.portcoquitlam.ca)

The City's website is a comprehensive guide to City services, news, programs and activities, as well as time-saving online programs, including:

- **PoCoMAP** – our interactive mapping tool;
- **Community Calendar** – provides information about important City events, meetings and public input sessions;
- **Online Payments** – customers can renew dog and business licences over the internet;
- **Electronic Home Owner Grants** – citizens can apply to claim their annual grant online;
- **Service Requests, Complaints and Compliments** – citizens can use our online form or find the contact details for the department; and
- Council meeting agendas and minutes.



## [www.experienceit.ca](http://www.experienceit.ca)

Registering for recreation programs is simple and convenient at our online registration site. Residents can also learn about programs there.



## [www.pocoyouth.com](http://www.pocoyouth.com)

This new website includes a range of information for youth, including Youth Services programs, events, volunteer opportunities, resources, calendar, youth centres, RailSide skate park, the new Shaughnessy Bike Skills Park and more.



## E-Updates

Residents can sign up at [www.portcoquitlam.ca](http://www.portcoquitlam.ca) to receive monthly

City newsletters by email. Our e-updates are filled with information about community events, public input opportunities and new programs and services.



## Facebook and Twitter

The City of Port Coquitlam provides regular updates on Twitter and has a business page on Facebook that features a variety of information about City Services, programs, initiatives and web links.



