

The Corporation of

Delta

2012 Annual Report  
(including 2011 Audited  
Financial Statements)



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# INTRODUCTORY SECTION





## OUR MISSION

*“To provide a healthy workplace  
and foster a safe, vibrant,  
sustainable community through  
excellence in municipal services  
honouring culture, heritage and the  
environment.”*



# MESSAGE FROM MAYOR LOIS E. JACKSON



On behalf of Delta Council, I am pleased to present the 2012 Annual Report for the Corporation of Delta.

As a result of strategic planning, strong fiscal management and our commitment to “tightening our belts” on internal spending, Delta continues to maintain a healthy financial position with a strong reserve.

The Corporation continues to invest in our community’s infrastructure to ensure we are maximizing the benefit to Delta residents and businesses. In the last five years, Delta has invested \$157 million in capital projects, upgrading numerous roads, sidewalks, intersections, utilities, parks, trails and facilities throughout our community. We are now moving forward with a new Neighbourhood Road Improvements Plan to enhance access around our community for vehicles, transit, pedestrians and cyclists.

The Corporation remains focused on issues of central importance to residents, including our transportation infrastructure. You have my assurance that I will work hard on behalf of all residents and businesses in Delta to lobby the Provincial Government for enhancements to central transportation corridors and request a firm plan of action for improvements.

I recently established the Invest in North Delta and North Delta Area Plan Advisory Committees. The idea behind the Invest in North Delta Committee is to have a group of individuals who each bring different skills and knowledge on economic investment and our community to the table to assist Delta in developing specific measures that will attract investment along the Scott Road Corridor. The Invest in North Delta Committee will operate in conjunction with the North Delta Area Plan review process, providing input and identifying actions to be undertaken with the goal of achieving vibrant, people-oriented economic development with strong linkages to the residential neighbourhoods of North Delta.

With the goal of increasing connectivity, information accessibility and transparency, Delta recently launched a Facebook, Twitter and YouTube site. We will also be introducing live webcasting of Regular Council Meetings this year.

As Mayor, it is an honour to represent such a vibrant and financially stable municipality. I would like to assure you that we remain committed to keeping our community a safe, thriving and sustainable place to live, work and play.

A handwritten signature in black ink, appearing to be 'Lois E. Jackson', with a long horizontal line extending to the right.

Lois E. Jackson  
Mayor

# INAUGURAL ADDRESS BY MAYOR LOIS E. JACKSON

## DECEMBER 5, 2011

Good evening ladies and gentlemen, friends and families, senior staff members. Welcome to the Inaugural Meeting of Delta's new Council. What a distinct honour and privilege it is for me to be here before you this evening.

I would like to extend Council's thanks to Her Honour Judge Kimberley Arthur-Leung, Reverend Allan Carson, Pipe Major John Ralston, the Police and Fire Honour Guards and Alex Masarsky for sharing his voice with us this evening. Your participation here tonight is truly appreciated. Thank you.

I would also like to thank all those who put their names forward for election to serve on this Council, those who worked hard to support their candidates, and most of all, those who took the time to vote.

Tonight, we embark on a three year journey together with staff and the citizens of Delta to preserve and protect the quality of life in this great municipality.

During the previous term of Council, we initiated a number of projects and programs and as this new term begins, we will continue to work on a number of those that need to be completed and look forward to new challenges, initiatives and opportunities facing our community.

### Sustainability

My commitment to reducing greenhouse gas emissions remains strong. I am proud to announce that Delta is on target to meet a key goal of our Corporate Climate Change Initiative. As of 2010, Delta's greenhouse gas emissions had been reduced by 6.6% from 2007 levels. And in the past year, both Sungod Recreation Centre and Ladner Leisure Centre underwent extensive energy retrofits projected to bring Delta's 2012 emission levels to 18% below 2007 levels, moving us very close to our goal of reaching a 20% reduction by 2015.

And we are not stopping there. Over the past few years the municipal hall precinct has undergone retrofits, and it is now time for the North Delta Social Heart precinct to undergo similar improvements. I have asked our Parks, Recreation & Culture staff, along with Climate Action staff to investigate opportunities for developing a district energy system that will provide heating and cooling to multiple facilities within the Social Heart precinct.

Over the next year, Delta will work to complete a Community Energy and Emissions Plan that will identify ways in which energy is used within our community and propose strategies to reduce consumption for a sustainable future.

Delta is moving forward with the implementation of a full scale food waste curbside collection program for single family homes in 2012. This is the next big step towards helping the Metro Vancouver region achieve its 70% waste diversion target by 2015. Judging by our high recycling participation rates, I know this program will be successful here in Delta.



# INAUGURAL ADDRESS BY MAYOR LOIS E. JACKSON

## DECEMBER 5, 2011

### Infrastructure

Along with our efforts in sustainability, 2011 was a very big year for Delta's infrastructure, as we completed twelve major projects that Delta received federal and provincial infrastructure stimulus funding for - all on time and on budget. We are all very proud of this accomplishment given the challenge of completing so many major projects at the same time; but the end result is so rewarding and far-reaching, providing community-wide benefits.

Completed infrastructure projects include a new home for the Delta Archives, an expanded Fitness Centre at Sungod Recreation Centre, the Delta Sport Development Centre, home to the Delta Gymnastics Society, the revitalization of 82nd Avenue, twinning of the Ladner Trunk Force main, an upgraded Oliver Pump Station and improvements to the dikes along Boundary Bay and Westham Island.

Recently, we also opened a new community gymnasium at the South Delta Recreation Centre and lobby and service area improvements to the facility will be completed prior to the new year.

Delta will continue to partner with organizations, clubs and groups towards the betterment of our community. Whether it is organizing a fish release event at Watershed Park, expanding community-based arts, developing a new playground such as the new Rotary WaterWorks water play park or building a new community garden, we will continue to work with Delta community groups to achieve excellence in parks, recreation and culture.

Recreation enhancements don't stop there. In 2012, design plans for the North Delta Recreation Centre will continue to move forward, as staff review funding sources and public feedback on the proposed concept for a much improved facility. Our Parks staff is also working with sport user groups in Ladner to determine the feasibility of enhanced sports fields including an additional synthetic turf field.

And in early 2012, construction of a new animal shelter will begin. The shelter will be centrally located in the Tilbury Industrial Area and the design will meet the needs of the animals, staff and our many dedicated volunteers.

Transit is another essential component of our community infrastructure and as your Mayor, I will continue to push TransLink for improvements throughout Delta; particularly community shuttle bus service in neighbourhoods that currently lack transit service. Delta's public transit network is currently not living up to its potential and I will lobby for greater transportation options and frequency in service to meet the transportation needs of our families.

Providing safe walking routes within our community is also critical. Beginning in 2012, we will be improving Delta's sidewalk infill program by using a holistic neighbourhood approach. Rather than constructing isolated sidewalk segments, our focus will be on providing improved sidewalk linkages to schools, transit services and recreation centres to meet the needs of families.

Ladner Harbour is another vital part of our economic, cultural and community infrastructure. We will continue to press the federal government to reinstate funding to dredge Ladner Harbour and other secondary channels of the lower Fraser River. It is critical that we identify funding sources to alleviate the sedimentation and erosion problems that are occurring for the long-term viability of the harbour.

This past fall we met with federal ministers and senior government officials regarding the harbour and other issues, including the critical need for improvements to our transportation infrastructure. Our highways are in need of road network upgrades to accommodate traffic growth and goods movement, particularly at key choke points including the George Massey Tunnel, the intersection of Highway 91 and 72nd Avenue, and at the Highway 99/Ladner Trunk Road interchange. We will continue to work hard to bring the necessary improvements to fruition.

# INAUGURAL ADDRESS BY MAYOR LOIS E. JACKSON

## DECEMBER 5, 2011

### **Economic Development**

Generating opportunities for economic development in industrial areas of Delta is ongoing.

This year, Delta Council approved an extension of Alpha Aviation's lease to operate Boundary Bay Airport to 2099 along with a Master Servicing Plan for the airport. These initiatives will provide the means and infrastructure to stimulate investment and development of the airport's industrial lands.

A key project currently underway that will greatly improve access to the Airport is the 80th Street overpass. Once completed next year, the overpass will minimize traffic delays and provide safe, uninterrupted vehicle access to Boundary Bay Airport – an important service enhancement to the airport and surrounding industrial areas.

To further stimulate business, we are moving forward on several innovative commercial projects, including plans for the remediation of a former demolition waste landfill site on River Road and the development of surrounding properties through our 'Saving our Industrial Lands Initiative'. Delta has partnered with government agencies and private landowners to encourage commercial and industrial development in this area, which will bring proper closure and environmental controls to these landfill sites. We have been working with key stakeholders over the last few years and will continue to collaborate as development progresses.

In the new year, I will also establish an "Invest in North Delta" Mayor's Standing Committee to work in conjunction with the North Delta Area review process and address the measures identified by our consultant that need to be taken to stimulate investment and revitalization.

### **Public Safety**

We will continue to support public safety through enhancements to our Fire and Police departments. In the last few years, both fire and police have expanded their staffing and emergency infrastructure with the introduction of an emergency command vehicle to each of their fleets. Last year, a new state-of-the-art Aerial

Platform fire truck also came into service at Fire Hall No. 3. We will continue to work with other Metro Vancouver municipalities and lobby the federal government on tackling crime and improving enforcement.

### **Planning**

Our Planning department continues to work on several important projects. We successfully completed an Agricultural Plan this year that will help us protect viable farmland. This plan identifies actions and innovative approaches to support and maintain a strong and sustainable agricultural industry in our community.

The Ladner Waterfront Redevelopment is progressing and we will be selecting a proponent prior to the new year to create a vibrant marine-themed concept; a concept to revitalize the waterfront into an appealing destination that features commercial, eco-tourism and public uses.

With the completion of the Tsawwassen Area Plan, we are now shifting our community planning focus to North Delta and will begin a comprehensive review and update of the North Delta Area Plan in 2012.

Here at Municipal Hall, we are in the process of restructuring our Planning department and will soon have a new application centre and improved processes to help residents and builders plan for their renovation or development by ensuring they have the information they need to meet bylaw and code requirements. These new initiatives will improve Delta's turnaround times for permits and licences, benefitting Delta residents keen on improving their community.

We are also researching options to address Seniors issues in our community, including ways to improve access, housing and transportation. Staff is currently reviewing options for a Seniors and Social Issues Committee and we look forward to moving ahead with this initiative in the new year.

# INAUGURAL ADDRESS BY MAYOR LOIS E. JACKSON

## DECEMBER 5, 2011

### Financial Health

Despite our recent large investments in Delta's infrastructure and support for many other initiatives, Delta has not incurred any new debt since 2003. Our debt will be down to \$12.5 million by the end of this year; a staggering drop from a high of \$58.3 million in 2000. We are targeting to be entirely debt-free in approximately 10 years' time.

We will continue to operate using a pay-as-you-go model and keep Delta's financial house in order. Our strong fiscal management, financial reserves and internal spending controls has placed this municipality in a healthy financial position. Fiscal accountability and transparency remains a top priority.

I would be remiss if I did not acknowledge the hard working staff at Delta and their support of programs and initiatives that benefit the community. In particular, I would like to recognize our Chief Administrative Officer, George Harvie, Fire Chief Dan Copeland, Police Chief Constable Jim Cessford, our Directors and their staff for all their hard work and dedication to this great municipality.

### Openness & Transparency

I am committed to an open and accountable municipal hall and we will continue to provide opportunities for public input to find ways to make our community a better place to live.

Today we launched a new project that I am very excited about - Delta is now on Facebook, Twitter and YouTube. These platforms provide a new way for us, as your local government, to connect with Delta residents. Embracing these technologies provides us with opportunities to inform, consult and engage our citizens.

On behalf of Council, I thank each of you for the support you've given in the past. I ask for that support again. I have said many times, I cannot do it alone. This Council cannot do it alone. Delta faces many challenges, but, by working together we can develop innovative solutions and ideas to the betterment of our community.

I am so proud to call Delta home and I know all of you here tonight will agree with me when I say that Delta is one of the most beautiful places in the province. We certainly want to keep it that way and as your Mayor and Council we will continue striving to maintain the level of excellence and top notch community standards that our residents and businesses expect.

Thank you.



# DELTA MUNICIPAL COUNCIL



## **Front row, left to right:**

Councillor Sylvia Bishop, Mayor Lois E. Jackson, Councillor Jeannie Kanakos.

## **Back row, left to right:**

Councillor Ian Paton, Councillor Scott Hamilton, Councillor Robert Campbell, Councillor Bruce McDonald.

## **About Council**

Since 1879, when The Corporation of Delta was first incorporated, the responsibility for local government in Delta has been vested in the Mayor and Council. Delta Municipal Council is comprised of the Mayor and six Councillors.

The primary functions of Municipal Council are to establish administrative policy, adopt bylaws governing matters delegated to local government through the *Community Charter* and other Provincial statutes for the protection of the public, and levy taxes for these purposes. Municipal Council is also empowered to manage, acquire and dispose of municipal assets. Agendas, minutes, and reports are available on the Corporation's website, [www.corp.delta.bc.ca](http://www.corp.delta.bc.ca). Council meetings are broadcast live on Monday evenings on Delta Cable.



# 2012 CHIEF ADMINISTRATIVE OFFICER'S REPORT



As Chief Administrative Officer, it is my responsibility to ensure the Annual Report adheres to the guidelines and procedures set forth by the *Community Charter*. It is with great confidence that I can state that Delta's Annual Report provides a comprehensive and accurate account of Delta's business and financial statements for the 2011 year.

Delta's financial health remains strong due to the continued implementation of stringent fiscal policies established by Council; these policies are closely monitored by Delta's administration to ensure we are getting the best value for our dollar.

2011 was yet another busy year, with Delta overseeing the completion of 12 major infrastructure projects that Delta received federal and provincial infrastructure stimulus funding for. I am proud to boast that these projects were all completed on time and on budget.

We are now collaborating on 2012 capital projects including the Delta Community Animal Shelter which will be completed at the end of this year, the North Delta Recreation Centre Expansion, design work for Ladner Sport Fields upgrades, a new

Ladner artificial turf field, and provision for the Ladner Harbour Secondary Channel Dredging Program.

Of course, Delta's administration continues to work diligently to carry out their responsibilities and to ensure the successful and timely implementation of policies directed by Mayor Lois E. Jackson and Council. The provision of high quality services and municipal infrastructure remains a key priority for staff.

I am proud of the leadership and dedication to service excellence that runs throughout our organization. The highlights published in this report are a direct result of Delta employees collaborating to accomplish the programs and directives established by Mayor and Council.

We look forward to another successful and rewarding year.

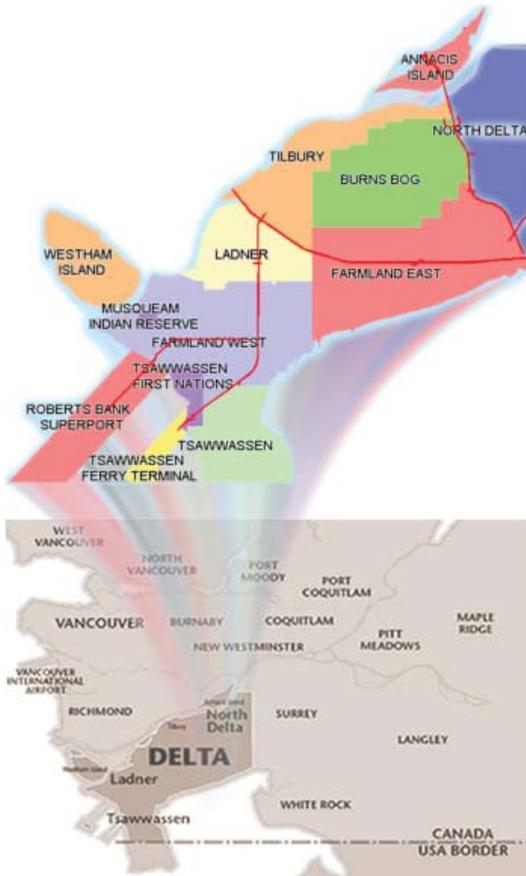
George V. Harvie  
Chief Administrative Officer

# ORGANIZATIONAL STRUCTURE





# ABOUT DELTA



Prior to European settlement, Delta's first inhabitants were the Tsawwassen people, a band of the Coast Salish. The Tsawwassen people came to the low lying areas to obtain food and hunt the abundant waterfowl. Delta's flatland region was often submerged and remained virtually unexplored until being sighted first by a group of Hudson's Bay men in 1822 and later by a pair of gold rush prospectors. Two brothers, Thomas and William Ladner of Cornwall, England, en route to the gold fields in the Caribou, came upon the fertile plains and returned in 1868 to settle on 160 acres of land near the Chilukhtan Slough. This came to be a thriving fishing and agricultural community, gaining municipal status in 1879. In the North, James Kennedy had pre-empted acreage on the south bank of the Fraser near New Westminster.

By the turn of the century, Ladner's Landing was the centre for Delta's farming and fishing activities. This charming village still remains in tact with many of the historic buildings being restored.

North Delta is home to the 10,000 acre Burn's Bog, one of the largest undeveloped land masses in North America and one of the most important natural wonders in the Province. Tsawwassen, abundant with sunshine, is home to the BC Ferries terminal with daily service to Victoria and Nanaimo. Boundary Bay is a significant habitat for 1.5 million birds from 20 different countries migrating on the Pacific Flyway.

Since the opening of the Massey Tunnel in 1959, Delta became one of the fastest growing communities in Canada. Today, Delta's population has grown at a modest pace and remains at approximately 100,000 people. Over the last several years, industry has been the fastest growing sector of the community with most of the activity focused in the Tilbury and Annacis Island areas.

In the southwest corner of British Columbia is the sunny municipality of Delta, bounded by the Fraser River on the north, the U.S Border and Boundary Bay on the south, the City of Surrey on the east and the Strait of Georgia on the west. Surrounded by water on three sides and covering 364 square kilometres, Delta is comprised of three distinct and thriving communities: Ladner, North Delta and Tsawwassen.

Archaeological evidence shows that aboriginals had seasonal settlement near the present-day Alex Fraser Bridge at Glenrose and St. Mungo's over 8,000 years ago. Other sites, on the west side of Beach Grove Golf course, date back 4,000 years.

# CHAIR AND VICE CHAIR APPOINTMENTS FOR 2012

## **Agricultural Advisory Committee**

Chair Councillor Ian Paton  
Vice Chair Councillor Scott Hamilton

## **Heritage Advisory Commission**

Chair Councillor Jeannie Kanakos  
Vice Chair Councillor Sylvia Bishop

## **Boundary Bay Airport Advisory Committee**

Chair Councillor Robert Campbell  
Vice Chair Councillor Bruce McDonald

## **Hunting Regulation Advisory Committee**

Chair Councillor Bruce McDonald  
Vice Chair Councillor Ian Paton

## **Community Planning Advisory Committee**

Chair Councillor Bruce McDonald  
Vice Chair Councillor Jeannie Kanakos

## **Invest in North Delta Standing Committee**

Chair Mayor Lois E. Jackson  
Vice Chair Councillor Scott Hamilton  
Member Councillor Robert Campbell  
Member Councillor Bruce McDonald

## **Delta Council/Delta Board of Education Liaison Committee**

Chair Councillor Bruce McDonald  
Member Councillor Sylvia Bishop

## **North Delta Area Plan Committee**

Chair Mayor Lois E. Jackson  
Vice Chair1 Councillor Scott Hamilton  
Vice Chair2 Councillor Bruce McDonald

## **Dikes & Drainage Advisory Committee**

Chair Councillor Ian Paton  
Vice Chair Engineering Staff

## **Parks, Recreation & Culture Commission**

Chair Councillor Robert Campbell  
Vice Chair Councillor Scott Hamilton

## **Downtown Ladner Waterfront Redevelopment Advisory Committee**

Chair Councillor Scott Hamilton  
Vice Chair Councillor Ian Paton

## **Seniors Advisory Committee**

Chair Mayor Lois E. Jackson  
Vice Chair Councillor Sylvia Bishop

## **Environment Advisory Committee**

Chair Councillor Bruce McDonald  
Vice Chair Councillor Jeannie Kanakos

## **Standing Committee on Finance**

Chair Mayor Lois E. Jackson  
Vice Chair Councillor Robert Campbell  
Member Councillor Sylvia Bishop

## **Transportation Technical Committee**

Chair Steven Lan, Director of Engineering  
Liaison Mayor Lois E. Jackson



# AWARDS AND RECOGNITIONS

## **May 26, 2010 – Chief Constable Jim Cessford**

Chief Constable Jim Cessford, who was made a Member of the Order of Merit of the Police Forces at an investiture ceremony presided by Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada.

Chief Cessford, Canada's longest serving chief constable, as recognized by the Canadian Association of Chiefs of Police, named Citizen of the Year by the Delta Chamber of Commerce, uses a proactive community-based policing approach that has been effective in reducing crime and its impact in Delta.

## **September 2011 – Award of Honour**

Heritage B.C. has conferred a Heritage Award of Honour to The Corporation of Delta for its Westham 100 event.

The Westham 100 celebration was held on March 27, 2010 to commemorate the 100 year anniversary of the opening of the swing bridge that connects the farming community of Westham Island to Delta.

## **2011 Partners in Humanity Citation: Corporation of Delta awarded by The Canadian Red Cross**

## **2011 Mayor Lois E. Jackson Recipient of Paul Harris Fellow Award by the North Delta Rotary Club**

## **October 20, 2011 – Most Fiscally Responsible Municipality**

Mayor Jackson receives the “Most Fiscally Responsible Municipality” award for Delta at the National Association of Industrial & Office Properties.

## **2011 - NAOSH Award**

Delta received an ‘Honourable Mention Award’ in the local Government category for NAOSH (North American Occupational Safety and Health ) week, which ran from May 1 to May 7, 2011.

## **2011 - “Green Office Hero” Certificate**

Awarded to the Corporation of Delta by Delta's office supplier Mills Basics for saving 155 trees in 2010 by purchasing recycled paper.

## **Call2Recycle Program - Delta Awarded a Top 100 Participant for 2011**

## **2012 - Delta's Rotary Waterworks Playground Wins Provincial Award**

The Corporation of Delta received an award for Excellence in Parks and Open Spaces at the BC Recreation and Parks Association annual awards in Victoria on May 10th. The award was received in recognition of design of the Rotary WaterWorks Playground at Diefenbaker Park.

## **2012 - Recognition for Achieving Milestone 4 of the PCP Program**

The Corporation of Delta is being recognized for achieving Milestone 4 of the corporate stream of the Partners for Climate Protection (PCP) program by the Federation of Canadian Municipalities (FCM) and ICLEI - Local Governments for Sustainability.





## HIGHLIGHTS FROM 2011

- Held the 2011 Local Government Election for Offices of Mayor, Councillor and School Trustee.
- Twelve major infrastructure projects that Delta received federal and provincial infrastructure stimulus funding for - all on time and on budget:
  - 80th Street Overpass.
  - Flood Protection Program – Dyke upgrades.
  - Asia Pacific Gateway projects.
  - Oliver Pumpstation.
  - Delta Gymnastics Building.
  - Museum and Archives Building.
- Capital Works Projects completed:
  - Clarence Taylor Crescent road construction.
  - 115th Street revitalization (75A Avenue to 80th Avenue).
  - Land acquisition at Ladner Trunk Road and Arthur Drive.
  - South Delta Recreation Center Renovations.
  - Rotary Waterworks Park.
- Landmark agreement with Ocean Trailer for the Delta Shake & Shingle lands that includes plans for the remediation of a former demolition waste landfill site on River Road and the development of surrounding properties through our ‘Saving our Industrial Lands Initiative’.
- Land acquisition completed for the new Delta Community Animal Shelter.
- Mayor’s Summit held for the future of the Southlands.
- Launched Facebook, Twitter and YouTube social media pages.
- Completion of the Delta Agricultural Plan, Tsawwassen Area Plan, Downtown Ladner Waterfront revitalized study, and initiated the North Delta Area Plan.
- Local Channel Dredging Initiative commenced.
- Public consultation process commenced for North Delta Recreation Centre Expansion to determine the community’s preferred choice for the expanded use at North Delta Recreation Center.
- Established an “Invest North Delta” Standing Committee to ensure the long-term vibrancy and attractiveness of North Delta. The Committee will operate in conjunction with the North Delta Area Plan review process, developing economic incentives to promote investment along the Scott Road corridor and existing residential neighbourhoods.
- Annual release of BC Police Crime Data highlighted some key crime statistics pertaining to Delta, noting that Delta’s crime rate is at a historic low.
- Delivered the second year of the Climate Smart program, 13 elementary school climate change plays, signatory to the Mexico City Pact and joined the Carbons Cities Climate Registry, and completed the 2010 corporate GHG inventory.
- Initiated the Community Energy and Emissions plan for Delta.
- Participated in the environmental assessment review of South Fraser Perimeter Road and Vancouver Airport Fuel Delivery Project. Participation on Interagency Environmental Review Committee.
- Continued work towards implementation of long term management plan for Burns Bog including research into new restoration tools.
- Completed Year 3 of the Boundary Bay Ambient Monitoring Program, completed water quality impact study with respect to Burns Bog and the Vancouver Landfill.
- Delivered the Rain Gardener’s program for elementary schools to six elementary schools; delivered Earth Week as well as other staff and public outreach events.
- Ramsar Wetland International Significance Application Council endorsed a draft application for designating Burns Bog and the Provincial Wildlife Management Areas within the Fraser River Delta as a Ramsar Wetland of International Significance.



# DEPARTMENTAL SUMMARIES



# OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Office provides leadership and manages internal operations to assist departments in meeting their responsibilities. The Chief Administrative Officer (CAO) ensures that all departments utilize effective and efficient management principles, and challenges each department to strive for better performance.

## Programs and Services

The Chief Administrative Officer (CAO) is responsible to Council for the efficient management of the municipal workforce, and for seeing that Council's directions and policies are carried out. The CAO provides leadership to the Corporation of Delta and coordinates the departments in the discharge of their responsibilities.

The CAO oversees the following function areas and departments:

- Clerk's Office
- Community Planning & Development
- Engineering
- Office of Climate Action & Environment
- Finance
- Fire & Emergency Services
- Human Resources & Corporate Planning
- Legal Services
- Parks, Recreation & Culture
- Property Use & Compliance

The Police Department coordinates with the Chief Administrative Officer for administrative and service issues such as business planning, priority setting and budgeting.

## Objectives

- To ensure that Council's direction is carried out.
- To maintain an effective and efficient work force.
- To provide high quality, cost-effective customer services.
- To ensure that Delta's priorities and issues are brought forward at the regional/provincial/federal level.
- To manage and disseminate corporate communications.
- To coordinate emergency preparedness.

## Measures

- Oversee department responsibilities such as annual budget and financial plan, management of capital assets and services, fulfillment of employer requirements related to Delta's staff.





# ACCOMPLISHMENTS

- Collaborated with departments to ensure responsibilities were met including accurate and timely execution of Council directions.
- Oversaw the completion of twelve major infrastructure projects that Delta received federal and provincial infrastructure stimulus funding for - all on time and on budget.
- Coordinated Delta's delegation to Ottawa to discuss municipal issues and seek grant funding and support.
- Negotiated a landmark agreement with Ocean Trailer for the Delta Shake & Shingle lands that includes plans for the remediation of a former demolition waste landfill site on River Road and the development of surrounding properties through our 'Saving our Industrial Lands Initiative'.
- Coordinated grant applications and the receipt of a \$348,000 Canada Gas Tax Grant to undertake three solar hot water projects at municipal facilities.
- Negotiated a land acquisition with Terasen Gas for the new location of the Delta Community Animal Shelter.
- Led a steering committee for the 80th Street Overpass project to ensure its completion on time and on budget.
- Collaborated on the Mayor's Summit for the future of the Southlands.
- Provided direction to staff on Delta's Financial Plan and presented a strategic plan to Mayor and Council at the Business Plan Workshop for 2012 priority setting.
- Brought forward municipal issues and strategies associated with transit services, transportation infrastructure, the South Fraser Perimeter Road, Ladner Harbour Dredging and Deltaport.
- Managed corporate communications including news releases, advertising wraps, mail-outs, weekly advertising and website content.
- Launched Facebook, Twitter and YouTube social media pages.
- Responded to a number of public concerns and complaints.
- Coordinated the emergency response preparations during a storm surge weather risk.
- Represented Delta's interests on regional-wide issues at Metro Vancouver's Regional Administrative Advisory Committee.
- Collaborated with Delta School District on ongoing issues and municipal services.



# COMMUNITY PLANNING AND DEVELOPMENT

The Community Planning & Development Department prepares plans and policies relating to the use of the land and the health, safety and welfare of Delta residents; provides advice to Council on applications for land development; processes and issues permits; and houses a centralized application centre where residents and businesses can obtain information and submit various applications, including building permits, business licenses, tree cutting permits and soil permits.

## Programs and Services

The Community Planning & Development Department is responsible for providing the following services:

- Preparing policies and bylaws on a range of topics, as directed by Council.
- Reviewing planning and development applications.
- Providing recommendations to Council for all development applications, e.g. rezoning, subdivision, Official Community Plan amendment, development permit, development variance permit and Agricultural Land Reserve applications.
- Undertaking Official Community Plan and area plan reviews, zoning and development bylaw updates.
- Undertaking agriculture, heritage and environmental planning initiatives.
- Approving and issuing building and sub-trade permits.
- Approving and issuing tree cutting permits and soil deposit/removal permits.
- Establishing engineering servicing requirements for new developments, including roads and transportation, water, storm water and sanitary sewers.
- Administering Delta's Development Cost Charges program.
- Answering inquiries relating to land development, and receiving applications for the various permit types noted above.
- Participating and providing local input into planning initiatives of other levels of government, as directed by Council.

## Objectives

- To support Council in establishing a vision, policies and plans to guide future growth and development in Delta.
- To ensure that the vision of future growth and development in Delta is adhered to.
- To provide consistent and fair regulation of land use and buildings.
- To promote sustainable solutions in new developments.
- To provide advice to Council on technical land use and planning matters.
- To provide centralized services for all forms of applications and to coordinate timely and efficient processing of applications to serve the community and businesses.
- To provide prompt and courteous service to residents with respect to applications, inquiries or concerns related to land development.
- Administration of committees: Advisory Design Panel, Agriculture Advisory Committee, Community Planning Advisory Committee, Downtown Ladner Waterfront Revitalization Committee, Environment Advisory Committee, Heritage Advisory Commission, Hunting Regulation Advisory Committee, North Delta Area Plan Committee, and Invest in North Delta Mayor's Standing Committee.

## Measures

- Official Community Plan
- Bylaws
- Permits
- Land Use Regulations
- Public Hearings
- Public Consultation



# ACCOMPLISHMENTS

- Processed 2,613 applications in 2011, including 1,260 Building Permits; 373 Land Use Applications; and 980 Tree Cutting Permits.
- Provision of engineering requirements for 79 land development applications and 20 building permit applications.
- Completion of Delta Agricultural Plan.
- Completion of amendments to the Tsawwassen Area Plan.
- Completion of Phase 2 of the Downtown Ladner Waterfront Revitalization Study.
- Initiated the North Delta Area Plan review.
- Adoption of zoning bylaw amendments to permit basements to be exempt from floor area calculations in most areas.
- Continuation of the Zoning Bylaw update and engineering servicing bylaw updates to streamline the development application process.
- Facilitated Delta's acceptance of the new Regional Growth Strategy.
- Continuation of Saving Our Industrial Lands and Zone C Planning.
- Opening of Sunstone Park at Delsom Estates, and continuation of building permit issuance for new residential phases of this master planned community.
- Continuation of approvals for phased development at Tsawwassen Springs.
- Drafted new Soil Conservation and Protection Bylaw to address illegal filling on agricultural land.
- Phased implementation of servicing improvements at Boundary Bay Airport.
- Management of slope stability issues.



# ENGINEERING

The Engineering Department provides a full range of public works services in the areas of transportation, roads, water, sewer, drainage, irrigation, solid waste, recycling, and Geographic Information System (GIS).

The Engineering Department is organized into the following five divisions, each having distinct responsibilities:

- Utilities
- Transportation
- Administration and Customer Service
- Operations
- Design and Construction

## Programs and Services

### Utilities

Key responsibilities of the Utilities Division are to:

- Manage long range planning and replacement programs for water, sanitary sewer, drainage, irrigation and dyke systems;
- Manage Geographic Information System (GIS)/ Computer Aided Drafting (CAD) mapping services;
- Approve external utilities construction;
- Manage solid waste which includes garbage, recycling, yard waste and spring clean up;
- Manage the Water Conservation Program;
- Interface with Metro Vancouver;
- Manage Burns Bog drainage issues; and,
- Manage the Right of Way Program and coordinates with Legal to deliver.

### Operations

The Operations Division contributes to the overall purpose of The Corporation of Delta by providing a full range of public works services. Key responsibilities for the Operations Division are to:

- Operate and maintain the water, sanitary sewer and storm sewer systems and the related valves, manholes, catch basins, meters, pump stations and reservoir, drainage, irrigation and dyking systems;

- Maintain roads, sidewalks, streetscapes, curbs and gutters, boulevards and snow/ice removal;
- Maintain and operate street lighting and traffic signals and install and replace all municipal signs;
- Maintain Delta parks for the Parks, Recreation and Culture Department (this does not include Parks' facilities);
- Manage and maintain Delta's Urban Forest;
- Provide construction services for select projects including watermains, sidewalks and certain road paving;
- Manage maintenance, repair and replacement of Delta's fleet and equipment; and,
- Provide 24 hour emergency response, including communication systems.

### Administration and Customer Service

Key responsibilities of the Administration and Customer Service are to:

- Manage corporate switchboard and corporate reception;
- Manage customer service at the Engineering front counter (blue boxes, blue & yellow bags, rain barrels, composters, water shut off keys) and email and telephone calls (create service requests, acknowledge and redirect enquiries and correspondences);
- Provide maps and real property information to the public (property owners, realtors, contractors, land surveyors and engineers) such as lot sizes and dimensions, service locations and aerial photos (historical);
- Provide garbage, recycle and yard trimming schedule;
- Manage filming and special events (route approvals, permits and resources for the Ministry of Transportation and Infrastructure, Police, Fire and Parks Recreation and Culture).
- Provide information on BC One Call – call before you dig;
- Manage special projects; and,
- Provide overall administrative support.



# ENGINEERING

## Transportation

Key responsibilities of the Transportation Division are to:

- Manage long range planning for the overall transportation network;
- Respond to traffic issues and traffic calming requests;
- Review development applications for transportation impacts;
- Manage infrastructure (roads, sidewalks, bridges, street lighting, traffic signals, cycle network, sign and road marking, road safety and street beautification), Capital Expenditure Program, and roadway geometric design;
- Coordinate transit routing and facilities (park-and-ride, bus stops, exchanges and shelters); and,
- Coordinate projects, agreements and funding with local, federal and provincial governments.

## Design and Construction

Key responsibilities of the Design and Construction Division are to:

- Oversee detailed designs and construction of engineering projects;
- Provide cost estimates;
- Undertake project management functions;
- Coordinate property/right of way acquisitions; and,
- Coordinate the Local Area Service (LAS) bylaw.

## Objectives

### Utilities

- Provide direction on system planning, standards, operation, and management of the water, sewer, drainage and solid waste services.
- Provide infrastructure management for corporate utilities, planning and renewal.
- Work toward sustainability objectives for the utility infrastructure.
- Management of infrastructure and record data.
- Report and advise on utility issues to CAO and Council.
- Utilities continually reviews and improves delivery models for all services, including garbage, recycling, yard waste, and spring clean-up.

## Operations

- Maintain Delta's infrastructure through a combination of maintenance programs and requests for service.
- Annual work programs are identified, implemented and monitored for results. Approximately 4,000 requests for service from the public are responded to annually by the Operations Division.

## Administration and Customer Service

- Provide management and guidance on all Engineering administrative matters.
- Assist the CAO, Mayor and Council and external parties, including residents regarding engineering inquiries.
- Assist with curbside collection and administrative programs delivered to meet corporate and residential needs.

## Transportation

- To provide input and solutions for roads and transportation issues.
- Give direction on transportation infrastructure planning, standards, operation and management, and performance monitoring of transportation infrastructure.
- Transportation provides safe, efficient road networks; delivery of transportation infrastructure management for the Corporation; reports on transportation issues to CAO, Mayor and Council, and committees; develops solutions for issues raised from Mayor and Council, residents, and Traffic and Safety Advisory Committee.
- Provides practical alternative forms of transportation through transit access, cycling, pedestrian and other mode improvements.

## Design and Construction

- Undertake and complete capital construction projects within annual Capital Plan.
- Provide corporate survey and drafting services.
- Safely provide efficient service delivery to residents while minimizing disruptive impacts; budget control and expenditure tracking of the capital program; drafting and survey delivered corporately; and, construction status reporting and advise on construction issues to CAO and Council.

# ENGINEERING

## Measures

### Utilities

- Develop and maintain long range plans for each of the utilities.
- Prepare the annual utilities Capital Plan.
- Sustainable infrastructure management initiative implementation.
- Continued management of the corporate GIS system.
- Management of solid waste services including recycling and yard waste.
- Approval of all outside utilities construction.
- Provide interface with Metro Vancouver.
- Continued Burns Bog water management implementation.
- Continued management of water conservation initiatives.
- Continued implementation of the corporate Rights of Way Acquisition Program.
- Work with Operations to deliver staff training and EOCP certification.

### Administration and Customer Service

- Service requests administered in a timely fashion.
- Strong administrative and clerical support for the department.
- Delivery of an enhanced curbside collection service including spring clean-up, yard trimmings, garbage collection, and waste reduction programs.

### Design and Construction

- Complete the annual capital construction program on budget and on time.
- Continued delivery of infrastructure utilities, survey and drafting.
- Ongoing corporate implementation of environmentally friendly drainage Best Management Practices (BMPs) and ditch improvements.
- Delivery of LAS program.

### Transportation

- Effective planning and pre-design of future road improvements.
- Continued roads infrastructure management. Delivery of responses to committees, Council and resident requests in a timely and satisfactory manner.
- Progress in achieving Delta's goals of protecting neighbourhoods, farmland and the environment while achieving improved transportation solutions in consideration of the proposed Vancouver Port Authority expansion project, the Gateway Program, the Border Infrastructure Program and the Roberts Bank Rail Corridor Program.
- Cycling network planning and implementation.
- Streetlight improvement and energy efficient retrofit program development.

### Operations

- Annual work programs are completed on schedule and within operating budgets.
- Requests for service are responded to within three working days.
- Newest version of Maximo and its expanded features integrated into operational work processes.
- Budgets established for work programs and monitored in Maximo and Peoplesoft.
- Levels of service amended for Park Operations, and programs are adjusted to deliver agreed upon levels of service.



# ACCOMPLISHMENTS

## Utilities

### General

- Extensive utility drawing reviews and attendance at design review meetings related to the South Fraser Perimeter Road and Delta's Irrigation Enhancement Project.
- Completed the review and processing of approximately 190 outside utility reviews (BC Hydro, Telus, Fortis).
- Provided support for the Dike and Drainage Advisory Committee.
- Obtained 22 outstanding rights of way.
- Provided spring freshet updates.

### Drainage

- Completed the Shaw Creek Integrated Stormwater Management Plan.
- Design and coordination of several rain gardens.
  - Gibson Elementary
  - Richardson Elementary
  - Heath Elementary
  - 115th Street
  - Clarence Taylor Crescent
- New ditch construction east of 80th Street, between Ladner Trunk Road and 44th Avenue.
- New storm sewer construction on 65B Street, south of 3rd Avenue.

### Water

- Preparation of the 2011 Water Quality Report.
- Coordinated the installation of approximately 60 voluntary water meters.

### GIS

- Converted approximately 23,000 record drawings to digital format.

## Solid Waste

- Put on 16 Free Sustainable Gardening Workshops with over 175 participants.
- Sponsored 13 'Zero Hero' plays for Elementary Schools to educate students on reducing waste.
- Participated in 15 community events promoting water conservation and waste reduction.
- Major update of the Solid Waste section of Delta website.

## Burns Bog

- Water level monitoring (90 piezometers).
- Flow monitoring (80th Street).
- Ditch blocking (24 dams).
- Princess Farms chemistry monitoring.
- Website (sharing documents & photos with public).
- Created the Burns Bog Classroom Program (14 lesson plans about Burns Bog).
- Northern Boundary Drainage Management Plan completed.
- Groundtruthed hyperspectral vegetation map.
- Tree seedling removal pilot project in 2005 burn zone.

## Administration and Customer Service

- Works Yard Open House



# ACCOMPLISHMENTS

## Design and Construction

### Roads

- Clarence Taylor Crescent new construction.
- 115th Street revitalization (75A Avenue to 80th Avenue).
- Local Road Paving Program.
- Installation of bus pads throughout Tilbury Business Park.

### Irrigation/Drainage

- Oliver Pump Station.
- 72nd Street ditch widening.

### Sewer

- Manor South sewer main reconstruction.
- River Way Pump Station upgrades.

### Water

- Watermain Infrastructure Renewal Program.
- Clarence Taylor Crescent watermain, Phase 1.
- 115th Street watermain and drainage upgrades.

## Transportation

- Clarence Taylor Crescent Upgrade.
- 115th Street Revitalization.
- 112th Street Pedestrian Crossing.
- 55B Street Upgrades.
- 2011 Pavement Management Study.
- Service Requests – 640 service requests received for signage, driveways, benches, etc.
- Traffic Orders – 180 traffic orders for traffic signs & signals, pavement markings and farm gates.
- 72nd Ave and 116th Street Intersection.
- 80th Street Overpass.
- 34B Avenue/Arthur Drive traffic study and preliminary design of intersection improvements.
- Traffic signal upgrades.
- Pedestrian pathway lighting.

## Operations

- 1st Avenue and 56th Street traffic signal upgrade.
- 84th Avenue and 112th Street traffic signal upgrade.
- Savoy Street (L-110) Pump Station upgrade.
- Cliveden Avenue (A – 152) Pump Station upgrade.
- Chester Road (A – 153) Pump Station upgrade.
- Completed kiosk wraps at 36 locations.
- Site servicing of the Wilson Avenue property.
- 675 caliper trees planted in conjunction with the Trees for Tomorrow Program and capital projects.





# FINANCE

The role of the Finance Department is to safeguard the assets and maintain the fiscal integrity of the records through the development and implementation of sound financial policies and practices for the Corporation of Delta.

The Finance Department's responsibilities include the provision of efficient, effective and responsible financial management services through a customer-focused environment to the public, Delta Council, and municipal departments. The Finance Department is comprised of the following divisions:

- Budgets and Taxation
- Financial Services
- Information Services

## Programs and Services

### Administration

Finance Administration consists of the Director of Finance and support staff. The Director of Finance reports directly to the Chief Administrative Officer with responsibilities to Mayor and Council. The Director of Finance is accountable for developing, implementing, directing and evaluating the financial and information systems and operations within the Corporation of Delta. The Director of Finance provides strategic direction, guidance and leadership across the Corporation in the areas of Finance and Technology including establishing goals and objectives and interpreting policy directives.

### Budgets

- Financial Plan: Coordinates the preparation of Delta's annual operating and capital budgets totaling about \$250 million.
- Investment Portfolio: Manages the investment portfolio which during the year may exceed \$150 million.

### Taxation

- Taxation: determines the appropriate tax rates; bills and collects property taxes totaling approximately \$175 million.
- Utilities: bills and collects water, sewer and solid waste fees (flat rate and metered) totaling approximately \$41 million.
- Collection of other revenues: bills and collects other revenues such as: dog licenses; filming; municipal ticketing; recoverable work orders; leases; motor vehicle accidents; police secondments; union recoverable costs and property clean-ups.
- Maintain Tempest Property Management System.

### Accounting/Accounts Payable

Financial Services maintains the general ledger, processes financial transactions, provides financial reporting for all departments and makes payments to vendors and suppliers on behalf of Delta.

- Maintaining the general ledger.
- Developing, maintaining and monitoring corporate financial policies and controls.
- Compiling and reporting monthly, quarterly, annually, ad hoc, and statutory financial information.
- Ensuring the integrity of financial transactions via reconciliation, reasonableness, and authorization checks.
- Ensuring that statutory tax filing requirements are met.
- Suppliers' invoices are matched to receiving documents and to contract documents. Payments are made to vendors within contracted payment terms and financial information is recorded in the general ledger. The volume of activity directly correlates to the level of activity within the municipality's programs.



# FINANCE

## Payroll

The program processes payments to employees, directors and third parties. This involves:

- Administering statutory deductions and reporting for Canada Revenue Agency (CRA) and WCB.
- Inputting authorized time reporting data, additional pays, and deductions.
- Maintaining and distributing management information generated from employee data and time reporting.
- Identifying enhancements to existing payroll processes.
- Providing training and support to clients.

## Purchasing and Stores

- Most externally supplied goods, services, and construction are acquired through competitive bidding.
- The Corporation of Delta's Purchasing Policy endorses a centralized purchasing system.
- The Program also provides financial information to Accounts Payable and Accounting sections.

## Central Stores

- Inventory consists of items held in stores that are to be consumed by the Corporation.
- Safeguard the inventory from the point of purchase, to the receipt of the goods through to the usage of the goods.

## Information Services

Manages and supports enterprise software applications, corporate web sites, personal computing (PC) equipment, data processing facilities, data networks, telephone system, and building security systems.

- Provides support and administration to approximately 600 users for PC's, printers, photocopiers, mobile devices, telephones and cellular phones.
- Conducts business analysis within departments to understand requirements and align with available technology.
- Administers corporate software applications including email, financials, human resources, payroll, asset management, point of sale, parks and recreation registration, lands management (taxes, utilities, permits, licensing & ticketing), corporate records, fire department records management, and scheduling.
- Monitors and supports two datacentres consisting of virtual and physical servers, as well as high capacity file storage area networks.
- Maintains corporate websites including design enhancements, new content publishing, and assistance to departmental content contributors.
- Manages and upgrades physical facilities such as datacentres, network wiring, fibre optics, and security systems.
- Manages municipal wide area network and ensures IT security.
- Performs software upgrades and equipment refresh as required, including approximately 150 PC's annually.



# FINANCE

## Objectives

### Administration

- Contributes to overall leadership of the Corporation as a key member of the senior management team.
- Develops, implements, and evaluates strategic plans consistent with the Corporation's mission and strategic plan.
- Oversees the departmental budget and the three divisions within the department and its operations.

### Budgets

- Coordinate annual budget process.
- Provide management reporting, performance analysis and financial advice to all municipal departments.
- Manage investment portfolio in accordance with the investment policy.

### Taxation

- To bill and collect property taxes, utilities and other revenues and to provide customer service.

### Accounting/Accounts Payable

- Legislative reporting (audited financial statements) and filing (HST) requirements are met by the organization. Integrity of the general ledger, financial transactions, and enforcement of corporate policies is maintained. Base level of financial support provided to other departments to ensure effective management of programs.
- Vendors and suppliers paid on a timely basis, according to the terms of contracts. Proper support exists for all payments, and resulting liabilities and/or payments are properly recorded in the general ledger.

## Payroll

- Pay employees accurately and on time.
- Ensure confidentiality of payroll information.
- Calculate, report and process government and third party remittances.
- Input authorized data provided into HR/Payroll system and ensure accuracy, timeliness and maintenance.
- Ensure leave balances are correct based on the employee's employment status.

## Purchasing and Stores

- Contract for the supply of goods, services, and construction required by other programs in client departments.
- A contracting process consistent with corporate policy that provides maximum value for budget funds.

## Central Stores

- Establish appropriate controls for the effective management, control, and reporting of inventory.

## Information Services

- To provide leadership, guidance and support in information technology solutions for Delta through innovation and a strong commitment to client service.





# FINANCE

## Measures

### Budgets

- Five-year financial plan.
- Monthly operating expenditures reports.
- Variance analysis.
- Quarterly investment report.

### Taxation

- Tax and utility notices and invoices.

### Accounting/Accounts Payable

- Corporate accounting and financial policies adhered to.
- Audited financial statements, statutory filing and tax filings are complete with deadlines.
- Approximately 5,000 expense reports, invoices and purchase requisitions reviewed for authorization, reasonableness, and accuracy.
- Reconciliations and back-up working papers support the preparation of audited financial statements.
- Transactions are created and passed on to the general ledger through subsystems and subledgers accurately.
- Vendor inquiries handled.
- Information sent to other departments is timely and accurate.

### Purchasing and Stores

- Contracts for goods, services and construction.
- Advice to clients, management, and on contracting matters.
- Financial information is provided to Accounts Payable and Accounting Operations.

## Payroll

- Accurate and timely paycheques/ statements distributed to approximately 880 full time and 535 part time employees.
- Payroll direct deposit and Canada Savings Plan transmittal data to accounts.
- Approximately 1,100 T4s and 600 Record of Employment documents issued annually.
- Bi-weekly schedule information.
- Provide information to internal staff and authorized outside government agencies.
- Produce and distribute the Leave Report.
- Provide information regarding time reporting as it relates to the collective agreements.
- Develop queries for management and staff based on business requirements.

## Central Stores

- Competitive purchasing of all stocked and non-stocked items consumed by user departments.
- Physically verify inventory annually.
- Keep inventory at an optimal level to ensure departmental needs are met without surplus goods being held by the Corporation.
- Disposal of surplus and obsolete goods.

## Information Services

- The Corporation has computer applications and technology that enables it to provide services and information to residents and customers that are equal to or better than peer municipalities. Information Technology supports corporate initiatives.



# ACCOMPLISHMENTS

## Budgets

- Approval of 2012 financial plan in March, ahead of the May 15 statutory deadline.
- Investment portfolio performance keeping pace with benchmarks.

## Taxation

- Ongoing improvements to billing and customer service procedures.
- High level of customer service maintained.
- Continue to promote participation of E-HOG Program (currently 32% participation).

## Accounting/Accounts Payable/ Payroll

- 14,207 cheques were issued for a total of \$118 million in 2011.
- In 2011, the department handled 31,500 invoices for a total value of \$118 million.
- In 2011, Payroll distributed 34,000 direct deposits to approximately 1300 employees for a total dollar value of \$52 million.
- Reviewed Parks and Recreation revenue stream to ensure controls and processes are adequate.
- Updated cash handling procedures for the municipality.
- Maintained capital asset management system to ensure compliance with reporting standards.

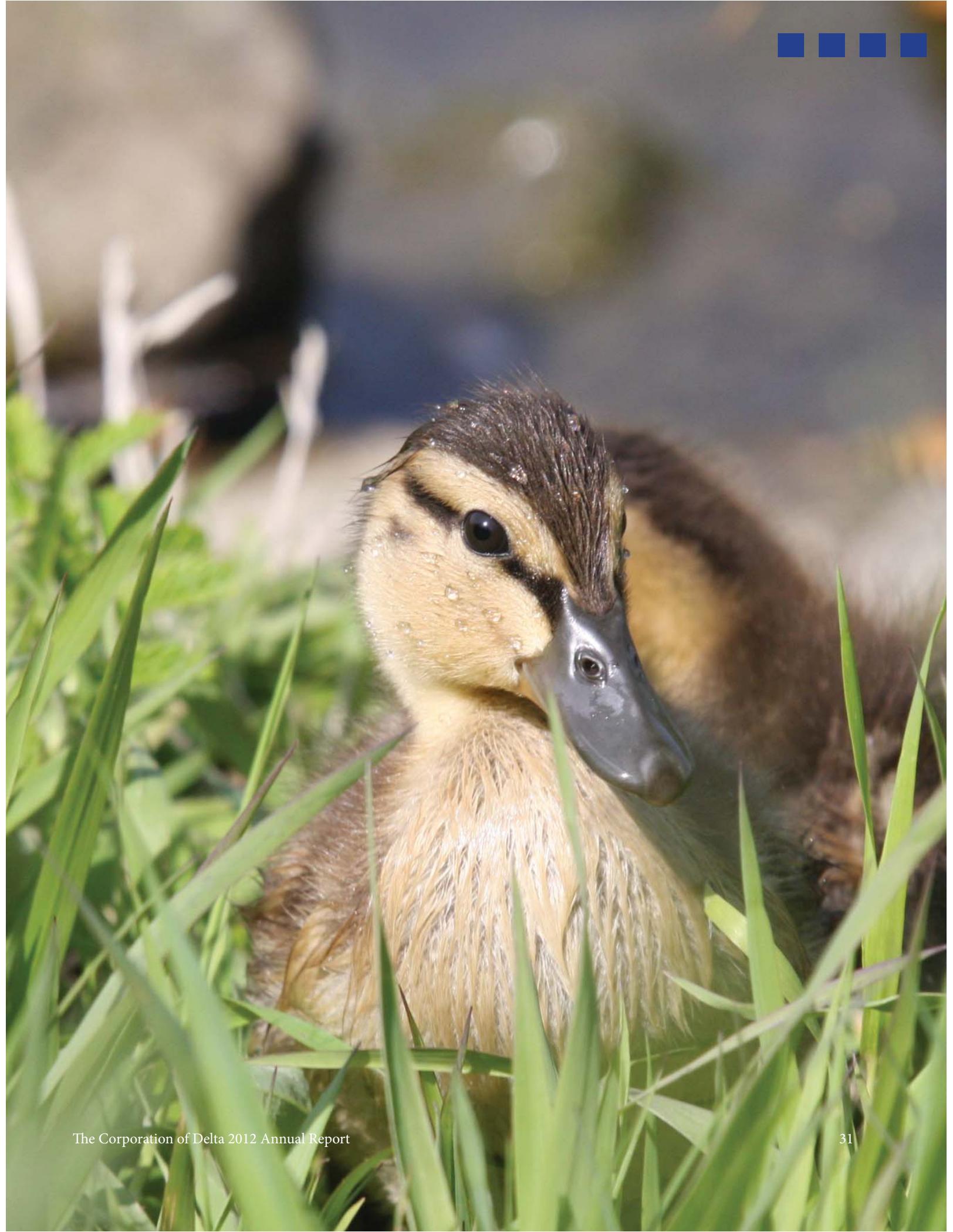


## Purchasing and Stores

- Completed RFP for several large projects (Animal Shelter, 115th Street revitalization, Manor North Sewer, 2011 Paving program, fleet insurance, energy retrofits, Diefenbaker Waterpark).
- Worked with Police department to find a replacement pursuit vehicle after the Crown Victoria was discontinued.
- Participated in co-op buying with the lower mainland municipalities in order to buy in volumes.
- Moved forward with recycling old pipe through our central stores.
- Worked with all the departments to secure a new photocopier contract.
- Issued 2,886 purchase orders for a total value of \$32.2 million.
- Purchased \$1.8 million in materials for inventory, issuing 29,000 line items against 3,800 work orders.
- Procured \$1.8 million in services and supplies on MasterCard, eliminating the administrative costs of 7,000 invoices.
- Ran 110 bids on BC Bid (96 in 2010).

## Information Services

- Supported the 2011 Municipal Election.
- Implemented upgraded point of sale and recreation registration systems.
- Enhanced Delta's public website.
- Implemented bylaw adjudication system.
- Implemented public WiFi at Parks, Recreation and Culture facilities.
- Built historic video digitising and archiving system.
- Implemented new computer network firewall to enhance security.
- Improved HR and Payroll business processes through new attendance management and deferred vacation functions in PeopleSoft.
- To better serve our client, implemented new internal systems for change, project and knowledge management.
- Increased capacity of storage area network system.
- Completed tendering process for new multi-function devices (copier, printer, scanner).



# FIRE AND EMERGENCY SERVICES

Delta Fire and Emergency Services provides twenty-four hour emergency response to the community, fire inspection services to businesses, public assembly facilities and high density occupancies, public education on fire issues, coordinates emergency planning for the Fire Department and assists with overall emergency planning for The Corporation of Delta.

Delta Fire and Emergency Services is comprised of the following four areas:

1. Finance and Administration
2. Operations & Facilities
3. Protective Services
4. Emergency Measures

## Fire Chief

The role of the Fire Chief is to provide direction to the Fire and Emergency Services Department in response to the community and Council's needs and to pursue the Vision and Mission of our Department as mandated by Mayor and Council.

- Report to CAO and respond to Council requirements.
- Coordinate administration staff – 4 Deputy Fire Chiefs and support personnel.
- Ensure department is meeting service levels.
- Strategically plan for future needs of the community's emergency response.
- Meet with external agencies in planning for response requirements.
- Liaison with other municipal departments on coordinated work projects.
- Coordinate and ensure major work initiatives are on track.
- Plan and perform emergency exercises.
- Oversee Emergency Planning and liaison with the Municipal Emergency Program Coordinator.
- Fulfill responsibilities as the Local Assistant to the Fire Commissioner.
- Succession planning.

## Objectives

- Create and administer policy that supports the direction of the department as per the Collective Agreement, policies and direction of the CAO, and Mayor and Council.
- Communicate needs of both the community and Council to staff to ensure work is meeting service levels.
- Good fiscal management to ensure our budget is in line with the goals and objectives of the Department and with the Corporation.
- Plan for future issues such as Delta Port expansion, Boundary Bay Airport, South Fraser Perimeter Road (Gateway Project), Tsawwassen First Nation and Delsom Lands/Tsawwassen Springs Development.
- Examine needs for enhanced fire fighting at Delta Port.
- Continued initiatives of the Fire Department's emergency preparedness.

## Measures

- Maintain high emergency service levels.
- Enhance first responder pre-hospital care training and skills.
- Move to Red Cross as a training provider.
- Be adaptable to change in community needs.
- Ensure budgets are as effective in relation to service provided.
- Promote staff development.
- Major initiatives are on time and on budget.
- Enhance our emergency preparedness in Delta.
- All personnel trained to ICS 100 level including clerical staff.
- Senior personnel trained to ICS 300 level.
- All suppression staff trained in Wildland Interface fire fighting.



# FIRE AND EMERGENCY SERVICES

## Finance and Administration

### Programs and Services

- Supplies the necessary support to process payroll records for 179 Fire and Emergency personnel.
- Support to the Fire Chief, Deputy Chiefs and Corporate Finance in the preparation and administration of Fire and Emergency Services annual budget.
- Supplies support to the Fire Chief and Corporate Human Resources to assist in the process of maintaining positive labour management relations, and in providing guidance and support for Fire Department staff.
- Supplies support to assist in achieving compliance to legislate safety requirements – the Breathing Air Program, and the Protective Clothing Program are two examples of such work while being a management representative on the Health and Safety Committee.
- Provide support for departmental communications, policies and operational guidelines.
- Assists in the management of computer programming FDM (records management system).
- Administers and oversees our “Telestaff” rostering (scheduling). Oversees firefighter staff scheduling.
- Hiring, discipline, and grievances through Labour Management.
- Participate in Strategic Planning.
- Oversee and manage employee Assistance.
- Responsible for the direction and supervision of the training division.

### Objectives

- Preparation and monitoring of Financial, Operating and Capital budgets.
- Maintain telestaff rostering program to ensure appropriate staffing levels.
- Oversee staff scheduling including holiday, overtime, shift coverage and training.

- Implementation and administration of Fire Department postings, policies, training records, and operational guidelines.
- Implementation and processing of new hires.
- Administration and overseeing of personnel, payroll, holiday scheduling and tracking of shift substitutions while maintaining minimum staffing levels required.
- Oversee and participate in labour management meetings, grievances, health / wellness initiative program as well as Occupational Health and Safety Committees to establish a continuous good working relationship between Labour and Management.
- Work cohesively with Fire Chief and all affected parties in participation in the strategic planning review.

### Measures

- Statutory requirements are met, support for corporate objectives are delivered and budgeting and tracking of costs will assist the Corporation in meeting its overall financial objectives.
- Providing up-to-date information on legislative changes.
- FDM development, management and training.
- Appropriate staffing levels are maintained at all times.

# FIRE AND EMERGENCY SERVICES

## Fire Operations

Fire Operations provides direction, accountability and support to operations of Delta Fire and Emergency Services.

### Programs and Services:

- To provide direction, accountability and support to the operations of Delta Fire and Emergency Services.
- Reporting directly to the Fire Chief, the Deputy Fire Chief of Operations is accountable as a functional member of the Fire Department Administrative Team to provide management, direction and guidance to the Fire Department.
- In addition, the Deputy Chief is accountable for the direction and supervision of the Communications Support Division and four platoons including the application of policy issues, personnel and labour relations matters.
- The Deputy Chief directs the fire suppression crews, through the Battalion Chiefs in the delivery of emergency response.
- Provides support and direction relating to radio communications.
- The Deputy Fire Chief of Operations liaises with E-Comm and reports directly to the Fire Chief on issues regarding emergency radio communications, radio equipment, Safety Committee and all purchases as they relate to vehicles, equipment and facilities.

## Objectives

- Acts for the Fire Chief in his absence.
- Direction and supervision of fire suppression crews.
- Authorizes overtime and callout.
- Conducts performance reviews.
- In charge of radio communications.
- In charge of fire apparatus and support vehicles.
- In charge of firefighting equipment.
- In charge of the Communications Support Officer.
- Represents management on Fire Department Promotional Board, Committees and Task Forces.
- Application and setting of policy.
- Radio system and communications equipment.
- Promotional Examination Programs.
- Incident Command, administration of policies and procedures.
- Assist in public relations and media releases.

## Measures

- Provide operational guidelines for fire safety procedures.
- Fulfillment of supervision and guidance to operational programs with respect to timelines, safety issues and budget.
- Review statistics to assist in development of operational initiatives to aid in reduction of fire events.
- Assist in providing solutions on existing and future programs.





# FIRE AND EMERGENCY SERVICES

## Fire Protection

Fire Protection Services provides fire safety, fire code inspections and develops public education programs to reduce the risk of fire to our community.

## Programs and Services

The Deputy Chief - Fire Protection Services is responsible to pursue the direction the Fire Chief sets, through the public education of fire, life safety, and emergency preparedness. This section directs the department's fire prevention and emergency planning divisions within the Fire Department. It manages crew inspection of properties in accordance with Delta Bylaws and the B.C. Fire Code, fire investigations and building preplanning.

- Responsible for maintaining discipline.
- Reports, records and budget preparation.
- Participates in the Succession Planning Program.
- Mapping and uniform issue.
- FDM and Records Management.
- Liaison with other Deputies as required.
- Liaison with both internal and external departments.

## Objectives

- To affirm that Delta complies with the *Fire Services Act* and the British Columbia Fire Code.
- To communicate through an open-door policy with the community.
- Maintain a frequency of inspections within the municipality.
- Maintain the hall and apparatus maps of Delta.
- To select, order and distribute annual uniform issue.
- Liaison with other prevention divisions through scheduled meetings.
- Responsible for fire investigating reporting.
- Fire Department – Annual Open House.
- Fire Prevention Week.
- Chief for a Day Program.
- Fire Pre-Plans.
- School Programs.

## Measures

- Help prepare a safe community.
- Develop new programs that are determined to be beneficial for the residents of the municipality.
- Alter the Fire Bylaws, as need dictates.
- Assist property owners in meeting their fire code requirements.
- Property Inspection.
- Special fire inspections.
- Property file search.
- Agricultural hydrant development.
- Arson Task Force.
- Fire protection services budget.
- Business license applications.
- Fire Safety evacuation drills.
- Records management (FDM), administrative development, review and training.
- Fire investigation reporting.
- Fire Open House planning.
- Fire Prevention Week – elementary schools.
- Chief for the Day Program.
- Fire Protection Service meetings.
- Fire Safety Plan review and preplan development.
- Fire Protection Services policy review.
- Lock Box upgrade program.
- Succession program.
- Traffic signal pre-emption program.

# FIRE AND EMERGENCY SERVICES

## Corporate Emergency Program

The Deputy Chief of Corporate Emergency Program provides day to day coordination and management of Delta's Emergency Program.

## Programs and Services

- Conduct hazard, risk and vulnerability analysis and incorporate these findings into ongoing emergency preparedness, mitigation strategies, planning, response and recovery initiatives.
- Maintain emergency plans and procedures that address processes before, during and after an emergency event.
- Identify needed resources (facilities, equipment, materials and human resources).
- Maintain emergency contact information of internal and external support agencies.
- Maintain a primary and backup Emergency Operations Centre (EOC) to coordinate large-scale multi-agency and/or multi-jurisdictional events.
- Organize training and exercises for municipal staff, external support agencies, and the public.
- Support / promote Delta's emergency volunteer based programs; i.e. Emergency Social Services, Emergency Radio Communicators, Marine Search and Rescue, and the Neighbourhood Emergency Preparedness Program.
- Supervise of Delta Fire Emergency Planner Captain.
- Support/ promote Emergency Preparedness in Delta Schools.
- Promote Emergency Preparedness, Business Continuity, and Recovery in Business Community.
- Support/ promote Emergency Preparedness and sharing of Delta Emergency Management best practices with TFN community.
- Heighten the level of preparedness across the municipality through public awareness and education activities.

## Measures

- Active participant in Regional Emergency Management Planning, Training and Exercises Initiatives.
- Coordinated and delivered numerous Emergency Preparedness workshops.
- Coordinated and delivered Emergency Management Training and Exercises for staff, Emergency Management Volunteers, and various stakeholders, including TFN.
- Coordinating the development of Delta's Emergency Response Plan.
- Coordinating the revision of Delta's EOC Plan.
- Maintaining Public Safety Canada's assets in Delta.
- Coordinated and prepared various Emergency Preparedness Week initiatives.
- Continuously seeking out Emergency Management funding opportunities from various sources to the benefit of the Corporation of Delta.
- Facilitated and coordinated various Staff Emergency Preparedness Initiatives.
- Developed, coordinated and brought training opportunities for Delta First Responders (Police, Fire, and Engineering).
- Support Critical Infrastructure resilience.
- Continuously evaluating and organizing Delta's Emergency Program core functions and emergency management organizational structure.





# ACCOMPLISHMENTS

## Fire Chief

- Renewal of Mutual Aid Agreement with Point Roberts (Whatcom County, Washington).
- Welcomed three new recruits to the Department.
- Attended 911 Remembrance Day Events.
- Initial steps in a pilot program that will expand First Responder level of training.
- Supported a mentorship program, “Camp Ignite” that provides a unique opportunity to introduce young women to potential careers in firefighting.
- Updated Succession Planning program working with BCIT.
- Department Honour Guard Terms of Reference and Operation Guidelines approved and adopted.
- Completed Collective Agreement.
- Health and Wellness initiative.
- Concluded a collectively bargained 2010/2011 Collective Agreement.
- Attended a meeting with Delta Council and Tsawwassen First Nations Council.
- Accommodation of firefighters was accepted on a presumptive cancer claim.
- Applied to UBCM for funding of a Community Wildfire Protection Plan and Prescription Demonstration Project.
- Completed technician upgrades to Fire Hall 4, Delta’s Fire and Emergency training facility.

## Finance and Administration

- Continuously monitored the present budget to ensure that the department is on track with meeting Corporate goals and objectives. The 2011 budget is a net cost of approximately \$22 million.
- Ensured that all accounts receivable and accounts payable are properly managed to meet financial obligations.
- Monitored grievance and collective bargaining process to provide feedback that will determine the effectiveness of the department’s abilities.
- Monitoring by WCB and Safety Committee ensures that these programs stay on track.

- Monitored hiring sessions to complete the replacement of retired personnel. - Hired three new recruits to replace retired and promoted staff. Presently in the selection process of replacements for retirements in 2012. This will keep overtime costs down to the minimum required.
- Effective scheduling and monitoring of pool system reduced overtime costs considerably and allowed additional in house training to occur at no extra cost to the department.
- Personnel training standards are kept up to the highest levels to give citizens the best level of service possible.
- New instructors trained in all disciplines to deliver in-house training for all specialties to personnel to avoid depending on outside agencies.
- The restructured first aid training schedule program was successful in ensuring all personnel are trained regularly and efficiently to meet all legislated requirements. The department is enhancing the first aid services it provides to the public by having first aid instructors properly instructed to deliver training to all personnel on three additional disciplines; blood pressures, pulse oximeters and epi-pens.
- The acquisition of a public residence for off site, hands on fire fighting training that includes fire fighting techniques, skills, and command officer training has been instrumental in affording a proper training facility in Delta.
- Incident Command training was delivered to most confirmed Officers to ensure the highest level of expertise is maintained.
- An Officer training course and promotional examination was delivered for five personnel to become new acting officers.
- Five personnel were successful in attaining the Fire Officer 1 qualifications. This was accomplished through instruction in a Delta training hall by a registered training provider. All five are now qualified acting officers.

# ACCOMPLISHMENTS

- Centralized training to Firehall 4, including upgrading all necessary technical equipment.
- The training office moved into the refurbished firehall 4 .
- Supervised the overall training of all hazardous material team members on the new hazmat vehicle.
- All suppression staff was trained to wildland firefighting status so to protect Burns Bog and interface properties.

## Fire Operations

- Re-outfitted Command van with portable radios and command post capabilities.
- Developed and implemented electronic Apparatus Maintenance Program “Equipment Condition Reports”.
- Retrofitted 7031 to a Mobile Air Rehab Unit.
- Converted old Hazmat Trailer to Wildland.
- Established and equiped Hall 4 to Wildland Hall.
- New Air Packs, PFD’s, Traffic Safety Vests, Life Cycle Turn-out Gear, Hose.
- New Thermal Imaging camera and Holmatro Extrication Tools for Engine 2 Tsawwassen.
- Updated Apparatus emergency lighting to LED on Engine 1 and 3.
- Annual Ladder Testing completed.
- Developed and implemented contract with outside contractor for Mobile Data Terminals and portable radio annual maintenance service.
- Hall 4 shelving built to accommodate all spare portable equipment inventory.
- Developed new and updated a multitude of Operational Guidelines.
- Technical rescue program written and in place.
- Air Mask Fit Testing completed.

## Fire Protection

- Completed interior renovation at Hall 2 to include separate female bathroom facilities.
- Increased number of property inspections compared to previous years.
- Successfully negotiated appropriate Emergency access concerns with the Province regarding new South Fraser Perimeter Road Highway.
- Continued consultation work with Bylaws Department regarding Fire Safety for secondary suites.
- Ensured numerous New Development Application proposals meet Fire Department requirements.
- Retrofitted Hall 3 with new energy efficient lighting.
- Attended several public events with Delta’s Fire Safety House to deliver Fire and Public Safety messages.





# HUMAN RESOURCES AND CORPORATE PLANNING

The Human Resources and Corporate Planning Department's role is twofold: to provide human resource services to Delta's staff and Council, and to coordinate corporate-wide initiatives.

## Programs and Services

Human Resources provides services in the following areas:

- Recruitment and retention;
- Employee and labour relations;
- Benefits and compensation;
- Claims management;
- Occupational health and safety;
- Retirement and pension;
- Training and development; and,
- Wellness and recognition programs.

The Department also leads several staff committees: Labour Management for CUPE and Fire, Occupational Health and Safety for CUPE, Fire and CUPE Police civilians, Employee and Family Assistance, and the wellness committee.

Corporate Planning's role includes: business planning, intergovernmental issues, library services, Boundary Bay Airport issues, Tsawwassen First Nation relationship building, economic development, tourism, and health services. The Department provides corporate representation on various regional and community committees.

The Director also provides direct support to the CAO on various issues as required.

## Objectives

- Fulfillment of employer responsibilities related to provincial and federal labour legislation; WorkSafe BC requirements; and parental, maternity leave and other related human rights issues.
- Maintenance of Human Resource Management System data for payroll and program application.
- Coordination of corporate planning initiatives to ensure effective management of programs. Manages large corporate files: Delta Ports, Tsawwassen First Nations, Boundary Bay Airport, Vancouver Island Transmission Project.

## Measures

- Human Resource Management: filling vacant positions; resolving grievances; employee skills upgrading and professional development; implementing OH&S training; recognizing staff.
- Administration of committees.
- Compliance with WorkSafe BC regulations.
- Provision of library services.
- Coordination of annual tourism fee-for-service.
- Coordination of business plan workshop.
- Coordination of legal and administrative items related to BBA lease.
- Coordination of resolutions for UBCM & FCM.
- Review of Tsawwassen First Nations treaty documents and other First Nations issues.





# ACCOMPLISHMENTS

- Spear-headed an attendance management program that increased productivity and reduced annual sick leave costs.
- Assisted with coordination of a Critical Incident Response Team which provided five debriefing services to employee groups who had experienced a critical incident at work.
- Negotiated Delta Fire and Emergency Services Contract.
- Recognized 181 employees through long service recognition program for service up to 35 years.
- Provided education, training and the opportunity to attend conferences to over 200 employees.
- Completed over 100 internal recruitment postings.
- Changed life insurance carrier to reduce premiums and improve service.
- Coordinated Business Plan Workshop.
- Coordinated amendment to the Boundary Bay Airport Lease Agreement.
- Coordinated the procurement process for the new Delta Community Animal Shelter.
- Coordinated the Agreement to transfer the Delta Shake and Shingle property to Ocean Trailer.
- Drafted Delta's Bylaw Notice Enforcement Bylaw and Delta's Highways Bylaw.
- Coordinated steering committee meetings for the 80th Street Overpass project.
- Coordinated Delta's response to the transfer of the Brunswick Point Lands to the original farm families.
- Provided ongoing and relief support to the Communications department.
- Prepared LMLGA/UBCM/FCM resolutions.
- Coordinated Mayor's delegation to Ottawa.
- Undertook Local Channel Dredging Initiative.
- Initiated Brownfield Site Revitalization Bylaw.
- Staff Liaison to Boundary Bay Airport Advisory Committee, Fraser Valley Regional Library, Port Community Liaison Committee, SFPR Community Liaison Committee, Deltaport Technical Liaison Committee, and Ladner Sediment Working Group.
- Updated the OH&S Handbook and rolled out.
- Yearly Respirator Fit Testing for Worksydard staff.
- Updated the Cold Stress Program.
- Updated the Working Alone Program.
- Updated the Control of Exposure to Biological Agents.
- Participated in NAOSH Week and won an Honourable Mention Award.
- Coordinated Fall Arrest Training with Roco Rescue – Audience Facility Supervisors and Operations.
- Coordinated New Employee Orientation at the Engineering Operations Works yard and Municipal Hall.
- Updated various Safe Work Procedures
- Coordinated with DCAS Manager – Exposure Control Plan for Zoonotic Diseases
- Coordinated Safety Crew Talk information for all Departments at Delta.



# LEGAL SERVICES

The Legal Services Department provides responsive, cost-effective legal advice and risk management services to Council and staff. It also manages municipal property and provides support services for other departments relating to land issues.

## Programs and Services

Legal Services provides legal advice to Council, department heads, and staff on a broad range of issues affecting Delta. This involves reviewing and drafting selected contracts and agreements, coordinating and supervising the provision of legal services by outside law firms in relation to litigation involving Delta, attending mediations of claims, assisting in bylaw enforcement matters, drafting documents relating to land development, and providing seminars to staff.

Risk Management involves identifying risks and making and implementing decisions to reduce the impact of risk on the assets and objectives of Delta. This is done through a program of risk control measures (policies and procedures) and risk financing arrangements (insurance and indemnities) designed to achieve levels of risk acceptable to Council.

Land Management involves the acquisition and disposition of land for the municipality, negotiating and drafting rights-of-way for municipal services, and negotiating, drafting and managing leases of municipal property.

## Objectives

- To satisfy the needs of Council, department heads, and staff for timely, accurate and practical legal advice.
- To protect and advance Delta's interests.
- To identify, minimize, and manage risk in a cost-effective manner.
- To ensure efficient and cost-effective handling of litigation.
- To ensure approved development projects satisfy Council's goals and objectives.
- To effectively manage leases of municipal property.
- To facilitate the acquisition of roads and utility corridors.

## Measures

- Amount paid for legal services.
- Number of claims initiated and resolved.
- Value of lease payments received.
- Number of covenants, rights-of-way, easements, transfers and leases handled.
- Revenue collected for preparation of development documents.





# ACCOMPLISHMENTS

## Legal

- Worked with Chief Administrative Officer and Engineering to address issues arising from proposed construction of SFPR, including :
  - completed sale of 15 municipal properties to the Province.
  - 72nd Street Road Closure.
  - Negotiation of Delta Irrigation Enhancement Program Agreement.
  - Sanitary Sewer Licence.
  - Master Licence of Occupation.
  - 80th Street Pump Station Agreements.
- Assisted Community Planning & Development in the negotiation, preparation and registration of development documents for Delsom Estates and Tsawwassen Golf & Country Club.

## Lands

- Completed acquisition of land in Tilbury for a new Delta Community Animal Shelter.
- Negotiation and completion of acquisition of properties at:
  - 5110 Ladner Trunk Road.
  - 7179 116th Street.
  - 7167 116th Street.
  - 6772 Westview Drive.
- Negotiation and completion of the following leases:
  - 4470 Clarence Taylor (Fraser Health).
  - 4450 Clarence Taylor (RCMP).
  - 4695 Clarence Taylor (Bus Loop – Translink).
  - 4675/4685 Clarence Taylor (Park & Ride – Translink).
- Assisted Parks, Recreation and Culture in the negotiation and completion of various leases and licences (approximately 18).
- Assisted Engineering in negotiation and completion or modification of numerous rights of ways and road dedications.
- Completed long-outstanding correction of status of 104th Street by way of a road closure and road dedication.

## Risk Management

- Opened and investigated 68 new property damage and 13 new bodily injury claims from January – December, 2011.
- Negotiated renewal of automobile, liability and property insurance and received premium refund of \$192,682 from ICBC.



# OFFICE OF CLIMATE ACTION AND ENVIRONMENT

The Office of Climate Action and Environment ensures that the environmental values of the municipality are enhanced and protected through environmental management, education, enforcement, bylaw development, building and development plan reviews, environmental assessment, complaint investigation, and spill/incident response.

## Programs and Services

Climate Action and Environment is responsible for the following services:

- Coordinating the implementation of Delta's Climate Change Initiative and chairing the Climate Change Working Group.
- Coordinating the Engineering Environmental Review Committee as well as advising other departments, e.g. building and development plans, as needed.
- Coordinating municipal responses to FREMP applications within Delta.
- Representing Delta's interests on internal and external committees as well as environmental review boards and panels.
- Conducting and participating in environmental assessments and investigating a wide variety of environmental issues as directed by Council.
- Investigating complaints regarding spills, odours, pest problems, industrial noise and contaminated site issues.
- Delivering seasonal programs, such as West Nile Virus mosquito control.
- Delivering education and outreach to both staff and the public.

## Objectives

- To coordinate and implement corporate climate action measures to promote corporate sustainability and reduce Delta's carbon footprint.
- To protect and enhance ecosystem services within the municipality through education, enforcement, bylaw development, building and plan reviews, complaint investigations and responses to spill incidents.
- To implement environmental objectives supported by Council and participate in the completion of the objectives of various internal and external review committees.
- To continue to participate in environmental assessments associated with the South Fraser Perimeter Road and Roberts Bank Deltaport expansion.

## Measures

- Levels of corporate greenhouse gas reduction, number of complaints resolved, spill incidents responded to, number of education and outreach events, building permits and development proposals handled.





# ACCOMPLISHMENTS

- Delivered the second year of the Climate Smart program, 13 elementary school climate change plays, signatory to the Mexico City Pact and joined the Carbons Cities Climate Registry, and completed the 2009 and 2010 corporate GHG inventory.
- Initiated the Community Energy and Emissions plan for Delta.
- Continued reporting to Council and review of information pertaining to the Environmental Assessment of South Fraser Perimeter Road and Vancouver Airport Fuel Delivery Project.
- Participation on Interagency Environmental Review Committee.
- Continued work towards implementation of long term management plan for Burns Bog including research into new restoration tools.
- Completed Year 3 of the Boundary Bay Ambient Monitoring Program, completed water quality impact study with respect to Burns Bog and the Vancouver Landfill.
- Hosted a pesticide drop off; coordinated the inventory and control of invasive plants in Delta, installed mason bee boxes.
- Delivered the Rain Gardener's program for elementary schools to six elementary schools.
- Delivered Earth Week as well as other staff and public outreach events.



# OFFICE OF THE MUNICIPAL CLERK

The Office of the Municipal Clerk serves as the Secretariat for Delta Council and its various appointed bodies. The Office also provides the primary access point for citizens and outside agencies wishing to communicate or interact with Council, conducts elections, coordinates advertising and provides information and records management services for the Corporation.

## Programs and Services

The Office of the Municipal Clerk provides the following services:

- Preparation of Council and Committee agendas, recording of official minutes, administration and certification of bylaws and execution of all legal documents on behalf of Delta.
- Manages and preserves Council, committee and corporate records including agendas, minutes, bylaws, agreements and correspondence.
- Provides administrative and clerical support for Council appointed Boards, Commissions, Advisory Committees and Task Forces.
- Coordinates responses to requests for records under the *Freedom of Information and Protection of Privacy Act*. Interprets the legislation and ensures compliance while advising staff and the public on the availability of information.
- Prepares for and conducts all local government elections, by-elections and referenda, as required, in accordance with the *Local Government Act*.
- Provides general information/research services to Council, staff and the general public; coordinates the placement of corporate advertising; maintains Council related information on the Corporate Website.
- Organizes special events such as the Inaugural Meeting and Volunteer Recognition.
- Receives and processes all incoming and outgoing mail for the Corporation.

## Objectives

- Provision of administration and support services to facilitate democratic decision making on civic issues related to Delta.
- Provision of past and current information in a timely and accurate manner.

## Measures

- Coordination of Regular Council Meetings, Public Hearings, Council Workshops, and Advisory Committee Meetings.
- Processing of bylaws, agreements, Freedom of Information requests, correspondence, and mail.
- Administration of Corporate Records Management Program.
- Preparation and conduct of General Local Government Elections.





# ACCOMPLISHMENTS

- 2011 Local Government Election for Offices of Mayor, Councillor and School Trustee.
- Transition and implementation of new Municipal/Community Archives.
- Continued development and performance for electronic distribution of Council Meeting Agenda packages.
- Continued development and implementation of Corporate Records Management Program.
- Ongoing progress of Records Classification System and Retention Schedule in Central Filing.
- Maintaining Corporate Correspondence Tracking System.
- Managed procedure for secure corporate records destruction.
- Continued upgrades to Bylaw and Agreements database.
- Commenced review of Council Procedure Bylaw and Board of Variance Bylaw.



# PARKS, RECREATION AND CULTURE

The Parks, Recreation and Culture (PR&C) Department develops, coordinates and delivers parks, recreation and culture services and programs in a way that promotes awareness and interest in healthy lifestyles through participation in recreational activities and volunteer opportunities. The Department works closely with community groups, service clubs, and not-for-profit organizations to further enhance the services provided.

## Programs and Services

PR&C provides introductory recreational activities and a wide range of instructional programs that are affordable and accessible for all. Services are provided to residents through municipally operated facilities that include pools, arenas, community centres, arts centres, senior centres and fitness centres.

The Department provides the management direction for parks. These parks include a wide range of elements, including sports fields, tennis courts, playgrounds, picnic areas, water play, pathways/trails, washrooms, boat launches, lacrosse boxes, horticultural display, natural areas, and vegetation.

In addition to these programs and services, PR&C is responsible for all corporate building operations, municipal emergency social services, as well as administration of the two municipal cemeteries and the Ladner Harbour Boat Basin.

The Department works closely with Council and the Parks, Recreation and Culture Commission.

The Department is divided into the following areas:

## Director's Office

The Director's office is responsible for leading, shaping, and delivering parks, recreation and cultural services, through the direction of Council and in conjunction with the senior management team. Engaging community partners in the delivery and improvement of services ensures that the Department is forward looking.

## Parks and Planning Services

This section is responsible for the planning and developmental changes of buildings, parks and open space systems. This section prepares concept and construction drawings. This section also provides graphic support to other municipal departments.

Initiatives are often undertaken with various individuals and community organizations. Staff in this area has developed maintenance standards that are declarations of service to our community in a wide variety of areas. That same tool is used by our Operational staff to plan and budget how the operations resources will be dispensed.

This work unit is also responsible for the park use permits and policies regarding park use.





# PARKS, RECREATION AND CULTURE

## Community Recreation Services

This section is responsible for the development and delivery of community recreation and cultural programs, special events, and facility management, including facility rentals.

The major facilities in these areas are:

- North Delta Recreation Centre
- South Delta Recreation Centre
- Sungod Recreation Centre
- Ladner Leisure Centre
- Ladner Community Centre
- Winskill Aquatic & Fitness Centre
- McKee House Seniors' Recreation Centre
- Kennedy House Seniors' Recreation Centre
- North Delta and Tsawwassen Cemeteries
- Ladner Harbour
- Pinewood Recreation Centre
- Kin House
- Sunbury Hall
- Firehall Centre for the Arts
- ArtSpace
- Tsawwassen Arts Centre
- Municipal Hall

The programs delivered by this section include:

- Arts and Cultural Programs
- Fitness Programs
- Aquatic Programs
- Arena Programs
- Community Recreation Programs
- Special Events
- Seniors Support
- Burial Services
- Boat Moorage

## Objectives

- Provide information and reports to Council and the Parks, Recreation and Culture Commission on new initiatives or changes to the departments business.
- Deliver recreational and community, arts and cultural activities in an affordable manner.
- Ensure safe and enjoyable programs.
- Undertake and complete capital program initiatives, including all civic building lifecycle projects as well as all park lifecycle projects.
- Plan and implement any major capital projects as approved by Council.
- Work with community organizations on community initiated programs and determine what level of municipal support may be available for that program.
- Create department policies and bylaws that support service deliveries.
- Generate rental contracts, licence agreements and renewals.
- Ensure that civic buildings are operated to a set standard of care and within safety regulations.
- Reduce Delta's carbon emissions from civic buildings through energy efficient programs.
- Ensure all municipal owned, community occupied buildings have a standard and current licence or lease.
- Implement phased building system replacement programs at the municipal recreation and parks facilities.
- Implement a building refreshment program to compliment the Building Lifecycle Program.
- Develop and administer Fee for Service Contracts with Social and Cultural Agencies.
- Promote active living and healthy lifestyle choices.



# PARKS, RECREATION AND CULTURE

## Measures

- Secure Council approvals for new initiatives or business changes.
- Program/Activity delivery at a level equal to or better than the previous year.
- Engage a large percentage of the population into the programs and activities and to have that population repeat their experience.
- Deliver projects on time and on budget.
- Ensure that the civic buildings remain in good condition and operate efficiently.
- To see community initiatives realized.
- Reduction in Green House Gas emissions and electrical consumption.
- Licence and Lease Agreements executed.
- Facility Use Contracts in place.
- Executed Fee for Service Contracts.
- Increased activity and participation in health and wellness programs.
- Safe, enjoyable recreation programs and parks.
- Clean, enticing buildings and spaces.





# ACCOMPLISHMENTS

- In excess of one million paid admissions to recreational facilities.
- Over 25,000 persons participating in recreational or cultural programs or classes.
- Sungod Recreation Centre Fitness Expansion Grand Opening.
- Water Play Park at Diefenbaker Park Completion and Opening.
- Forest for Our Future Grand Opening.
- Ladner Skate Park Grand Opening.
- Delta Sport Development Centre Grand Opening.
- Delta Archives/Edgar Dunning Reading Room Grand Opening.
- Executed or renewed over 20 Agreements for use of Delta facilities.
- Undertook over 100 Corporate, Community and Special Events, including – Annual Tour de Delta, Delta Triathlon, Polar Bear Swim, Community Festivals, Tournaments, and Seasonal Facility Events.
- Little House Alcohol and Drug Addiction Recovery Society Ground Breaking.
- Kensington Community Garden Ground Breaking.
- South Delta Gymnasium Conversion and Opening.
- South Delta Recreation Centre Lobby Upgrades.
- Community Engagement – North Delta Area Plan Meetings, North Delta Recreation Centre Design Charette, Ladner Sports Field Expansion, John Oliver Park Master Plan Design, Universal Change-room Concept, Emergency Social Services Seminars and Forums.
- Capital Programs Completed – Ladner Leisure Centre GHG Reductions, Low E Ceiling installations at North Delta Recreation Centre and South Delta Recreation Centre, Ladner Outdoor Pool Electrical Upgrades, Kin House HVAC Replacement, Ladner Leisure Centre Soft Joint Replacement, Winskill Aquatic and Fitness Centre Main Pool Re-grout and Soft Joint, Tilbury Brine Line Repair, Winskill Locker Replacement, Refrigeration Systems Upgrades and Hockey Board Reconstruction.



# POLICE

Pursuant to Section 26 of the *Police Act* the responsibilities of a municipal police department are to enforce laws, maintain law and order and prevent crime. From a firm foundation in traditional policing, our department has moved forward into a proactive community based service, with a “no call too small” mandate that encompasses ownership, problem solving and decentralization. As the department has evolved into a leadership organization, services continue to be enhanced through our Intelligence Led, Community Based, Accountability Driven Policing Model.

The Delta Police Department vision is “Delta, a Safer and Better Community through Excellence in Policing” and our mission is:

“Serving Delta through value-based leadership, professionalism and community partnerships that; instill public trust and confidence, reduce crime and its impact and maintain Safety and order.”

We are guided by our core values of Honour, Integrity, Courage and Trust. The programs, services and accomplishments are a result of our commitment to our mission, vision and core values.

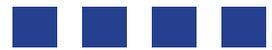
## **Programs and Services**

The mission of the department is:

“Delivering excellence in policing, through community partnerships that maintain order, promote safety and reduce crime.”

The department is committed to sustaining peace and order and delivering excellence in policing through the constant flow of relevant information, enhanced technology and continued partnership with the community. The changing nature of crime, demographic shifts and increasing costs in law enforcement continue to place strains on service delivery. Strategic planning, integration of leadership attributes and a strategic plan review process that allows for continuous monitoring, assessing and improvement provide the direction for the department. Crime analysis, intelligence management and targeted enforcement and response are all integral to the most effective deployment of our resources. Our core values; Honour, Integrity, Courage and Trust are intrinsic to the department and aid in maintaining public trust and confidence.

Operational front-line enforcement and criminal investigative services are supplemented by support strategies and initiatives from School Liaison Officers, the Integrated K-9 Section, the Traffic Section, the Municipal Integrated Emergency Response Team and Forensic Identification Services. Community Health Intervention Program, Commercial Vehicle Inspection Program, Street Crime Unit and the Criminal Intelligence Section provide additional support. Police communications, education and awareness and administration continue to be enhanced through our Media Relations, Community Police Stations, Communications Centre, Technology Services, Victim Services and Information Services Section. Our Training and Human Resources Sections provide for continuous development and improvement to service and the safety of our members and the community. A wealth of resources is provided through our many volunteer programs.



# POLICE

## Community Partnerships

DPD works very closely with many agencies and stakeholder groups to provide the best possible service to the community.

- Delta Chamber of Commerce, Ladner Business Association, Scott Road Business Association.
- Business Watch.
- Restaurant Watch.
- ICBC (Speed Watch, Lock out Auto Crime, SARS – stolen vehicle checks).
- Delta Police Youth Advisory committee (Delta School District).
- VIRSA the Indo-Canadian youth group.
- BC Integrated Gang Task Force.
- South Fraser Tactical Troop.
- Municipal Integrated Emergency Response Team.
- Integrated K-9 Unit.
- Combined Forces Special Enforcement Unit.
- Integrated Road Safety Unit.
- Justice Institute of BC.
- Integrated Municipal Police Auto Crime Unit.
- Port Intelligence Unit.
- Developed and implemented the Violence Suppression Team.
- Integrated Border Enforcement Team.
- Canadian Police Research Centre.
- All Corporation departments.
- Fraser Health.
- Delta Assist.
- Boys and Girls Club.
- Kwantlen Polytechnic University Criminology Advisory Committee.

## Objectives

Our 2011-2014 Strategic Plan identified the following Strategic Goals:

- Leadership from everyone.
- Facilities enhancement.
- Delta Roads: Safest in BC.
- Strategic Crime Reduction.
- Innovative Specialization Services.
- Leading Edge Technology.

## Measures

- Key to strategic planning is the continuous gathering and sharing of information through a two-way communication process.
- In order to strengthen strategic planning linkages, development of action plans and accountability structures are identified through communication to and from a cross-section of internal and external sources.

## Looking Inwards

- Implemented Acting Inspector positions in Professional Standards and Human Resources.
- Enhanced the Critical Incident Stress Management program.
- Held quarterly “Chat with the Chief” sessions.
- Staffing levels are at full complement.
- Chief Cessford was awarded the Order of Merit by the Governor General of Canada.
- One member will be receiving the Medal of Bravery by the Governor General of Canada.
- Brought in the first Victim Services Canine response dog in Canada.
- Introduced “Challenge Coins” for members to trade with other law enforcement and armed forces services.



# ACCOMPLISHMENTS

## Drug Trafficking Files

DPD goes to great lengths to keep drugs out of our communities. In 2011, the results of our drug investigations include:

- “Project 640” resulted in charges against 6 individuals with 7 counts of PPT, 13 counts of trafficking, 1 count of breach of undertaking.
- Sixteen undercover “buys” targeting drug trafficking in North and South Delta.
- 17 marijuana grow operation search warrants executed.
- Over 3.5 million dollars in marijuana plants and equipment seized.
- Two homes were seized under civil forfeiture valued at \$600,000 each in relation to drug investigations.

## Major Crimes

### SZENDRI HOMICIDE

First degree murder charges were laid against a young offender for the murder of Laura Szendrei. Trial is set to begin August 2012.

### O’SOUP HOMICIDE

In July 2011, police were called to a suspicious death. Two weeks after the incident, police arrested and charged the victim’s common-law spouse, 36-year-old Beatrice Thomas with second degree murder. The trial will begin sometime in 2013.

### LALLY (Murder for Hire)

In February 2010 the Major Crime Section entered into an investigation where a 43-year-old married women wanted to kill a co worker and her mother-in-law. After a long investigation, Amarjit Lally was arrested and charged with two counts of Counseling to Commit Murder, for which she received a 7 year jail term.

## Strategic Planning

In June of 2010, a cross section of the organization along with external community stakeholders gathered for a 2-day, intense brainstorming and planning session to identify future trends and challenges as well as opportunities for Delta Police Department and the community to enhance public safety. The session resulted in six Strategic Goals that will guide department activities over the next three years. The complete document totals over 60 pages of action steps to accomplish the following.

### Our Strategic Goals:

#### Delta Roads: Safest in B.C.

Traffic Safety is a concern for all that live, work and travel through Delta. With a large seaport, BC Ferries terminal and a growing industrial park, Delta has a diverse mixture of vehicles sharing our roads. Delta Police Department is committed to making our roads safe for everyone through a number of initiatives including:

- Developing a Selective Traffic Enforcement Plan (STEP) as a road map for Traffic Safety Initiatives, Operational Plans and Special Events.
- Enhancing traffic safety education in partnership with DPD Media Section, School Liaison Officers and Patrol.
- Implementing Intelligence-led analysis of traffic collisions and statistical reviews to assist with targeted enforcement, education and safety initiatives.
- Ensuring appropriate resource levels exist to complement current and upcoming projects.
- Developing best practice and Major Case Management guidelines for fatal and serious collisions involving criminal code offences.



# ACCOMPLISHMENTS

## Strategic Crime Reduction

Delta Police believe in intelligence-led policing. It is not enough to simply react to crime; police must think and act strategically to stop criminal activity before it happens. Some high level goals for Strategic Crime Reduction include:

- Enhancing communications to the public to deliver timely information regarding current trends and topics (identity theft, luring, fraud scams, internet safety, etc.).
- Identifying additional training opportunities for members and civilians in Major Case Management and enhanced police tactics.
- Ensuring intelligence-led programs (COMPSTAT, Chronic Offenders) are using the most appropriate technology.
- Increasing the number of Block Watch communities throughout Delta.
- Utilizing Reserve Constables and Volunteers in crime reduction strategies.

## Innovative Specialized Services

Delta Police are proud of the specialized services offered to the communities in Delta. The last strategic plan resulted in the development of the Community Health Intervention Program, specialized crime reduction teams and the introduction of Caber, Canada's first trauma dog used to help victims of crime. Moving forward, Delta Police continues to develop services to improve operations both internally and for the public including:

- Establishing a Domestic Violence Unit.
- Exploring opportunities for strategic integration with outside agencies.
- Working with non-police agencies to develop topical forums on crime reduction including bullying and domestic violence, resources for immigrants and programs for youth in the community.
- Establishing a Delta-wide Block Watch program.

## Leading Edge Technology

Technology is in a constant state of development. New technologies have changed how police respond to criminal activity. Investigations become increasingly complex as new forms of communications and information sharing are developed. Delta Police is seeking to ensure we equip our staff with the appropriate tools to fight crime and ensure we meet the needs of the public we serve. There are a number of operational and administrative goals in planning our investment into new technology which include:

- Developing an integrated approach to information systems software to ensure timely and accurate information for investigations and administration.
- Implementing digital fingerprint technology.
- Investing in crime scene and collision analysis equipment including thermal imaging and laser scan technology.
- Continuing to integrate with outside agencies in data and information sharing.



# ACCOMPLISHMENTS

## Leadership From Everyone

Developing strong leaders is a contemporary issue for many organizations throughout Canada. Delta Police believes that being a leadership organization takes continual work and commitment to developing leaders. We expect every member, civilian and volunteer to behave as a leader and have re-committed to this philosophy. Every section of the department has identified similar goals including:

- Making resources available to those who show interest in promotion and professional development.
- Establishing succession planning programs in all areas of the department.
- Establishing inter-departmental mentorship programs.
- Providing junior members with new opportunities during investigations.
- Offering training in a number of areas with a focus on leadership development.

## Facilities Enhancement

The Delta Police Department continues to grow in size as a reflection of the communities of Delta. With growth comes the need for space; and paramount to quality policing is the need for appropriate accommodations for training, operations and administration of police services. Plans for capital facilities include:

- Developing an enhanced training facility for use-of-force and weapons training and re-qualification.
- Determining the appropriate timelines and feasibility of a new Headquarters building.
- Ensuring spatial needs for all sections are identified and improved to maintain effective work flow.
- Researching the feasibility of off-site Professional Standards office.

Every section in the department is responsible for developing and implementing a number of action steps to help achieve the six strategic goals. Over the course of the next three years, the action steps will be examined on a quarterly basis to ensure accountability to the plan. For Delta Police, it is not enough simply to create a plan; following through and accomplishing our set-out goals is the most important element of what we do.





# PROPERTY USE & COMPLIANCE

The Property Use and Compliance Division reports directly to the CAO. It is responsible for the enforcement of bylaws, the Delta Community Animal Shelter (including animal control enforcement), business licencing, building inspections services, the Secondary Suite Program, and permits related to soil deposits on agricultural lands.

## Programs and Services

The Property Use and Compliance Division is made up of a number of sections including:

- The Bylaw Enforcement Section which proactively initiates investigations, and also responds to citizen's complaints in order to promote the orderly use of land and compliance with municipal bylaws. This section is also responsible for the enforcement and issuing of permits and licences related to Business Licences, Secondary Suites, and Agricultural Soil Deposits .
- The Animal Control Section which operates the Delta Community Animal Shelter, provides care for abandoned or surrendered animals, issues dog licences, and enforces bylaws related to domestic animals.
- The Building Inspection Section which issues permits and provides inspections services and the enforcement of the Building/Plumbing Bylaw and the BC Building Code.

## Objectives

- To achieve compliance with municipal bylaws so as to protect the rights of residents and meet municipal objectives.

## Bylaw Enforcement

- Council adoption of a new Enhancement of Property Bylaw, and Bylaw Inspectors increased proactive enforcement of unsightly property issues.
- Council adoption of amendments to the Business Licencing Bylaw, and Bylaw Inspectors increased proactive enforcement of this bylaw.
- Council adoption of the new Soil Deposit Bylaw related to agricultural properties and increased monitoring of soil deposit sites to assure compliance with the new bylaw.
- Increased public awareness and public presentations, both at public venues and on public television, related to the Secondary Suite Program.

## Animal Control

- Enhancement of both the Annual Animal Expo and education programs for children in public and private schools.
- Developing standards and a training program for Animal Control Officers throughout the province by collectively working with other municipal animal shelter managers.

## Building Inspection

- Council adoption of amendments to the Delta Building/Plumbing Bylaw.
- Increased enforcement of construction projects and permits that are not completed in a timely manner.
- Continued to provide both building and plumbing inspections related to new construction, renovations, new business licence applications and took enforcement action on construction with a building permit.

## Measures

- Number of Bylaw Enforcement and Animal Control calls for service.
- Number of dog licenses issued.
- Number of building inspections.



# ACCOMPLISHMENTS

## Bylaw Enforcement

- Opened 3,506 bylaw files during 2011, an increase of 335 files from the previous year.
- Began enforcing parking and towing of vehicles in 2011, resulting in the removal of many unlicensed vehicles on municipal roadways.
- Business Licencing revenue increased compared to 2010 by \$125,200, as a result of a Bylaw Inspector conducting Business Licence verifications throughout Delta.
- Enforcement action also resulted in a \$13,000 increase in Bylaw Notices related to non compliance of the Bylaw throughout Delta.
- In 2011, 343 Occupancy Permits were issued to the owners of Secondary Suites, while 251 suite owners decided to decommission suites rather than meet the standards approved by Council.
- Received approximately 1,000 applications to legalize suites, at the end of 2011.
- At year end 1,300 property owners had signed Statutory Declarations, while 3,527 property owners were paying double utility fees.
- A shift in responsibility for the issuing of Soil Deposit Permits for agriculturally zoned properties was made late in 2011 from Community Planning to Property Use and Compliance. Six Soil Deposit Permits were issued late in 2011, and a new soil deposit bylaw was drafted and approved by the province.

## Animal Control

- Construction began with the aquisition of property for a new animal shelter.

## 2011 Statistics

- **Number of animals accepted at shelter**  
708 (778 in 2010)
- **Dog tags sold**  
7,940 (7,230 in 2010)
- **Dog licencing revenue (\$ )**  
\$226, 006 (\$198,982 in 2010)
- **Number of requests for service**  
1,847 (2,175 in 2010)
- **Number of bylaw tickets issued**  
189 (135 in 2010)

## Animal Expo

- The third annual Delta Community Animal Expo increased in popularity in 2011.
- Hosted 38 vendors ranging from Vancouver Aquarium Marine Mammal Rescue Program to other lower mainland based rescue groups.
- Show stage welcomed dog trainer Amber Cottle, BC Guide Dogs, Delta Police Department Dog Squad, Little Paws Agility, Paws 2 Dance, Canadian Disaster Response Team and a Pet Look-A-Like Contest!
- The event welcomed in excess of 1,500 visitors and was a fun and educational day.

## Dog Bite Prevention

- One program that has become a building block in our education program is the “Be A Tree” presentation. In 2011 DCAS attended schools, children’s clubs and other events to teach dog bite safety to elementary school aged children. In total we began the process of a safe community by speaking to over 800 Delta children.

## Building Inspection

- Increase staff complement to decrease delays in inspection services.







# 2012 FINANCIAL PLAN



## 2012 FINANCIAL PLAN

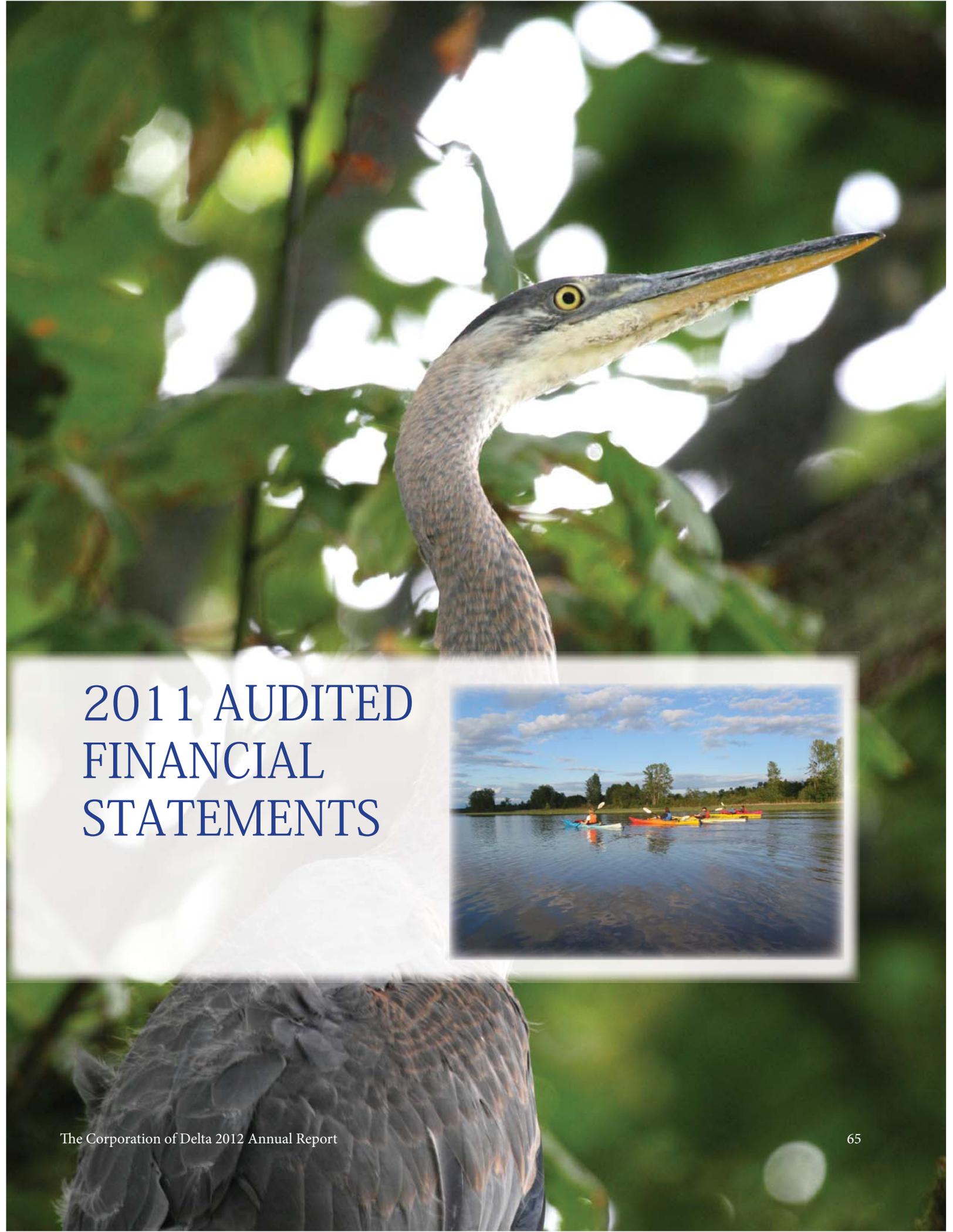
EXPENDITURES SUMMARY	2011 BUDGET	2012 BUDGET	INCREASE (DECREASE) Over 2011
	\$	\$	\$
<b>OPERATING</b>			
Mayor and Council	777,000	792,500	15,500
Office of Chief Administrative Officer	490,500	490,000	(500)
Clerks	1,648,500	1,501,000	(147,500)
Legal Services	2,483,000	2,536,000	53,000
Office of Climate Action and Environment	620,000	698,500	78,500
Property Use and Compliance	2,532,000	3,076,500	544,500
Community Planning and Development	4,092,500	4,099,000	6,500
Engineering	19,402,500	18,466,500	(936,000)
Finance	6,767,500	7,159,500	392,000
Fire and Emergency Services	22,054,500	22,486,500	432,000
Human Resources and Corporate Planning	1,905,500	2,260,000	354,500
Parks, Recreation and Culture	26,131,000	26,235,000	104,000
Police	31,216,500	33,085,000	1,868,500
Fiscal	9,409,500	7,244,000	(2,165,500)
Utilities	33,076,000	33,934,000	858,000
E-Comm	1,800,000	1,600,000	(200,000)
	164,406,500	165,664,000	1,257,500
<b>CAPITAL</b>			
Civic Buildings	1,020,000	1,020,500	500
Engineering/Utilities	27,974,500	21,676,000	(6,298,500)
Finance	858,500	1,628,500	770,000
Fire and Emergency Services	100,000	1,408,000	1,308,000
Parks, Recreation and Culture	850,500	1,399,500	549,000
Police	537,000	1,043,000	506,000
Major Projects	17,343,000	7,100,000	(10,243,000)
Corporate	10,000,000	10,000,000	-
Capital Projects Carried Forward Provision	26,500,000	30,500,000	4,000,000
	85,183,500	75,775,500	(9,408,000)
<b>TOTAL EXPENDITURES</b>	<b>249,590,000</b>	<b>241,439,500</b>	<b>(8,150,500)</b>

## 2012 FINANCIAL PLAN

REVENUES SUMMARY	2011 BUDGET	2012 BUDGET	INCREASE (DECREASE) Over 2011
	\$	\$	\$
<b>OPERATING</b>			
Clerks	126,000	6,000	(120,000)
Legal Services	654,000	699,500	45,500
Office of Climate Action and Environment	8,000	84,000	76,000
Property Use and Compliance	677,500	2,141,500	1,464,000
Community Planning and Development	1,873,000	1,162,000	(711,000)
Engineering	4,318,500	3,339,500	(979,000)
Finance	269,000	235,500	(33,500)
Fire and Emergency Services	85,000	85,000	-
Human Resources and Corporate Planning	186,500	187,000	500
Parks, Recreation and Culture	6,710,500	7,262,000	551,500
Police	3,592,000	3,992,500	400,500
Fiscal	12,943,000	10,640,000	(2,303,000)
Utilities	33,076,000	33,934,000	858,000
	64,519,000	63,768,500	(750,500)
<b>CAPITAL</b>			
Civic Buildings	-	-	-
Engineering/Utilities	23,990,000	15,406,500	(8,583,500)
Finance	635,000	1,410,000	775,000
Fire and Emergency Services	100,000	1,350,000	1,250,000
Parks, Recreation and Culture	590,000	938,000	348,000
Police	478,000	984,000	506,000
Major Projects	17,343,000	7,100,000	(10,243,000)
Corporate	10,000,000	10,000,000	-
Capital Projects Carried Forward Provision	26,500,000	30,500,000	4,000,000
	79,636,000	67,688,500	(11,947,500)
<b>TOTAL REVENUES BEFORE TAX DRAW</b>	<b>144,155,000</b>	<b>131,457,000</b>	<b>(12,698,000)</b>
<b>TAX DRAW</b>	<b>105,435,000</b>	<b>109,982,500</b>	<b>4,547,500</b>
<b>TOTAL REVENUES</b>	<b>249,590,000</b>	<b>241,439,500</b>	<b>(8,150,500)</b>

## 2012 FINANCIAL PLAN

TAX DRAW	2011 BUDGET	2012 BUDGET	INCREASE (DECREASE) Over 2011
	\$	\$	\$
<b>OPERATING</b>			
Mayor and Council	777,000	792,500	15,500
Office of Chief Administrative Officer	490,500	490,000	(500)
Clerks	1,522,500	1,495,000	(27,500)
Legal Services	1,829,000	1,836,500	7,500
Office of Climate Action and Environment	612,000	614,500	2,500
Property Use and Compliance	1,854,500	935,000	(919,500)
Community Planning and Development	2,219,500	2,937,000	717,500
Engineering	15,084,000	15,127,000	43,000
Finance	6,498,500	6,924,000	425,500
Fire and Emergency Services	21,969,500	22,401,500	432,000
Human Resources and Corporate Planning	1,719,000	2,073,000	354,000
Parks, Recreation and Culture	19,420,500	18,973,000	(447,500)
Police	27,624,500	29,092,500	1,468,000
Fiscal	(3,533,500)	(3,396,000)	137,500
E-Comm	1,800,000	1,600,000	(200,000)
	99,887,500	101,895,500	2,008,000
<b>CAPITAL</b>			
Civic Buildings	1,020,000	1,020,500	500
Engineering/Utilities	3,984,500	6,269,500	2,285,000
Finance	223,500	218,500	(5,000)
Fire and Emergency Services	-	58,000	58,000
Parks, Recreation and Culture	260,500	461,500	201,000
Police	59,000	59,000	-
Major Projects	-	-	-
Corporate	-	-	-
	5,547,500	8,087,000	2,539,500
<b>TOTAL TAX DRAW</b>	<b>105,435,000</b>	<b>109,982,500</b>	<b>4,547,500</b>



# 2011 AUDITED FINANCIAL STATEMENTS



## TREASURER'S REPORT

Mayor and Council  
The Corporation of Delta

As the Treasurer for the Corporation of Delta, I am pleased to submit the 2011 Audited Financial Statements for the Corporation of Delta pursuant to section 167 of the *Community Charter*. These Financial Statements are general-purpose statements and are intended to fairly present the financial results for the year and meet the needs of a variety of users. The supplementary schedules provide additional information on the activities of the Corporation.

The preparation and presentation of the financial information is the responsibility of the Management of the Corporation. Judgment and estimates have been used in its preparation and all efforts have been made to ensure a careful evaluation has been made of all available information. The Corporation maintains a system of internal control designed to safeguard the assets of the Corporation and produce reliable financial information. This system is routinely evaluated and revised to ensure effective controls are maintained.

The external auditors, BDO, conducted an independent examination in accordance with generally accepted auditing standards and have expressed their opinion that the consolidated financial statements present fairly, in all material respects, the financial position of the Corporation of Delta as at December 31, 2011. BDO reported on the consolidated financial statements as required by the *Community Charter* to the Mayor's Standing Committee on Finance. The Committee meets regularly in order to oversee the finances of the municipality.

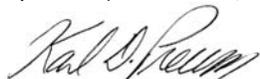
In accordance with Section 167(2) of the *Community Charter*, these statements must be prepared in accordance with the generally accepted accounting principals as recommended by the Public Sector Accounting Board (PSAB). These standards have been established by the Canadian Institute of Chartered Accountants to bring consistency of financial reporting by all local, provincial and federal governments.

One of the primary responsibilities of the Treasurer is to manage the assets and provide overall financial stability to the municipality. The specific duties include preparation and monitoring of the operating and capital budgets, levying and collection of taxes and utilities, processing payroll and accounts payable, purchases of goods and services, managing risk, development and maintaining financial systems and producing financial reports in a timely manner for decisions to be made by Council and departments.

The overall financial results of the Corporation were positive and within budget expectations for 2011. The accumulated surplus increased by \$13 million and equity remains healthy at \$107 million. The debt is steadily decreasing and was at \$11.2 million at the end of 2011. No new debt has been issued since 2003 and the municipality is expected to be debt free by 2022. Capital projects totalled \$38 million in 2011. Delta received over \$23 million in federal, provincial and other stimulus funding in 2010/2011 for infrastructure projects.

Finally, I would like to thank Mayor and Council and all the departments and organizations that contributed to the Corporation's overall success in 2011. We are committed to providing sound financial management and providing long range planning to meet the needs of the Corporation. For 2012, we will continue to work towards financial stability and enhancing the services to the citizens of Delta to make our community a great place to live, work and play.

Respectfully submitted,



Karl D. Preuss, CA  
Treasurer/Director of Finance



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Fax: 604 688 5132  
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www.bdo.ca

BDO Canada LLP  
600 Cathedral Place  
925 West Georgia Street  
Vancouver BC V6C 3L2 Canada

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## Independent Auditor's Report

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### To the Mayor and Council of the Corporation of Delta

We have audited the accompanying consolidated financial statements of the Corporation of Delta, which comprise the Consolidated Statement of Financial Position as at December 31, 2011, and the Consolidated Statement of Operations, Changes in Net Financial Assets and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements present fairly in all material respects, the financial position of the Corporation of Delta as at December 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



**Other Matter**

The consolidated financial statements of the Corporation of Delta for the year ended December 31, 2010 were audited by another firm of chartered accountants who expressed an unmodified opinion on those financial statements on May 16, 2011.

*BDO Canada LLP*

Chartered Accountants

Vancouver, British Columbia  
June 18, 2012

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31	2011	2010 (restated)
<b>Financial Assets</b>		
Cash and Cash Equivalents (Note 2)	\$ 13,456,479	\$ 24,599,990
Accounts Receivable (Note 3)	24,821,408	19,788,144
Portfolio Investments (Note 4)	131,975,241	111,032,736
Land Held for Resale	23,695	48,888
	170,276,823	155,469,758
<b>Liabilities</b>		
Accounts Payable (Note 5)	11,541,842	13,662,872
Other Liabilities (Note 6)	22,670,045	19,638,780
Deferred Revenue (Note 7)	5,276,040	3,985,048
Deferred Development Cost Charges (Note 8)	26,289,656	26,398,464
Long Term Lease (Note 10)	530,000	565,000
Long Term Debt (Note 9)	11,162,061	18,507,148
	77,469,644	82,757,312
<b>Net Financial Assets</b>	<b>92,807,179</b>	<b>72,712,446</b>
<b>Non Financial Assets</b>		
Tangible Capital Assets (Note 12)	688,868,337	672,226,997
Inventories	768,776	806,316
Prepays	1,126,261	826,496
Other Assets (Note 11)	649,737	623,999
<b>Accumulated Surplus (Note 13)</b>	<b>\$ 784,220,290</b>	<b>\$ 747,196,254</b>

Commitments and Contingencies (Note 16)



KARL D. PREUSS, CA, Treasurer (Director of Finance)

## CONSOLIDATED STATEMENT OF OPERATIONS

For the years ended December 31	2011 Budget (unaudited)	2011	2010 (restated)
<b>Revenues</b>			
Taxation and Grants in Lieu (Schedule 1)	\$ 109,568,500	\$ 110,193,176	\$ 106,321,783
Government Grants and Transfers (Schedule 2)	23,040,500	17,234,294	8,167,622
Sale of Services (Schedule 3)	54,139,500	54,990,632	53,114,777
Licenses, Permits, Fees and Penalties (Schedule 4)	4,065,000	5,035,934	5,019,293
Contributions	485,000	1,775,372	2,998,039
Investment Income	1,350,000	2,375,058	1,909,352
Actuarial Earnings on Debt	-	4,170,279	3,383,609
Development Cost Charges (Note 8)	2,833,500	2,833,500	1,087,000
Landfill Royalties	2,100,000	2,341,714	2,037,627
MFA Surplus Distribution	1,056,000	1,378,513	466,344
Gain on Disposal of Tangible Capital Assets	-	5,184,351	-
Contributed Tangible Capital Assets	3,000,000	1,314,598	60,835
Other (Schedule 5)	2,003,000	2,338,394	2,332,377
	203,641,000	211,165,815	186,898,658
<b>Expenses</b>			
General Government	26,338,500	23,388,141	22,615,964
Protective Services	54,271,000	54,445,639	52,313,705
Engineering, Public Works and Transportation	29,611,500	29,217,145	28,665,879
Water and Sewer	31,056,500	30,753,476	30,046,624
Environmental Health and Solid Waste	5,527,500	5,074,562	5,154,376
Community Planning and Development	4,092,500	3,668,081	4,161,047
Parks, Recreation and Culture	27,028,000	27,594,735	27,339,802
Loss on Disposal of Tangible Capital Assets	-	-	1,330,724
	177,925,500	174,141,779	171,628,121
<b>Annual Surplus</b>	25,715,500	37,024,036	15,270,537
<b>Accumulated Surplus, beginning of year</b>	747,196,254	747,196,254	731,925,717
<b>Accumulated Surplus, end of year</b>	772,911,754	\$ 784,220,290	\$ 747,196,254

## CONSOLIDATED STATEMENT OF NET FINANCIAL ASSETS

For the years ended December 31	2011 Budget (unaudited)	2011	2010 (restated)
<b>Annual Surplus</b>	<b>\$ 25,715,500</b>	<b>\$ 37,024,036</b>	<b>\$ 15,270,537</b>
Amortization of Tangible Capital Assets	18,500,000	18,720,557	18,156,549
Acquisition of Donated Tangible Capital Assets	(3,000,000)	(1,314,598)	(60,835)
Acquisition of Tangible Capital Assets	(85,183,500)	(36,562,895)	(35,410,470)
Loss (Gain) on Disposal of Tangible Capital Assets	-	(5,184,351)	1,330,724
Proceeds from Disposal of Tangible Capital Assets	-	7,699,947	182,694
Changes in Inventories	-	37,540	(16,800)
Changes in Prepays	-	(299,765)	429,489
Changes in Other Assets	-	(25,738)	140,590
<b>Increase in Net Financial Assets</b>	<b>(43,968,000)</b>	<b>20,094,733</b>	<b>22,478</b>
<b>Net Financial Assets, beginning of year</b>	<b>72,712,446</b>	<b>72,712,446</b>	<b>72,689,968</b>
<b>Net Financial Assets, end of year</b>	<b>\$ 28,744,446</b>	<b>\$ 92,807,179</b>	<b>\$ 72,712,446</b>

## CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31	2011	2010 (restated)
Cash provided by (used in):		
<b>Operating Transactions</b>		
Annual Surplus	\$ 37,024,036	\$ 15,270,537
Non-cash charges to operations		
Amortization of tangible capital assets	18,720,557	18,156,549
Donation of tangible capital assets	(1,314,598)	(60,835)
Loss (Gain) on disposal of equipment	(5,184,351)	1,330,724
Decrease (increase) in non-cash financial assets		
Accounts receivable	(5,033,264)	(4,417,095)
Increase (decrease) in non-cash short-term financial liabilities		
Accounts payable	(2,121,030)	3,009,539
Other liabilities	3,031,265	2,780,202
Other assets	(287,963)	553,280
Deferred revenue	1,290,992	(623,757)
Deferred development cost charges	(108,808)	1,667,076
	1,804,456	7,386,340
Cash provided by operating activities	46,016,836	37,666,220
<b>Capital Transactions</b>		
Acquisition of tangible capital assets	(36,562,895)	(35,410,470)
Proceeds of disposition of tangible capital assets	7,699,947	182,694
Cash used in capital activities	(28,862,948)	(35,227,776)
<b>Investing Transactions</b>		
Net purchase of investments	(20,942,505)	(8,456,800)
Proceeds from sale of land	25,193	8,744
Cash used in investing activities	(20,917,312)	(8,448,056)
<b>Financing Transactions</b>		
Long term debt retired	(7,345,087)	(5,212,303)
Long term lease retired	(35,000)	(35,000)
Cash used in financing activities	(7,380,087)	(5,247,303)
<b>Decrease in Cash and Cash Equivalents</b>	(11,143,511)	(11,256,915)
<b>Cash and Cash Equivalents, beginning of year</b>	<b>24,599,990</b>	<b>35,856,905</b>
<b>Cash and Cash Equivalents, end of year</b>	<b>\$ 13,456,479</b>	<b>\$ 24,599,990</b>
Supplemental cashflow information:		
Interest paid	\$ 2,933,889	\$ 3,861,285

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

## 1. Significant Accounting Policies

These consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards using guidelines established by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants. The significant accounting policies are summarized as follows:

### a) Basis of Consolidation:

The consolidated financial statements of the Corporation reflect a combination of the municipality's general revenue, water, sewer, solid waste and reserve funds. The Ladner Harbour Authority is consolidated as it is a wholly owned municipal entity and all interfund transactions, fund balances and activities have been eliminated.

### b) Basis of Accounting

The consolidated financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the creation of a legal obligation to pay.

### c) Government Transfers

Government transfers are recognized in the consolidated financial statements in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met and reasonable estimates of the amounts can be made. Transfers received for which expenditures have not yet been incurred are included in deferred revenue. Government grants may be received for both capital and operating activities.

### d) Cash and Cash Equivalents

Cash and Cash Equivalents include fixed return financial instruments maturing within 90 days of when purchased. They are highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value. Cash and Cash Equivalents do not include any of the Corporation's administered Trust Funds.

### e) Portfolio Investments

Investments are recorded at cost, adjusted for amortization of premiums or discounts. Provision for losses are recorded when they are considered to be other than temporary. At various times during the term of each individual investment, market value may be less than cost. Such declines in value are considered temporary for investments with known maturity dates as they generally reverse as the investments mature and therefore an adjustment to market value for these market declines is not recorded. These investments do not include any of the Corporation's administered Trust Funds.

### f) Accounts Receivable

Accounts receivable are net of an allowance for doubtful accounts and therefore represent amounts expected to be collected within the next year.

### g) Development Cost Charges

Development cost charges are restricted by legislation to expenditures on capital infrastructure. These amounts are deferred upon receipt and recognized as revenue when the expenditures are incurred in accordance with the restrictions.

### h) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the annual surplus, provides the consolidated change in net financial assets for the year.



# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

## **i) Tangible Capital Assets**

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to the acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

Buildings	10 to 45 years
Vehicles	3 to 15 years
Pooled Assets	3 to 30 years
Machinery and Equipment	10 years
Land Improvements	15 to 35 years
Water Infrastructure	30 to 75 years
Sewer Infrastructure	30 to 100 years
Drainage Infrastructure	30 to 150 years
Roads Infrastructure	15 to 60 years

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also recorded as revenue. Natural resources are not recognized as assets in the financial statements. Assets under construction are not amortized.

## **j) Inventory**

Inventory is recorded at cost, net of allowances for obsolete stock. Cost is determined on a weighted average basis.

## **k) Deferred Revenues**

Receipts which are restricted by legislation of senior governments or by agreement with external parties are deferred and reported as deferred revenues. The amounts will be recognized as revenue in the year in which the expenditures are incurred. The municipality defers a portion of permits, licenses and other fees and recognizes this revenue in the year in which related services are performed or other related expenditures are incurred. (Notes 6, 7 and 8).

## **l) Revenue Recognition**

Revenue is recorded on the accrual basis and is recognized when earned. Revenue unearned in the current period is reported on the Statement of Financial Position as deferred revenue or refundable deposits. Annual levies for non-optional municipal services based on property assessments are recorded in the year they are levied. Levies imposed by other taxing authorities are not included as property tax revenue. Charges for garbage, recycling, water and sewer are recorded as sale of services. A gain or loss on the disposal of tangible capital assets is recorded when the municipality disposes or replaces tangible capital assets. The proceeds collected are offset by the net book value at the time of disposition. Contributed assets are recorded at fair market value at time of transfer of ownership to the municipality. Investment income is recorded on an accrual basis and recognized as earned.

## **m) Use of Estimates**

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions. These affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of accrued sick benefits and retirement liabilities, collectability of accounts receivable, useful lives of tangible capital assets and provisions for contingencies. The amounts recorded for tangible capital assets are based on management's estimate for historical cost, useful lives and valuation for contributed assets. Actual results could differ from estimates. Adjustments, if any, will be reflected in operations in the period of settlement. The consolidated financial statements have, in management's opinion, been prepared within the framework of the above-mentioned accounting principles.

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

**n) Basis of Segmentation (Note 20)**

Municipal services have been segmented by grouping services that have similar service objectives (by function). Revenues that are directly related to the costs of the function have been attributed to each segment. Interest is allocated based on the purpose of the specific borrowing.

**o) Employee Future Benefits**

The municipality and its employees make contributions to the Municipal Pension Plan and the employees accrue benefits under this plan based on service. The municipality's contributions are expensed as incurred. Sick leave benefits and retirement benefits are also available to the municipality's employees.

## 2. Cash and Cash Equivalents

Cash and Cash Equivalents as at December 31 were comprised as follows:

	<u>2011</u>	<u>2010</u>
Cash	\$ 13,456,479	\$ 24,599,990

## 3. Accounts Receivable

	<u>2011</u>	<u>2010</u>
Taxes	\$ 4,079,166	\$ 4,054,748
Utilities	4,028,588	3,831,420
Trade	16,936,098	12,092,663
	25,043,852	19,978,831
Less: Allowance for doubtful accounts	(222,444)	(190,687)
	\$ 24,821,408	\$ 19,788,144

## 4. Portfolio Investments

Portfolio Investments as at December 31 were comprised of:

	<u>2011</u>	<u>2010</u>
Chartered Bank bonds, bankers acceptances, strip coupons, notes	\$ 113,409,893	\$ 92,467,388
Provincial Government bonds, coupons, notes	5,065,348	5,065,348
Credit Union term deposits	13,500,000	13,500,000
	\$ 131,975,241	\$ 111,032,736

Portfolio investments include federal government backed bonds and notes with effective interest rates that range from 1.2% to 4.65% (2010 - 1.01% to 5.02%) . In 2011, the average rate of return was 1.83% (2010 - 1.4%)

## 5. Accounts Payable

	<u>2011</u>	<u>2010</u>
Trade	\$ 8,906,241	\$ 10,796,087
Holdback	855,253	1,325,894
Other Government	1,780,348	1,540,891
	\$ 11,541,842	\$ 13,662,872

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

## 6. Other Liabilities

	<u>2011</u>	<u>2010</u>
Wages and Benefits	\$ 2,321,298	\$ 2,031,240
Accrued Benefits and Retirement Allowances	10,048,948	7,380,558
Legal Liabilities	562,000	562,000
Tax Sale	69,569	79,660
Prepaid Utilities	530,124	496,005
Prepaid Taxes	9,046,613	9,011,665
Other	91,493	77,652
	<u>\$ 22,670,045</u>	<u>\$ 19,638,780</u>

## 7. Deferred Revenue

Deferred revenue represents revenues that 1) are collected but not earned as of December 31, 2011. These revenues will be recognized in future periods as they are earned. 2) Funds received from external parties for specified purposes. These revenues are recognized in the period in which the related expenses are incurred.

Local improvements are geographically localized projects that are interim financed by the municipality. The costs are recovered from the benefiting property owners and interest rates and term are established at the onset of the process.

	<u>2011</u>	<u>2010</u>
Local Improvements	\$ 263,557	\$ 300,561
Deferred TransLink Funding	2,955,051	2,331,440
Deferred Traffic Fine Revenue	644,105	-
Prepaid Recreational Fees	594,198	484,567
Prepaid Business Licenses	616,426	584,912
Deferred Utility Flat Fees	87,677	136,580
Other	115,026	146,988
	<u>\$ 5,276,040</u>	<u>\$ 3,985,048</u>

## 8. Deferred Development Cost Charges

Development Cost Charges (DCC's) are collected to pay for the general capital and utility expenditures due to development. In accordance with the Community Charter, these funds must be deposited into a separate reserve fund. In accordance with PSAB recommendations, the Corporation records DCC's levied as deferred revenues. When the related expenditures are incurred, the DCC's are then recognized as revenue.

DCC's for capital costs related to:

	<u>2011</u>	<u>2010</u>
Drainage	\$ 4,920,330	\$ 5,579,696
Roads	9,131,817	8,361,752
Open Space	5,708,978	5,018,108
Water	2,951,766	3,171,136
Sewer	3,576,765	4,267,772
	<u>26,289,656</u>	<u>26,398,464</u>
Deferred DCC's, beginning of the year	\$ 26,398,464	\$ 24,731,388
Transfers to the capital program	(2,833,500)	(1,087,000)
DCC's levied for the year	2,246,967	2,398,655
Interest allocated	477,725	355,421
Deferred DCC's, end of the year	<u>\$ 26,289,656</u>	<u>\$ 26,398,464</u>

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

## 9. Long Term Debt

Debenture debt principal is reported net of sinking fund balances and interest expense is reported net of sinking fund earnings. The Corporation carries no debt for others. The total debt issued and outstanding as at December 31, 2011 was \$11,162,061 (as at December 31, 2010-\$18,507,148) and bears interest ranging from 5.55% to 7.17% (2010-5.49% to 8.34%).

Sinking Fund debentures outstanding balance:

Bylaw	Rate	Maturity	Original Debenture	Equity in Sinking fund	Balance, December 31, 2011	Balance, December 31, 2010	Interest Paid during the year
<b>Recreation Debt</b>							
4572 (Ladner)	various	2012	3,000,000	(3,000,000)	-	225,624	96,020
4887 (Ladner)	various	2013	2,900,000	(2,750,795)	149,205	437,041	115,290
4571 (ND)	various	2014	8,500,000	(8,263,388)	236,612	1,061,017	307,728
4708 (SD)	various	2014	4,350,000	(4,200,796)	149,204	647,791	221,777
5760(Sungod)	various	2022	6,200,000	(2,212,965)	3,987,035	4,270,989	317,595
5761(Sungod)	various	2022	2,000,000	(713,860)	1,286,140	1,377,738	102,450
<b>Total Recreation Debt</b>			<b>26,950,000</b>	<b>(21,141,804)</b>	<b>5,808,196</b>	<b>8,020,200</b>	<b>1,160,860</b>
<b>Drainage Debt</b>							
4739	various	2013	1,240,000	(1,240,000)	-	201,648	68,270
4854	various	2013	500,000	(455,239)	44,761	65,556	25,500
4853	various	2014	1,565,000	(1,402,990)	162,010	223,075	70,368
5003	6.86	2014	1,358,500	(1,358,500)	-	386,543	93,125
5004	6.86	2014	407,000	(407,000)	-	115,806	27,900
5161	6.97	2014	1,490,500	(1,164,796)	325,704	424,101	103,843
5162	6.97	2014	308,000	(240,696)	67,304	87,637	21,458
4583	various	2015	2,000,000	(1,926,785)	73,215	174,899	63,170
5326	6.97	2016	770,000	(502,496)	267,504	313,611	53,808
5417	various	2017	1,300,000	(806,454)	493,546	569,392	73,778
5527	5.55	2018	235,000	(125,886)	109,114	121,877	10,928
5808	5.93	2021	1,745,000	(1,745,000)	-	1,163,092	51,739
5883	6.06	2022	1,000,000	(1,000,000)	-	711,210	30,300
6016	5.49	2023	1,000,000	(288,790)	711,210	753,765	54,910
<b>Total Drainage Debt</b>			<b>14,919,000</b>	<b>(12,664,632)</b>	<b>2,254,368</b>	<b>5,312,212</b>	<b>749,097</b>
<b>Sewer Debt</b>							
4582	7.00	2011	80,000	(80,000)	-	6,113	2,802
4246	various	2013	374,000	(374,000)	-	38,023	5,270
4581	various	2013	1,250,000	(1,250,000)	-	84,064	38,522
5007	6.86	2014	737,000	(737,000)	-	209,703	50,521
5166	7.17	2015	165,000	(118,052)	46,948	57,322	11,831
5324	6.99	2016	550,000	(358,925)	191,075	224,008	38,434
5416	6.99	2016	100,000	(65,259)	34,741	40,729	6,988
<b>Total Sewer Debt</b>			<b>3,256,000</b>	<b>(2,983,236)</b>	<b>272,764</b>	<b>659,962</b>	<b>154,368</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

9. Long Term Debt, continued							
Bylaw	Rate	Maturity	Original Debt	Equity in Sinking fund	Balance, December 31, 2011	Balance, December 31, 2010	Interest Paid during the year
Water Debt							
4407	various	2013	528,000	(528,000)	-	77,162	26,823
4578	various	2013	750,000	(750,000)	-	92,460	28,943
4579	various	2013	440,000	(411,651)	28,349	96,149	23,723
4580	various	2013	302,500	(290,937)	11,563	66,103	13,403
4736	various	2013	896,000	(896,000)	-	161,136	42,495
4737	various	2013	595,000	(573,365)	21,635	130,020	25,955
4856	8.50	2013	535,000	(455,176)	79,824	116,909	45,475
4406	various	2014	1,127,500	(1,127,500)	-	124,414	39,995
5005	6.86	2014	715,000	(715,000)	-	203,443	49,013
5006	various	2014	1,771,000	(1,602,521)	168,479	503,914	122,266
5163	7.17	2015	731,500	(523,362)	208,138	254,129	52,449
5164	7.17	2015	1,376,000	(984,478)	391,522	478,034	98,659
5165	various	2016	616,000	(427,145)	188,855	226,937	43,774
5319	6.99	2016	300,000	(195,777)	104,223	122,186	20,964
5320	6.99	2016	550,000	(358,925)	191,075	224,008	38,434
5322	6.99	2016	401,500	(262,016)	139,484	163,526	28,057
5414	various	2016	1,100,000	(681,924)	418,076	482,232	62,240
5413	various	2017	450,000	(278,697)	171,303	197,536	25,351
5415	various	2017	550,000	(342,609)	207,391	239,547	31,790
5526	5.55	2018	1,070,000	(573,184)	496,816	554,929	49,755
Total Water Debt			14,805,000	(11,978,267)	2,826,733	4,514,774	869,564
			\$ 59,930,000	\$ (48,767,939)	\$ 11,162,061	\$ 18,507,148	\$ 2,933,889

The following amounts are principal, sinking fund and interest payable over the next five years:

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Water	\$ 853,782	\$ 813,514	\$ 744,589	\$ 577,662	\$ 411,935
Sewer	81,901	81,901	81,901	75,985	65,080
Drainage	649,995	603,245	523,228	299,985	293,376
Parks, Recreation and Culture	992,022	864,522	646,294	606,329	606,329
Total	\$ 2,577,700	\$ 2,363,182	\$ 1,996,012	\$ 1,559,961	\$ 1,376,720

### 10. Long Term Lease

Long Term Lease Payable represents future payments for the improvements made to the Ladner Leisure Centre. Terms of repayment include annual payments of \$35,000 for the next 5 years and a balloon payment of \$390,000 in 2016.

### 11. Other Assets

	<u>2011</u>	<u>2010</u>
Local Improvements	263,557	300,562
Ladner Harbour Infrastructure	386,180	323,437
	\$ 649,737	\$ 623,999

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

### 12. Tangible Capital Assets

	Balance December 31 2010 (restated)	Additions	Disposals	Balance December 31 2011
<b>Cost</b>				
Land	\$ 199,384,022	\$ 4,081,430	\$ (1,446,463)	\$ 202,018,989
Buildings	75,259,996	9,585,003	-	84,844,999
Vehicles	19,505,710	1,659,231	(1,011,389)	20,153,552
Machinery and Equipment	8,267,203	807,920	(763,859)	8,311,264
Land Improvements	14,900,899	729,238	(27,855)	15,602,282
Waterworks	103,281,199	3,019,188	(390,414)	105,909,973
Sewer Mains	87,150,289	934,680	(70,195)	88,014,774
Pooled Assets	29,175,424	1,909,303	(4,089,939)	26,994,788
Drainage Infrastructure	181,344,624	7,391,893	(99,895)	188,636,622
Roads Infrastructure	260,651,350	8,796,046	(638,682)	268,808,714
Leased Assets	79,574	-	-	79,574
Work in Progress	16,622,196	(1,036,439)	(443,098)	15,142,659
<b>Total Cost</b>	<b>\$ 995,622,486</b>	<b>\$ 37,877,493</b>	<b>\$ (8,981,789)</b>	<b>\$ 1,024,518,190</b>
<b>Accumulated Amortization</b>				
Buildings	\$ 28,658,065	\$ 1,849,727	\$ -	\$ 30,507,792
Vehicles	11,761,477	1,524,157	(984,696)	12,300,938
Machinery and Equipment	4,834,354	601,147	(744,534)	4,690,967
Land Improvements	7,732,778	603,052	(27,855)	8,307,975
Waterworks	33,007,850	1,533,507	(273,691)	34,267,666
Sewer Mains	37,153,467	1,339,731	(56,054)	38,437,144
Pooled Assets	15,101,640	2,263,929	(4,089,939)	13,275,630
Drainage Infrastructure	60,837,546	2,610,425	(47,872)	63,400,099
Roads Infrastructure	124,264,104	6,377,199	(241,552)	130,399,751
Leased Assets	44,208	17,683	-	61,891
<b>Total Accumulated Amortization</b>	<b>\$ 323,395,489</b>	<b>\$ 18,720,557</b>	<b>\$ (6,466,193)</b>	<b>\$ 335,649,853</b>
<b>Net Book Value</b>				
Land	\$ 199,384,022	\$ 4,081,430	\$ (1,446,463)	\$ 202,018,989
Buildings	46,601,931	7,735,276	-	54,337,207
Vehicles	7,744,233	135,074	(26,693)	7,852,614
Machinery and Equipment	3,432,849	206,773	(19,325)	3,620,297
Land Improvements	7,168,121	126,186	-	7,294,307
Waterworks	70,273,349	1,485,681	(116,723)	71,642,307
Sewer Mains	49,996,822	(405,051)	(14,141)	49,577,630
Pooled Assets	14,073,784	(354,626)	-	13,719,158
Drainage Infrastructure	120,507,078	4,781,468	(52,023)	125,236,523
Roads Infrastructure	136,387,246	2,418,847	(397,130)	138,408,963
Leased Assets	35,366	(17,683)	-	17,683
Work in Progress	16,622,196	(1,036,439)	(443,098)	15,142,659
<b>Total Net Book Value</b>	<b>\$ 672,226,997</b>	<b>\$ 19,156,936</b>	<b>\$ (2,515,596)</b>	<b>\$ 688,868,337</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

### 13. Accumulated Surplus

	2011	2010 (restated)
Equity in Tangible Capital Assets	\$ 677,176,276	\$ 653,154,849
Unappropriated Surplus		
General	10,926,174	8,892,126
Water	3,476,165	3,313,316
Sewer	4,664,866	4,429,169
Solid Waste	2,763,267	1,834,107
	21,830,472	18,468,718
Statutory Reserves		
Capital Projects	88,293	86,706
Equipment Replacement	8,575,885	7,829,947
Ladner Parking	241,824	237,478
Parks & Public Lands	3,071,887	5,101,159
Tax Sale	123,563	121,342
	12,101,452	13,376,632
Non-Statutory Reserves		
Capital Works Financing Fund	12,206,940	10,861,828
Payroll Benefits & Allowances	5,561,410	5,051,334
Designated Capital (Work in Progress)	13,447,956	14,255,283
Gateway	5,098,811	-
Drainage & Irrigation	2,287,813	1,962,487
Emergency	500,000	500,000
Elections	-	120,000
Environment	197,571	110,881
Habitat	93,200	108,200
Insurance	3,520,000	3,520,000
Landfill	628,103	628,108
Landscaping	269,897	206,378
Other	461,207	462,014
Recreation	1,811,793	1,770,509
Recycling/Solid Waste	716,220	716,220
Road Restoration	5,205,726	5,104,313
Sewer	10,108,375	7,904,127
Water	10,997,068	8,914,373
	73,112,090	62,196,055
Total Reserves	85,213,542	75,572,687
<b>Total Accumulated Surplus</b>	<b>\$ 784,220,290</b>	<b>\$ 747,196,254</b>

# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

## 14. Trust Funds

These funds have been created to hold assets, which must be administered as directed by agreement or statute for certain beneficiaries. In accordance with Public Sector Accounting Board (PSAB) recommendations, trust funds are not included in the Corporation's consolidated financial statements. Trust funds administered by the Corporation are as follows:

	2011	2010
North Delta Cemetery Trust Fund	\$ 17,701	\$ 17,426
South Delta Cemetery Trust Fund	816,030	789,702
Deposits from Development Agreements and other	8,385,847	7,440,841
	\$ 9,219,578	\$ 8,247,969

## 15. Retirement Allowances, Vacation, Compensated Absences and Other

Under the retirement allowance plan, qualifying employees become entitled to a cash payment upon retirement, death or termination under certain conditions. The amount of \$10,039,183 (2010 - \$7,382,588) has been accrued to provide for the contractual leave liability. The estimated total liability as at December 31 is as follows:

	2011	2010
Vacation Leave	\$ 3,184,542	\$ 2,849,059
Gratuity Leave/Float Time	2,453,709	2,484,149
Overtime	750,319	715,020
Retiring Allowances	6,512,941	5,946,595
	\$ 12,901,511	\$ 11,994,823

## 16. Commitments and Contingencies

I. The Corporation, as a member of the Greater Vancouver Water District, the Greater Vancouver Sewage and Drainage District, and the Greater Vancouver Regional District, is jointly and severally liable for the net capital liabilities of these districts.

II. The Corporation and its employees contribute to the Municipal Pension Plan ("the pension plan"), a jointly trusted pension plan. The Board of Trustees, representing pension plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of benefits. The pension plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 173,000 active members and approximately 63,000 retired members. Active members include approximately 35,000 contributors from local governments.

Every three years an actuarial valuation is performed to assess the financial position of the pension plan and the adequacy of pension plan funding. The most recent valuation as at December 31, 2009 indicated an unfunded liability of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012 with results available in 2013. Defined contribution plan accounting is applied to the Plan as the Plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Plan assets and cost to individual entities participating in the Plan.

The Corporation of Delta paid \$7,945,382 (2010 - \$7,581,788) for employer contributions to the pension plan in fiscal 2011, while employees contributed \$ 6,541,959 (2010 - \$5,827,234) to the plan in fiscal 2011.

III. In the ordinary course of business, claims are asserted or made against the Corporation, and it is currently involved in various legal actions. The outcome of these actions cannot be determined at this time. A provision has been made in the accounts for any likely unfavorable outcome of these actions. The amount of any loss in excess of the provision and insurance coverage will be recorded when determinable.



# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

## 17. Basis of Segmented Reporting

The Corporation has adopted the Public Sector Accounting Board recommendation requiring financial information to be provided on a segmented basis. Municipal services have been segmented by grouping activities that have similar service objectives (by function). Revenues that are directly related to the cost of the function have been attributed to each segment. Expenditures reported for each segment include an allocation of internal equipment charges based on departmental usage of equipment. Interest is allocated to functions based on the purpose of the specific borrowing.

Municipal Services are provided by departments and have been separately disclosed as follows:

### **General Government**

General Government includes the Clerks Office, the Office of the Chief Administrative Officer, Finance, Human Resources and Corporate Planning, Legal Services and all other legislative services.

### **Protective Services**

The Police Department is responsible for the safety of lives and property of citizens, to preserve peace and order, to prevent crimes from occurring, to detect offenders, and to enforce the law.

The Fire Department is responsible for fire suppression, fire prevention programs, training and education related to prevention.

### **Engineering, Public Works and Transportation**

The Engineering Department is responsible for the roads, transportation networks, drainage, street lighting, parking, snow removal, bridges, fleet maintenance and all related traffic services and administration.

### **Community Planning**

The Community Planning Department manages urban development businesses and residents through municipal planning and community development. It ensures quality of building construction through enforcement of building codes and standards. It facilitates development by providing approval on development plans, zoning bylaws and building permit applications.

### **Parks, Recreation and Culture**

The Parks, Recreation and Culture Department provides public service that contributes to neighbourhood development and sustainability through the provision of recreational and leisure programs. It provides services that contribute to the healthy living of the community through partnerships, promotion, and preventative education.

### **Environmental Health and Solid Waste**

The Environmental Health section is responsible for the protection and enhancement of the environmental values of the municipality through education, enforcement, bylaw development, complaint investigation and response to incidents. The solid waste program is responsible for garbage collection and recycling.

### **Utilities**

The Utilities include the water and sewer functions. The water program provides drinking water to the citizens of the municipality through its network of pipes; the sewer program is responsible for collecting disposal and transporting of sewage to the regional disposal facilities.



## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2011

### 18. Prior Period Adjustment

As a result of information that became available in 2011, it was determined that a land asset acquired prior to 2010 had not been inventoried on adoption of the new tangible capital asset accounting rules. These financial statements retroactively adjust this error. The adjustment increased the 2010 tangible capital assets by \$7,500,000 and the Equity in Capital Assets by \$7,500,000. The asset was contributed from a third party.

	2010 (restated)	2010 (previously reported)
Net Financial Assets	72,712,446	72,712,446
Tangible Capital Assets	672,226,997	664,726,997
Inventories	806,316	806,316
Prepays	826,496	826,496
Other Assets	623,999	623,999
Accumulated Surplus	747,196,254	739,696,254

### 19. Comparative Figures

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

## NOTE 20 - SEGMENTED INFORMATION

For the Year ending December 31, 2011	General Government	Protective Services	Engineering, Public Works & Transportation	Community Planning	Parks, Recreation & Culture	Environmental Health/Solid Waste	Utilities	Total
Taxation and Grants in Lieu (Schedule 1)	\$ 18,959,176	\$ 49,653,000	\$ 19,068,500	\$ 2,219,500	\$ 19,681,000	\$ 612,000	\$ -	\$ 110,193,176
Government Grants and Transfers (Schedule 2)	140,267	2,000,701	14,086,306	-	884,483	122,537	-	17,234,294
Sale of Services (Schedule 3)	1,541,561	2,160,003	2,643,502	44,305	6,970,784	4,922,993	36,707,484	54,990,632
Licenses, Permits, Fees and Penalties (Schedule 4)	1,613,904	194,361	722,147	2,480,444	17,548	841	6,689	5,035,934
Contributions	1,186,756	49,577	97,801	5,400	430,088	-	5,750	1,775,372
Investment Income	2,375,058	-	-	-	-	-	-	2,375,058
Actuarial Earnings on Debt	4,170,279	-	-	-	-	-	-	4,170,279
Development Cost Charges (Note 8)	488,000	-	1,415,000	-	-	-	930,500	2,833,500
Landfill Royalties	2,341,714	-	-	-	-	-	-	2,341,714
MFA Surplus Distribution	1,378,513	-	-	-	-	-	-	1,378,513
Gain on Disposal of Capital Assets	5,184,351	-	-	-	-	-	-	5,184,351
Contributed Tangible Capital Assets	1,314,598	-	-	-	-	-	-	1,314,598
Other (Schedule 5)	1,171,556	30,370	270,874	-	456,993	408,601	-	2,338,394
<b>Total Revenue</b>	<b>41,865,733</b>	<b>54,057,642</b>	<b>38,033,256</b>	<b>4,749,649</b>	<b>27,983,903</b>	<b>5,658,371</b>	<b>37,650,423</b>	<b>211,165,815</b>
Wages, Salaries & Benefits	14,048,815	47,018,279	11,264,945	3,367,807	17,801,778	508,514	3,016,019	97,026,157
Materials & Supplies	516,862	2,155,993	3,165,612	34,287	1,690,919	78,951	790,591	8,433,216
Repairs & Maintenance	610,500	364,756	1,591,990	14,584	1,298,115	8,037	518,730	4,406,712
Services	3,374,429	804,972	691,281	106,526	488,717	157,444	429,657	6,053,026
Leases and Rentals	25,909	632,017	564,641	1,166	287,959	-	310,288	1,821,980
Library	3,008,767	-	-	-	-	-	-	3,008,767
Utilities	309,981	398,107	1,080,714	11,829	1,827,554	2,668	226,109	3,856,962
Garbage & Recycling	6,625	8,171	9,955	-	1,864	4,233,291	24	4,259,930
Regional District Charges	-	-	-	-	-	-	18,902,582	18,902,582
Other	2,261,778	525,645	524,556	19,949	699,157	2,767	19,294	4,053,147
Municipal Equipment Charges	(3,623,289)	1,486,234	(1,144,559)	111,933	1,561,385	82,889	2,190,261	664,854
Interest Charges	-	-	749,096	-	1,160,860	-	1,023,932	2,933,889
Amortization of Tangible Capital Assets	2,847,764	1,051,464	10,718,914	-	776,428	-	3,325,987	18,720,557
<b>Total Expenses</b>	<b>23,388,141</b>	<b>54,445,639</b>	<b>29,217,145</b>	<b>3,668,081</b>	<b>27,594,735</b>	<b>5,074,562</b>	<b>30,753,476</b>	<b>174,141,779</b>
<b>Excess of Revenues over Expenses</b>	<b>\$ 18,477,592</b>	<b>\$ (387,997)</b>	<b>\$ 8,816,111</b>	<b>\$ 1,081,568</b>	<b>\$ 389,168</b>	<b>\$ 583,809</b>	<b>\$ 6,896,947</b>	<b>\$ 37,024,036</b>

# NOTE 20 - SEGMENTED INFORMATION CONTINUED

For the Year ending December 31, 2010	General Government		Engineering, Public Works & Transportation			Community Planning		Parks, Recreation & Culture		Environmental Health/Solid Waste		Utilities	Total
		\$		\$		\$		\$		\$			
Taxation and Grants in Lieu		\$ 18,298,283	\$ 46,670,500	\$ 19,844,500	\$ 1,774,000	\$ 19,142,000	\$ 592,500	\$ -		\$ 106,321,783			
Grants and Transfers from Government		587,756	1,915,447	4,496,875	12,500	1,065,294	79,750	10,000		8,167,622			
Sale of Services		1,322,284	2,639,025	2,235,048	47,746	6,453,457	4,681,610	35,735,607		53,114,777			
License, Permits, Fees and Penalties		1,414,700	200,523	936,583	2,436,235	17,153	2,564	11,535		5,019,293			
Contributions		1,270,512	61,857	177,788	-	1,485,819	-	2,063		2,998,039			
Investment Income		1,909,352	-	-	-	-	-	-		1,909,352			
Actuarial Earnings on Debt		3,383,609	-	-	-	-	-	-		3,383,609			
Development Cost Charges		-	-	917,000	-	-	-	170,000		1,087,000			
Landfill Royalties		2,037,627	-	-	-	-	-	-		2,037,627			
MFA Surplus Distribution		466,344	-	-	-	-	-	-		466,344			
Contributed Tangible Capital Assets		-	-	60,835	-	-	-	-		60,835			
Other		897,939	176,152	354,850	-	617,327	286,060	49		2,332,377			
<b>Total Revenue</b>		<b>31,588,406</b>	<b>51,663,504</b>	<b>29,023,479</b>	<b>4,270,481</b>	<b>28,781,050</b>	<b>5,642,484</b>	<b>35,929,254</b>		<b>186,898,658</b>			
Wages, Salaries & Benefits		11,900,468	44,978,810	11,402,650	3,318,151	16,578,951	493,955	2,579,673		91,252,658			
Materials & Supplies		449,298	2,297,598	2,944,069	50,852	1,877,360	82,899	774,798		8,476,874			
Repairs & Maintenance		997,811	257,693	1,336,920	24,280	1,484,724	661	406,810		4,508,899			
Services		3,543,636	748,255	523,736	123,609	586,622	152,229	491,666		6,169,753			
Leases and Rentals		144,286	660,955	614,516	473	260,918	-	225,327		1,906,475			
Library		2,903,138	-	-	-	-	-	-		2,903,138			
Utilities		344,030	418,125	1,117,777	10,489	1,828,810	3,205	241,972		3,964,408			
Garbage & Recycling		9,018	7,374	10,369	-	2,078	4,386,878	268		4,415,985			
Regional District Charges		-	-	-	-	-	-	19,034,365		19,034,365			
Other		3,382,468	578,284	437,971	13,357	787,855	3,077	12,396		5,215,408			
Municipal Equipment Charges		(3,805,734)	1,450,302	(745,834)	100,130	1,521,126	31,472	1,833,859		385,321			
Interest Charges		-	-	1,017,023	-	1,650,729	-	1,239,812		3,907,564			
Loss on Disposal of Tangible Capital Assets		1,330,724	-	-	-	760,629	-	-		1,330,724			
Amortization of Tangible Capital Assets		2,747,545	916,309	10,526,388	-	-	-	3,205,678		18,156,549			
<b>Total Expenses</b>		<b>23,946,688</b>	<b>52,313,705</b>	<b>29,185,585</b>	<b>3,641,341</b>	<b>27,339,802</b>	<b>5,154,376</b>	<b>30,046,624</b>		<b>171,628,121</b>			
<b>Excess of Revenue over Expenses</b>		<b>\$ 7,641,718</b>	<b>\$ (650,201)</b>	<b>\$ (162,106)</b>	<b>\$ 629,140</b>	<b>\$ 1,441,248</b>	<b>\$ 488,108</b>	<b>\$ 5,882,630</b>		<b>\$ 15,270,537</b>			

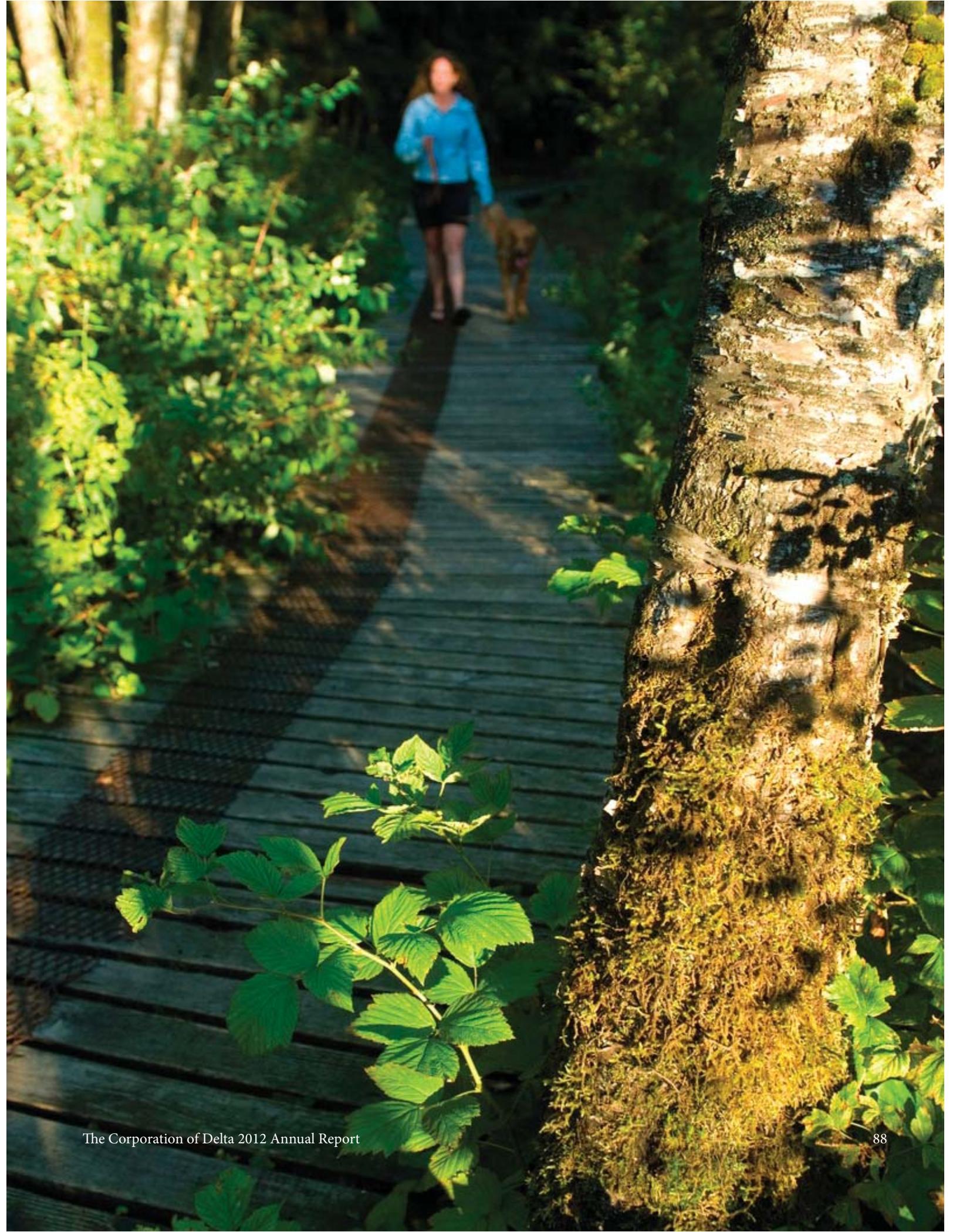
## SUPPLEMENTARY INFORMATION

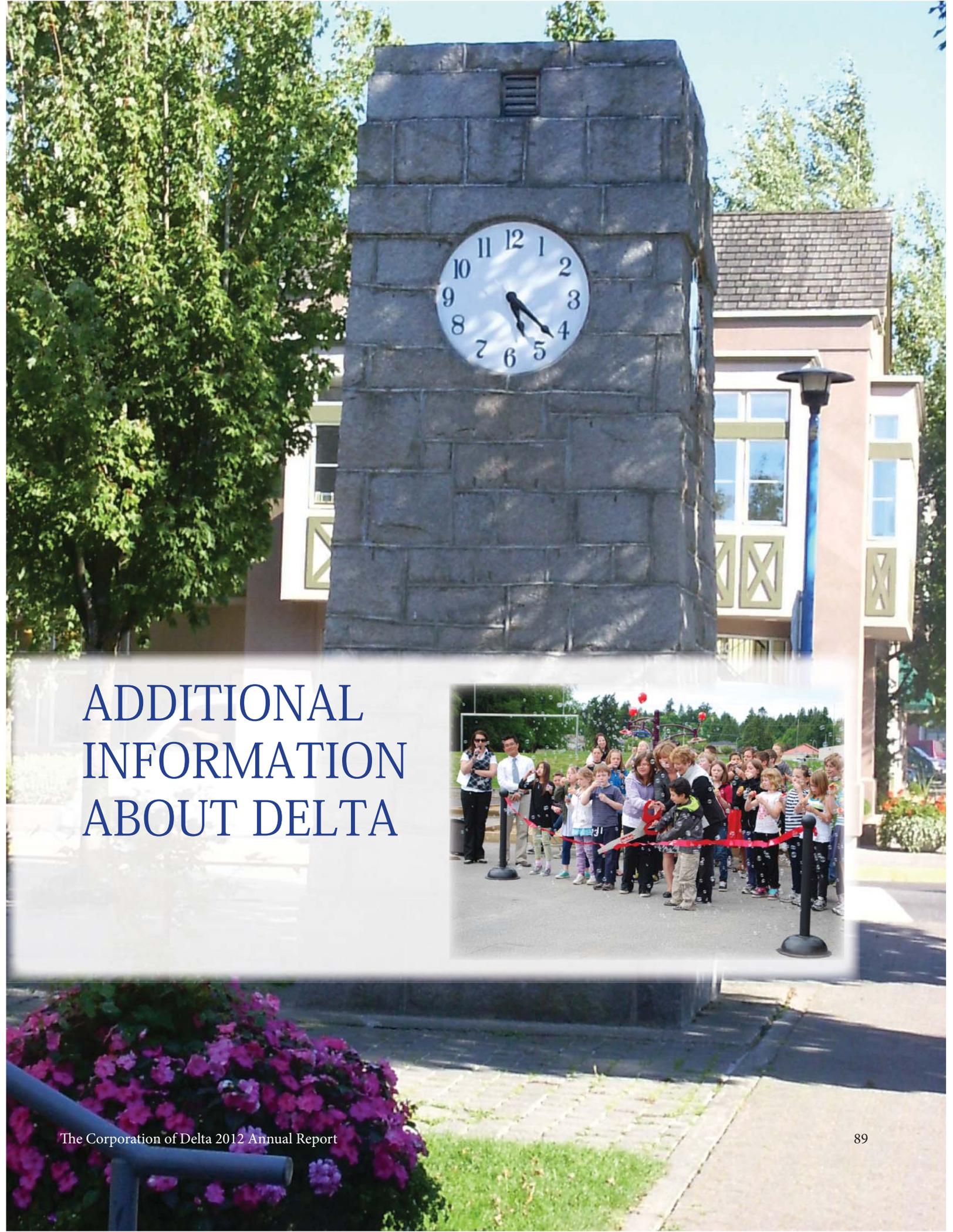
For the years ending December 31

	2011 Actual	2010 Actual	2009 Actual
<b>Schedule 1 - Revenues from Taxation and Grants in Lieu (Unaudited)</b>			
General Taxation & Debt Levy	\$ 99,858,754	\$ 95,053,419	\$ 88,775,965
Special Assessments	1,941,610	2,495,465	2,800,989
Payments in Lieu	3,261,637	3,201,891	3,214,528
Utilities and Ports Compensation	683,081	674,120	657,364
Other Taxes	4,448,095	4,896,888	5,370,730
	\$ 110,193,176	\$ 106,321,783	\$ 100,819,576
<b>Schedule 2 - Revenue from Government Grants and Transfers (Unaudited)</b>			
Protective & Emergency Planning	\$ -	\$ 96,644	\$ 42,024
Traffic Fine Revenue Sharing	1,856,878	1,782,303	1,782,500
Other	541,412	331,269	151,178
Provincial	821,364	1,558,141	487,292
Provincial Emergency Preparedness (PEP)	528,405	11,788	20,208
Transportation	11,058,046	3,450,420	1,735,941
Drainage	2,428,189	927,057	-
Sewer Infrastructure	-	10,000	20,000
	\$ 17,234,294	\$ 8,167,622	\$ 4,239,143
<b>Schedule 3 - Revenue from Sale of Services (Unaudited)</b>			
Water	\$ 23,828,992	\$ 22,187,458	\$ 21,774,741
Sewer	12,848,645	13,523,991	12,848,041
Solid Waste	4,922,993	4,681,610	3,973,432
Recreational Services	6,879,817	6,415,054	6,803,222
Recoverable Services	6,032,825	5,809,594	5,284,054
Other	477,360	497,070	391,861
	\$ 54,990,632	\$ 53,114,777	\$ 51,075,351
<b>Schedule 4 - Revenue from Licenses, Permits, Fees &amp; Penalties (Unaudited)</b>			
Business Licenses	\$ 1,032,880	\$ 1,014,830	\$ 1,025,482
Licenses	260,254	233,540	190,960
Building Permits	1,237,001	1,265,130	1,182,007
Soil Deposit Fees	321,205	332,354	306,595
Fines	84,078	76,675	94,592
Fees	1,061,281	1,218,594	1,241,156
Penalties	1,039,236	878,170	919,905
	\$ 5,035,934	\$ 5,019,293	\$ 4,960,697
<b>Schedule 5 - Other Revenue (Unaudited)</b>			
Rentals	\$ 1,216,450	\$ 1,246,350	\$ 1,262,826
Disposal of Equipment	41,348	47,493	139,131
Cemetery	109,702	114,958	153,460
Recycling Material	408,601	286,560	145,427
Other	562,293	637,016	864,361
	\$ 2,338,394	\$ 2,332,377	\$ 2,565,205

## SCHEDULE 6 - STATEMENT OF FINANCIAL ACTIVITIES BY FUND (UNAUDITED)

For the year ending December 31, 2011	Budget	General	Water	Sewer	Solid Waste	Total
<b>Revenues</b>						
Taxation and Grants in Lieu	\$ 109,568,500	\$ 110,193,176	\$ -	\$ -	\$ -	\$ 110,193,176
Government Grants and Transfers	23,040,500	17,234,294	-	-	-	17,234,294
Sale of Services	54,139,500	13,360,155	23,858,839	12,848,645	4,922,993	54,990,632
Licenses, Permits, Fees and Penalties	4,065,000	5,029,245	6,689	-	-	5,035,934
Contributions	485,000	1,769,622	5,750	-	-	1,775,372
Investment Income	1,350,000	2,375,058	-	-	-	2,375,058
Actuarial Earnings on Debt	-	2,572,360	1,262,920	334,999	-	4,170,279
Development Cost Charges	2,833,500	1,903,000	9,000	921,500	-	2,833,500
Landfill Royalties	2,100,000	2,341,714	-	-	-	2,341,714
MFA Surplus Distribution	1,056,000	1,378,513	-	-	-	1,378,513
Gain on Disposal of Tangible Capital Assets	-	5,184,351	-	-	-	5,184,351
Contributed Tangible Capital Assets	3,000,000	1,314,598	-	-	-	1,314,598
Other	2,003,000	1,929,997	-	-	408,397	2,338,394
	<b>203,641,000</b>	<b>166,586,083</b>	<b>25,143,198</b>	<b>14,105,144</b>	<b>5,331,390</b>	<b>211,165,815</b>
<b>Expenses</b>						
General Government	26,338,500	23,388,141	-	-	-	23,388,141
Protective Services	54,271,000	54,445,639	-	-	-	54,445,639
Engineering, Public Works and Transportation	29,611,500	29,217,145	-	-	-	29,217,145
Water and Sewer	31,056,500	-	19,983,726	10,769,750	-	30,753,476
Environmental Health and Solid Waste	5,527,500	672,332	-	-	4,402,230	5,074,562
Community Planning and Development	4,092,500	3,668,081	-	-	-	3,668,081
Parks, Recreation and Culture	27,028,000	27,594,735	-	-	-	27,594,735
	<b>177,925,500</b>	<b>138,986,073</b>	<b>19,983,726</b>	<b>10,769,750</b>	<b>4,402,230</b>	<b>174,141,779</b>
<b>Excess of Revenues over Expenses</b>	<b>25,715,500</b>	<b>27,600,010</b>	<b>5,159,472</b>	<b>3,335,394</b>	<b>929,160</b>	<b>37,024,036</b>
Change in Equity in Tangible Capital Assets						
Tangible Capital Assets Acquired	(88,183,500)	(32,739,321)	(3,755,204)	(1,382,968)	-	(37,877,493)
Amortization of Tangible Capital Assets	18,500,000	15,394,570	1,986,256	1,339,731	-	18,720,557
Gain on Disposal of Tangible Capital Assets	-	(5,184,351)	-	-	-	(5,184,351)
Proceeds on Disposal of Tangible Capital Assets	-	7,699,947	-	-	-	7,699,947
Debt payments	(3,283,000)	(5,304,849)	(1,688,040)	(387,198)	-	(7,380,087)
Increase in Investment in Tangible Capital Assets	(72,966,500)	(20,134,004)	(3,456,988)	(430,435)	-	(24,021,427)
Decrease (increase) in Reserves	44,653,500	(5,431,958)	(1,539,635)	(2,669,262)	-	(9,640,855)
Net increase (decrease) operating surplus	(2,597,500)	2,034,048	162,849	235,697	929,160	3,361,754
<b>Unappropriated Surplus, beginning of year</b>	<b>18,468,718</b>	<b>8,892,126</b>	<b>3,313,316</b>	<b>4,429,169</b>	<b>1,834,107</b>	<b>18,468,718</b>
<b>Unappropriated Surplus, end of year</b>	<b>15,871,218</b>	<b>\$ 10,926,174</b>	<b>\$ 3,476,165</b>	<b>\$ 4,664,866</b>	<b>\$ 2,763,267</b>	<b>\$ 21,830,472</b>





# ADDITIONAL INFORMATION ABOUT DELTA



# DELTA'S CLIMATE ACTION PLAN

## What is Climate Change?

Climate change is a shift in the average weather that a given region experiences. This could include measurable changes in temperature, wind patterns, precipitation and storm events over time. The earth's natural climate is always changing, but the climate change we see today is different because of both the rate of change and the magnitude.

Human activity - the burning of fossil fuels and the associated release of greenhouse gases into the atmosphere as well as large scale changes in land use- are the primary anthropogenic causes of climate change.

## Greenhouse Gases

Burning oil, coal and gas to generate electricity releases greenhouse gases/emissions into our atmosphere at a pace and volume never before experienced. These greenhouse gases are primarily water vapour, carbon dioxide, methane, ozone and nitrous oxide. Located in the atmosphere that wraps around the Earth, they trap the heat of the sun, preventing radiation from dissipating into space. This causes a "greenhouse" effect. Without a greenhouse effect, the average temperature on earth would be -18 degrees Celsius, instead of the current average of 15 degrees Celsius. Life would be impossible.

## Global Warming

The concentration of carbon dioxide has increased by 31% over the past 200 years. We have cleared more land for human use in the past 100 years than in all of human history. This has caused higher than average greenhouse gas concentrations in the atmosphere. As a result more heat is trapped in the Earth's climate system, leading to global warming. The average global temperature has increased by 0.5 degrees Celsius in the past 100 years. Globally, the last 11 of 12 years have been the warmest on record, and it is now widely accepted that climate change is more than just a temporary trend. Temperature increases over the next 100 years are expected to significantly exceed any such change over the past 10,000 years.

## What Can You Do?

### On the Go

- Maximize fuel efficiency and save money by checking your tires once a month to ensure that they are fully inflated.
- Turn off your engine to save fuel if you plan on being parked for more than one minute.
- Make use of transit or organize a carpool at work. Not only will you save money but you will avoid the stresses of driving every day.
- If you have to drive to work or school consider carpooling with your coworkers or friends. This will save you money and time where High Occupancy Vehicle (HOV) lanes exist.
- Challenge your coworkers, friends, or classmates to bike to work or school. See who can bike the most often in a given month.

### Day to Day Challenges - Kids

- Get outside and explore the many great trails and parks that exist in your community. You might be amazed at what you will see!
- Clean up garbage along local streams and shorelines when you are out and about.
- Ask your teacher to help organize a litterless lunch challenge in your class. This means that your lunch bag will only have reusable containers in it, try doing this several times a week.





# DELTA'S CLIMATE ACTION PLAN

## Day to Day Challenges – Adults

- Challenge your coworkers, friends, classmates to bike to work or school. See who can bike the most often in a given month.
- Consider the use of green home heating technologies such as solar hot water heaters. Homeowner incentive programs exist to help with the cost.
- During winter, open your drapes during the day to let natural light and heat in. Close them at night to help keep that captured heat inside.
- Conversely, close your drapes during summer days to keep your house cool.
- Turn down your thermostat at night by a couple of degrees and use extra blankets if you are cold. Installing a programmable thermostat will help you manage your home's energy use. They are easy to install and you can get one at your local hardware store.
- Wash your clothes in cold water using phosphate free laundry soap, this will save energy and will keep harmful nutrients out of rivers, lakes and the ocean.
- Install low flow shower heads and taps to save water.
- Wrap your hot water heater in a thermal layer to conserve heat and energy.
- Hang clothes to dry, not only will this save energy it also saves wear and tear on your clothing.
- Eat locally and seasonally; Delta area farmers produce many great products year round.
- Plant a garden and reap the benefits in the summer with fresh food.
- Collect rainwater in buckets or a barrel to water your garden. In Delta you can buy a rain barrel at the Municipal Hall or at any major recreation centre.
- Create a backyard compost. It's easy to do and you are left with a great product to use on your garden or in your flower pots. Also, you will divert 20-30% of your kitchen and yard waste from the landfill. The Corporation of Delta has composters available for purchase.
- Have your friends over for a clothing swap; find a new wardrobe in your friends' clothes and donate any extras.

## Day to Day Challenges - At Work

- Set your printer to automatic double sided printing. You can always change it to one sided printing if you need to print a special single sided report.
- Work with your coworkers to phase out plastic stir stick. Keep a cup of reusable spoons near the coffee machine and ask that each person clean their own spoon.
- Organize once a month locally sourced potlucks with your coworkers. Not only will this make for a social lunchtime, it may also allow for recipe sharing.
- Turn off lights when leaving a meeting room. Turn off your computer monitor when you step away from your desk. Unplug chargers when not in use.

## Community Energy Plan

The Corporation of Delta has initiated the development of a Community Energy and Emissions Plan which will help support commitments and targets made under the Mexico City Pact, BC Climate Action Charter, Delta's Official Community Plan, and Delta's Climate Change Initiative.

A Community Energy and Emissions Plan is a comprehensive review of community greenhouse gas emissions and outlines opportunities to reduce these emissions. A Community Energy and Emissions Plan addresses the types and quantity of energy used by residents and businesses and sets out practical objectives to reduce these emissions.

For more information, contact Delta's Climate Action Committee at [climatechange@corp.delta.bc.ca](mailto:climatechange@corp.delta.bc.ca) or visit the Corporation of Delta's website at [corp.delta.bc.ca](http://corp.delta.bc.ca).

# DELTA COMMUNITY ANIMAL SHELTER (DCAS)

Delta Community Animal Shelter (DCAS) took over animal control services and shelter operations from the Delta Humane Society on January 1, 2008. It services the three Delta communities of North Delta, Ladner and Tsawwassen. DCAS is a “no-kill” shelter that provides a safe temporary home with medical and emotional support to over one thousand animals each year. DCAS is a community-oriented shelter and is dedicated to providing services that positively impact the community. Some services include: community educational events, feral cat care, elementary school education, protection of animals in the community and more. Community support through volunteers, monetary donations, providing services and other forms of support are vital to ensure animals that require the most help receive it.

For more information, please visit the shelter’s website at [www.deltacommunityanimalshelter.ca](http://www.deltacommunityanimalshelter.ca).



## How to Help

### Financial Donations

Every year thousands of animals are cared for at the Delta Community Animal Shelter; including many who require surgeries, vaccination, treatment for medical conditions, worm and flea treatments and various behavioural and support training. Such care is costly, but with the help of the local Delta community and businesses, DCAS can ensure that many animals that come through its doors receive the treatment they require. Financial donations go directly to help the animals at the shelter and are tax deductible.

### Volunteer

Community involvement is vital to ensure DCAS is able to help animals in need. One of the most fun and rewarding ways to become involved is to volunteer. No previous experience is necessary as training is provided by DCAS.

## Contact Us

### Delta Community Animal Shelter

7450 80th Street,  
Delta, BC V4G 1C1

**Telephone:** (604) 940-7111

**Fax:** (604) 940-7799

**Email:** [dcas@corp.delta.bc.ca](mailto:dcas@corp.delta.bc.ca)

### Shelter Manager

Sarah Lowe

### Senior Animal Control Officer

Nick Henze



# DELTA MUSEUM AND ARCHIVES

Delta's Museum is housed in a 1912 Tudor style heritage building in the heart of Ladner. You can view both static and changing exhibits, take part in programs or volunteer at the Delta Museum. The Museum is located at 4858 Delta Street in Ladner.

The Archives recently re-located to purpose-built space thanks to stimulus funds provided by the federal and provincial governments as well as a municipal commitment. The Delta Archives and Edgar Dunning Reading Room houses both the community archives collection and the municipal archives, allowing researchers to access documents on all aspects of Delta's history in this fully accessible space. In addition, this new facility also features a reading room named in honour of the late Edgar Dunning.

The address for the Delta Archives is 4450 Clarence Taylor Crescent, adjacent to Delta Municipal Hall. The Archives entrance is at the east side of the former courthouse building and, by car, is accessed by entering the Municipal Hall parking lot of Clarence Taylor Crescent, turning right at the Health Unit and then left into the parking area. Dedicated parking for the Archives is along the north facing wall that bears the Delta Archives signage.

For further information, please visit the Delta Museum and Archives website at <http://www.deltamuseum.ca>.

## Location & Contact Information

**Delta Museum & Archives Society**  
4858 Delta Street  
Delta, BC V4K 2T8

**Telephone:** (604) 946-9322  
**Fax:** (604) 946-5791  
**Email:** [info@deltamuseum.ca](mailto:info@deltamuseum.ca)

**Delta Museum**  
4858 Delta Street, Ladner, BC

**Telephone:** (604) 946-9322  
**Fax:** (604) 946-5791

**Delta Archives**  
4450 Clarence Taylor Crescent,  
Delta, BC V4K 3W3

**Telephone:** (604) 940-3249

**Program Annex**  
4918 Delta Street,  
Ladner, BC

## Hours of Operation

**Museum**  
Tuesday - Saturday  
10:00 am - 4:30 pm

**Archives**  
Tuesday - Saturday  
10:00 am - 4:00 pm





# LIBRARIES

The George Mackie in North Delta, Ladner Pioneer and Tsawwassen libraries are part of the Fraser Valley Regional Library (FVRL) system. Delta residents have access to one of BC's largest selections of current and popular materials for all ages, with over 1.4 million items in the collection. In addition to books, you will find magazines, DVDs, CDs, maps, audio books, language learning kits, videos and newspapers.

## Library Cards are Free

Get your free library card at any Delta library. You will need valid ID and proof of your current address in Delta. Children under 13 may get their own cards but must have a parent or guardian sign their card.

## Computer Resources

Delta libraries provide computer and Internet access, including word processing and printing. Library sites are wireless enabled so that you can use your own laptop or PDA to link to the library's website and the Internet. Call or visit your local library for details.

Information Resources Available 24/7 at [www.fvrl.bc.ca](http://www.fvrl.bc.ca).

Your virtual library is always open and easily accessible from home or office.

Homework Help. Stuck on your homework assignment? Go to Live Homework Help! a free service for grade 4 - 12 students available 7 days a week. Get one-on-one help from a tutor in an online classroom. Chat, work in the interactive white board, share files and co-browse the web.

Online Catalogue. Search the library's online catalogue via the FVRL website. Place requests on items, renew materials and check on the status of your account.

## Research

Need an answer to an important question? Looking for do-it-yourself or other non-fiction materials? Get fast facts and information from licensed databases at the FVRL website, over the telephone or by visiting your local library.

## For Children

The Summer Reading Club, book talks, story times, puppet shows and performances are only some of the programs and activities offered to children at Delta libraries. Come to your local library to find out how we make reading fun!

## For Teens

Art and poetry displays, Teen Library Council, Teen Summer Reading Club, writing contests, author readings and special programs serve the interests of Delta teens. Meet a friend or meet a great book at the library!

## For Adults and Seniors

Delta libraries offer a variety of programs for adults and seniors, including book discussion groups, author readings, computer and internet training and talks on subjects as diverse as pets, gardening, travel, finance and health. Make the library your first stop for information, entertainment and lifelong learning!

## Meet at Your Library

Reserve a meeting room. Each Delta library has a meeting room available to community groups, non-profit and commercial organizations. All facilities are wheelchair accessible. For reservations, call the library during hours of operation.



# LOCATION AND HOURS OF OPERATION

## **George Mackie Library (North Delta)**

8440-112 Street  
Delta, BC V4C-4W9  
Telephone: (604) 594-8155

Mon - Thu: 10:00 am - 9:00 pm  
Fri - Sat: 10:00 am - 5:00 pm  
Sun: 11:00 am - 5:00 pm



## **Ladner Pioneer Library**

4683 - 51 Street  
Delta, BC V4K-2V8  
Telephone: (604) 946-6215

Mon-Thu: 10:00 am - 9:00 pm  
Fri - Sat: 10:00 am - 5:00 pm  
Sun: 11:00 am - 5:00 pm



## **Tsawwassen Library**

1321A - 56 Street  
Delta, BC V4L-2A6  
Telephone: (604) 943-2271

Mon - Thu: 10:00 am - 9:00 pm  
Fri - Sat: 10:00 am - 5:00 pm  
Sun: 11:00 am - 5:00 pm

# OUR ENVIRONMENT

Delta is located at the heart of the vast Fraser River Estuary ecosystem, which is bordered by the Fraser River, Roberts Bank and Boundary Bay. The estuary and its adjacent lands have global significance for various species of birds and salmon, and regional significance for wildlife biodiversity. The Fraser River is considered the most important salmon spawning river in the world. Its estuary provides valuable habitat for herring, shellfish and a variety of other aquatic species. Delta's extensive foreshore also provides recreational and aesthetic opportunities that are an integral part of Delta's community identity.

Delta is perhaps best known for its wetland, estuarine and upland habitats that support the largest wintering populations of waterfowl, shorebirds and birds of prey in Canada. Up to five million migratory birds use the Fraser River Estuary and delta as a vital stopover on the Pacific Flyway. Boundary Bay and its adjacent uplands represent the most significant migratory waterfowl and shorebird habitat on Canada's Pacific Coast.

As a result, the lands and waters of the Fraser River Estuary have received a number of noteworthy designations:

- Boundary Bay and the Ladner Marsh are provincial Wildlife Management Areas.
- The Alaksen National Wildlife Area is located on Delta's Westham Island.
- The estuary was declared an Important Bird Area in 2001, and is recognized as the most significant out of 597 such sites in Canada.
- The Fraser River foreshore and selected provincial and federally owned lands were named a Hemispheric Site in the Western Hemisphere Shorebird Reserve Network in 2004.



In addition to the Fraser River Estuary, Delta also contains important upland habitats. For example, Delta is home to one of the most significant bog ecosystems in Canada - Burns Bog. Covering approximately 3,000 hectares, Burns Bog is considered to be the largest domed peat bog in western North America and represents one of the region's most important ecological areas due to its size and variety of habitats. In 2004, approximately 2,040 hectares of Burns Bog were purchased by four levels of government and are now protected as an Ecological Conservancy Area.

Other examples of upland environments in Delta include soil-based farm fields, old-field habitat, short grass fields, shrublands, hedgerows, watercourses, ravines and woodlands. These habitats, which support a diversity of wildlife and contribute to greenspace in Delta, form a considerable portion of the Greater Vancouver Regional District's Green Zone. Many of these areas are protected as Environmentally Sensitive Areas or are part of municipal or regional parks and environmental reserves.

## Environmental Initiatives

The Corporation of Delta has initiated best management practices in its development of new facilities and open space. Consideration is made for sustainable products and methods in the construction of new buildings, fields, lighting, and planting. Major environmental initiatives include such projects as:

- Burns Bog
- Community Gardens
- Delta's Climate Change Initiative
- McKittrick Garden
- Mexico City Pact
- Pesticide Use Control Bylaw
- Proposed Soil Conservation & Protection Bylaw
- Solar Hot Water Project
- Trees for Tomorrow



# VOLUNTEER OPPORTUNITIES

Delta encourages and supports volunteerism throughout the Municipality. Meet new friends, gain skills and make a contribution to your community. Delta Parks, Recreation and Culture volunteer programs are organized by the Volunteer Coordinator, who can answer questions and match your interests with community needs. Contact the Volunteer Coordinator at (604) 946-3288 or [volunteers@corp.delta.bc.ca](mailto:volunteers@corp.delta.bc.ca).

All volunteers must be 14 years or older and will be scheduled according to availability and skills. Volunteers will be interviewed. A criminal record check and reference check will be required.

Most community groups also offer volunteer opportunities. Refer to the Community Services Directory on the Corporation of Delta's website.

## **Aquatic Volunteers**

If you are 14 or older, love the water and enjoy working with children you may want to volunteer for special events or to help out with swimming lessons. Special events happen on an occasional basis throughout the year. To assist with swim lessons, you must:

- Complete an application form;
- Be 14 years of age or older;
- Hold a Bronze Cross; and,
- Have Assistant Water Safety Instructor certification.

If you do not have proper certification, you must attend a volunteer orientation session.

Practicum students seeking to obtain hours toward Assistant Water Safety Instructor or Water Safety Instructor may be required to pay an administration fee.

Please contact the Assistant Aquatic Leaders at the site where you would like to volunteer to find out more about volunteering in aquatics.

- For Ladner Leisure Centre, call (604) 946-3309.
- For Sungod Recreation Centre, call (604) 952-3085.
- For Winskill Aquatic and Fitness center, call (604) 952-3009.
- For Specialty Splash, call (604) 946-3288.

## **Museum Volunteers**

Are you interested in local culture and history? Do you enjoy meeting others with similar interests? If you answered yes to either of these questions, then join the team of volunteers at the Delta Museum and Archives and help make history come alive!

Your community's Museum and Archives needs and appreciates your help. No experience is required as the Museum staff will provide you with the necessary training in the area(s) that suits your interests and schedule. For further information, please visit our website at [www.deltamuseum.ca](http://www.deltamuseum.ca).

## **Special Events Volunteers**

Volunteers are needed on an occasional basis to assist with various aspects of special events including set up, organization, activities and clean up. Many events, such as grand openings and recognition ceremonies occur on a one-time basis, but others require volunteers annually including:

- Tour de Delta
- Delta Triathlon

To inquire about volunteering for special events, contact the Volunteer Coordinator at (604) 946-3288 or [volunteers@corp.delta.bc.ca](mailto:volunteers@corp.delta.bc.ca).

## **Volunteers with Seniors**

- McKee Seniors' Recreation Centre
- Kennedy Seniors' Recreation Centre
- Kinsmen Recreation Centre

Delta has three seniors' recreation facilities. All three are operated by societies, which recruit, train and recognize volunteers who oversee program delivery, fundraising and a wide variety of services to seniors. You'll find many volunteer opportunities for all levels of interest, ability and commitment.

# VOLUNTEER OPPORTUNITIES

## Snow Angels Program

Our Snow Angels program assists Delta residents who need their driveway and/or sidewalk shovelled during a snowfall. Snow Angels is a partnership between the Corporation of Delta and the Kennedy and McKee Seniors' Recreation Centres, who provide volunteer coordinators and maintain a database and match the Snow Angels to the clients.

### Volunteers needed

If you would like to volunteer and you have your own shovel and transportation, contact Delta's Volunteer Coordinator at [volunteers@corp.delta.bc.ca](mailto:volunteers@corp.delta.bc.ca) or (604) 946-3288 or complete the volunteer form on the Corporation of Delta's website. Volunteers will be required to pass a Criminal Record Check with Delta Police before beginning service. The process is easy and is at no cost to the volunteer.

### Who qualifies to receive this service?

The Snow Angels service is restricted to people aged 65 and older or individuals who have physical disabilities and are living in single family homes (apartment and townhouse snow clearing is the responsibility of the landlord or strata council). Recipients of the shovelling services will not need to answer the door or converse with their Snow Angel if they do not wish to.

If you or someone you know require the services of a Snow Angel following a snowfall, please contact one of the Seniors' Recreation Centres listed below. Your name and telephone number will be taken and a coordinator will call you to receive additional details and explain the program to you.

If you need this service or know someone who does, please contact the following:

- North Delta - please call Kennedy Seniors' Recreation Centre at (604) 594-2717. Your name and number will be recorded and then passed along to the North Delta Snow Angels Coordinator.
- South Delta - please call McKee Seniors' Recreation Centre at (604) 946-1411. Your name and number will be recorded and then passed along to the South Delta Snow Angels Coordinator.

Please register as soon as possible if you require this service to allow time for the Volunteer Coordinator to match and deploy volunteers to residences during a snowfall.

## Volunteers in Parks

Help keep Delta parks beautiful by helping with a variety of tasks:

- Opening and closing park gates. Gates opened at dawn and closed at dusk allow greater use of parks while minimizing vandalism and neighbourhood disruption. Groups of volunteers, usually neighbours, work out a schedule to share the workload.
- Park clean ups. Events organized by community members keep parks clean and tidy. Many of these events are held once or twice a year in spring and/or fall.
- Park care. Regular visits by those willing to make a larger commitment maintain Delta parks at a higher level than is otherwise possible. Volunteer tasks vary and may include pulling weeds, painting play equipment, picking up litter, sweeping pathways and keeping playgrounds clean and tidy.
- Park patrols. Volunteers who take daily walks through parks spot and report problems and maintenance items to ensure the safety and cleanliness of neighbourhood parks.
- All Parks volunteers receive an orientation to ensure safety.

To find out more, contact the Volunteer Coordinator at [volunteers@corp.delta.bc.ca](mailto:volunteers@corp.delta.bc.ca) or (604) 946-3288.



# VOLUNTEER OPPORTUNITIES

## Volunteers for People with Disabilities

Delta's Leisure Friend program recruits, trains and places volunteers to assist those with disabilities to participate in recreation activities. Volunteers are matched with participants based on availability and interest and may work with children or adults. Volunteers receive free admission to facilities when accompanying a person with a disability.

### Volunteer Requirements

- New volunteers are required to attend an interview.
- Volunteers will be screened by way of criminal record search and reference checks.
- Volunteers will be scheduled according to availability and skills.
- Applicants must be 14 years of age or older.
- A completed Volunteer Screening Form must be submitted to become a volunteer for People with Disabilities.

## Delta Emergency Social Services

### Overview

Emergency Social Services (or ESS) is an emergency response program that provides services that are required to preserve the well-being of people affected by an emergency or disaster.

The program provides short-term assistance to British Columbians who are forced to leave their homes because of fire, floods, earthquakes or other emergencies. This assistance includes the provision of food, clothing, lodging, emotional support and family reunification.

In British Columbia, municipalities are responsible for planning and operating emergency responses within their jurisdictional areas, including Emergency Social Services, with assistance funded by the province. The Corporation of Delta has a well established Emergency Social Services Program that operates in North Delta, Ladner and Tsawwassen, and this program is prepared to meet the needs of the community for the first 72 hours following a disaster or emergency.

The success of the Emergency Social Services program in Delta depends on a strong partnership between community volunteers and staff of the Corporation of Delta to plan and provide for the essential needs of individuals, families and response workers.

The Parks, Recreation and Culture department is responsible for administering Delta's program and employs a full-time Emergency Social Services Manager. The Emergency Social Services Manager administers the Emergency Social Services program in consultation with the Director of Parks, Recreation and Culture and the Chief of the Delta Fire Department.

### ESS Volunteer Responsibilities

Volunteers are responsible for undertaking their own personal preparedness in order to be able to respond quickly and professionally during emergency situations.

In the event of a major emergency or disaster in Delta, the first responsibility of an Emergency Social Services volunteer is their safety and the safety and security of their family. When this has been established, volunteers are responsible for providing emergency human support services.

Volunteers in Delta's Emergency Social Services program are responsible for obtaining training in Emergency Social Services. Offered through the Justice Institute and support organizations, training is available in various emergency management topics including (but not limited to) Reception Centre Operations, Registration & Referrals, Family Reunification, and Disaster Child Care. No specific skills are required to become a volunteer. However, skills in areas such as volunteer management, interviewing and second languages are considered an asset.



# VOLUNTEER OPPORTUNITIES

## How to Become a Volunteer

The Corporation of Delta's Emergency Social Services program is dependent on the willingness of individuals in the community to help plan for the well-being of their community in the event of a disaster. Emergency Social Services Volunteers assist their communities in many ways, including:

- Informing the public of resources available following a disaster;
- Providing for the essential needs of people affected by a disaster;
- Creating linkages to first responder agencies;
- Maintaining rapport with local businesses and service agencies;
- Identifying potential Reception Centre and Group Lodging sites;
- Exercising emergency response protocol; and,
- Recruiting and training volunteers.

Volunteers are always needed, and welcomed. If a volunteer position in emergency response interests you, the Corporation of Delta is currently recruiting volunteers into its' Emergency Social Services program. A commitment of approximately 2-4 hours a month is required for training and exercises.

For more information about becoming an ESS volunteer, please email [ess@corp.delta.bc.ca](mailto:ess@corp.delta.bc.ca), or contact Delta's Emergency Social Services Manager at (604) 952-3129.

To find out more information about Emergency Social Services in British Columbia, please visit [www.ess.bc.ca](http://www.ess.bc.ca) or the Emergency Management BC website (Ministry of Public Safety and Solicitor General) at: [www.pep.bc.ca/Emerg\\_Mgmt\\_BC.html](http://www.pep.bc.ca/Emerg_Mgmt_BC.html).

## Other Volunteer Opportunities

Many other community volunteer opportunities for those aged 14 and up are available through non-profit groups that support the arts, culture, sports, and youth development. See the Community Services Directory on the Corporation of Delta's website to find the group that appeals to your interests and abilities.



# STATISTICAL INFORMATION



# TAX RATES

2011 Tax Rates (Per 1000 at assessed value)		Corporation of Delta (including Library)	School Taxes	Metro Vancouver	BC Assessment	Municipal Finance Authority	Translink
Class 1	Residential	3.2785	1.7689	0.0658	0.0621	0.0002	0.3500
Class 2	Utilities	39.9977	14.1000	0.2304	0.5114	0.0007	2.7072
Class 4	Major Industrial	30.1458	6.6000	0.2238	0.5114	0.0007	2.2692
Class 5	Light Industrial	10.4617	6.6000	0.2238	0.1896	0.0007	1.9626
Class 6	Business	10.4617	6.6000	0.1613	0.1896	0.0005	1.6086
Class 8	Recreational	6.8520	3.4000	0.0658	0.0621	0.0002	0.3059
Class 9	Farm	16.6941	6.8000	0.0658	0.0621	0.0002	0.3543

2011 General Revenue Fund Assessment and Taxation by Property Class						
Property Class	Tax Rate	Assessment	Taxation (General)	% of assessment by Class	% of assessment by Taxation	
Class 1	Residential	3.1760	\$ 16,591,085,519	\$ 52,691,174	80.98%	54.07%
Class 2	Utilities	38.7472	19,877,795	770,209	0.10%	0.79%
Class 4	Major Industrial	29.2033	245,977,800	7,183,364	1.20%	7.37%
Class 5	Light Industrial	10.1346	1,216,822,400	12,328,953	5.94%	12.65%
Class 6	Business	10.1346	2,310,629,936	23,378,676	11.28%	23.99%
Class 8	Recreational	6.6378	59,789,300	396,869	0.29%	0.41%
Class 9	Farm	16.1722	43,102,146	697,056	0.21%	0.72%
<b>Totals</b>			<b>\$ 20,487,284,896</b>	<b>\$ 97,446,301</b>	<b>100.00%</b>	<b>100.00%</b>

2011 Total Delta Taxes		Benefitting						
		General	Drainage	Areas	Library	Other	Total	%
Class 1	Residential	\$ 52,691,174	\$ 2,747,958	\$ 1,117,409	\$ 1,700,539	\$ 37,004	\$ 58,294,084	54.56%
Class 2	Utilities	770,209	38,133	10,142	24,857	–	843,342	0.79%
Class 4	Major Industrial	7,183,364	85,911	134,433	231,834	–	7,635,542	7.15%
Class 5	Light Industrial	12,328,953	358,649	228,719	397,924	–	13,314,245	12.46%
Class 6	Business	23,378,676	753,303	476,660	754,560	117,894	25,481,093	23.85%
Class 8	Recreational	396,869	26,182	6,595	12,807	–	442,453	0.41%
Class 9	Farm	697,056	47,580	8,750	22,495	59,455	835,337	0.78%
<b>Totals</b>		<b>\$ 97,446,301</b>	<b>\$ 4,057,717</b>	<b>\$ 1,982,708</b>	<b>\$ 3,145,016</b>	<b>\$ 214,353</b>	<b>\$ 106,846,095</b>	<b>100.00%</b>

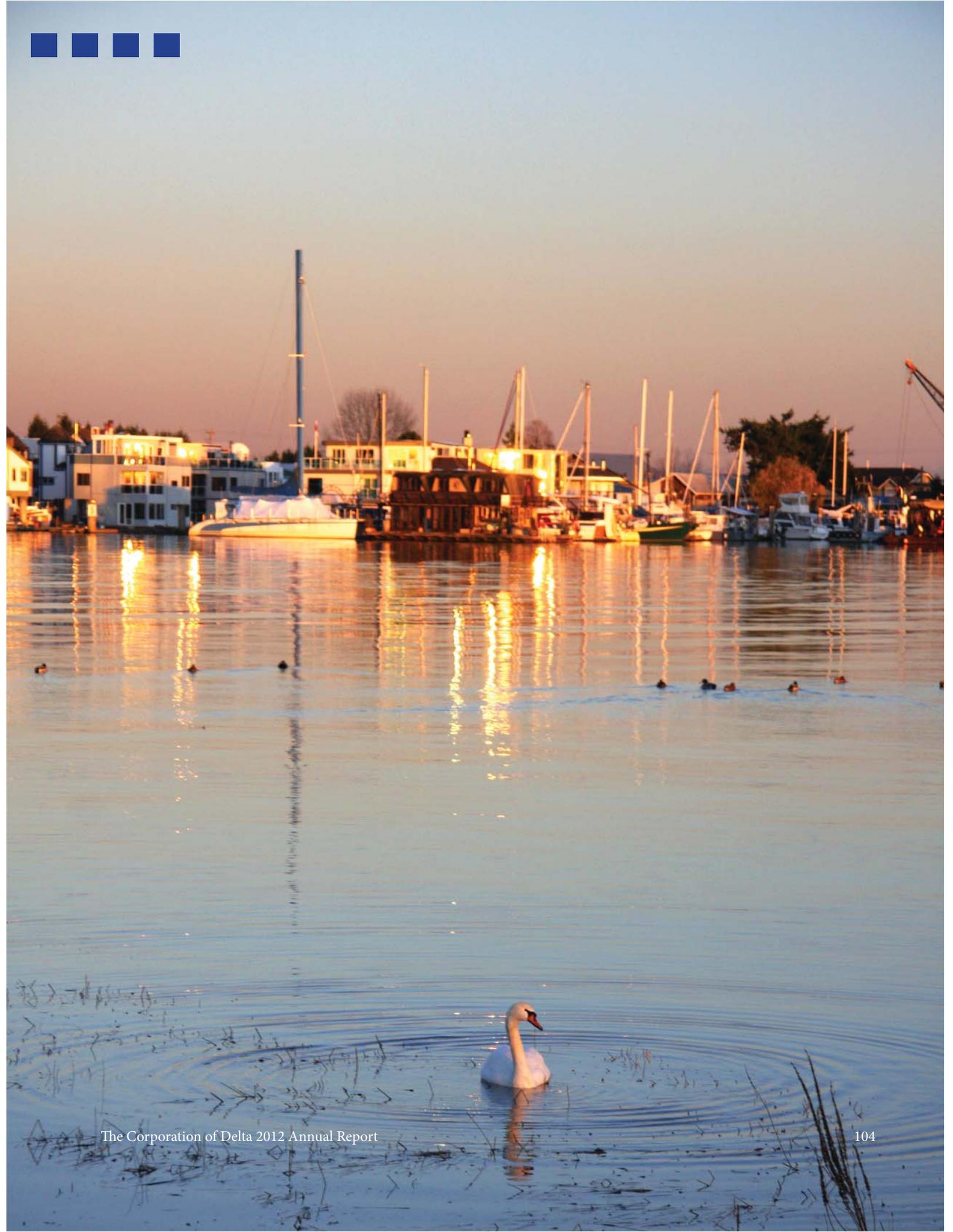
Taxes Collected on Behalf of Taxing Authorities						
Taxing Authorities	2007	2008	2009	2010	2011	
Corporation of Delta	\$ 88,913,686	\$ 93,115,443	\$ 97,255,280	\$ 102,875,973	\$ 106,846,095	
School District	53,849,853	53,249,378	50,436,857	51,333,024	51,046,955	
Metro Vancouver	1,634,155	1,602,485	1,623,216	1,743,228	1,807,782	
BC Assessment	1,670,804	1,676,948	1,740,712	1,830,295	1,863,006	
Municipal Finance Authority	4,743	3,764	4,948	5,126	5,548	
Translink (GVTA)	13,140,852	11,407,369	11,994,212	12,465,458	12,665,962	
<b>Totals</b>	<b>\$ 159,214,093</b>	<b>\$ 161,055,387</b>	<b>\$ 163,055,225</b>	<b>\$ 170,253,102</b>	<b>\$ 174,235,347</b>	



# RESERVES

Reserves (2007 - 2011)					
	2007	2008	2009	2010	2011
BBA	410,291	410,291	410,291	-	-
Capital Projects	80,960	83,939	85,509	86,706	88,293
Capital Works Financing fund	9,675,779	10,065,191	10,441,765	10,861,828	12,206,940
Designated Capital (Work in Progress)	20,514,125	15,238,690	19,812,608	14,255,283	13,447,956
Drainage	1,337,772	2,449,764	2,088,987	1,962,487	2,287,813
Emergency	86,601	586,601	500,000	500,000	500,000
Environment	-	-	30,354	110,881	197,571
Equipment Replacement	6,332,282	7,866,037	7,970,820	7,829,947	8,575,885
Gateway	-	-	-	-	5,098,811
Habitat	153,200	138,200	123,200	108,200	93,200
Insurance	3,520,000	3,520,000	3,520,000	3,520,000	3,520,000
Ladner Parking	181,711	201,433	205,200	237,478	241,824
Landfill	628,108	628,108	628,108	628,108	628,108
Landscaping	-	9,449	58,195	206,378	269,896
Other	421,094	447,904	451,668	582,013	461,206
Parks & Public Lands	4,479,301	4,663,508	6,111,722	5,101,159	3,071,887
Payroll Benefits & allowances	4,783,500	4,935,097	5,051,334	5,051,334	5,561,410
Recreation	1,877,730	1,494,285	1,522,011	1,770,509	1,811,792
Roads	4,626,738	6,329,427	5,547,370	5,104,313	5,205,725
Sewer	6,835,253	8,047,341	8,259,627	7,904,127	10,108,375
Solid Waste/Recycling	716,220	716,220	716,220	716,220	716,220
Tax Sale	113,300	117,470	119,667	121,342	123,563
Water	7,830,812	8,498,996	8,914,373	8,914,373	10,997,068
<b>Total</b>	<b>74,604,779</b>	<b>76,447,953</b>	<b>82,569,030</b>	<b>75,572,687</b>	<b>85,213,542</b>

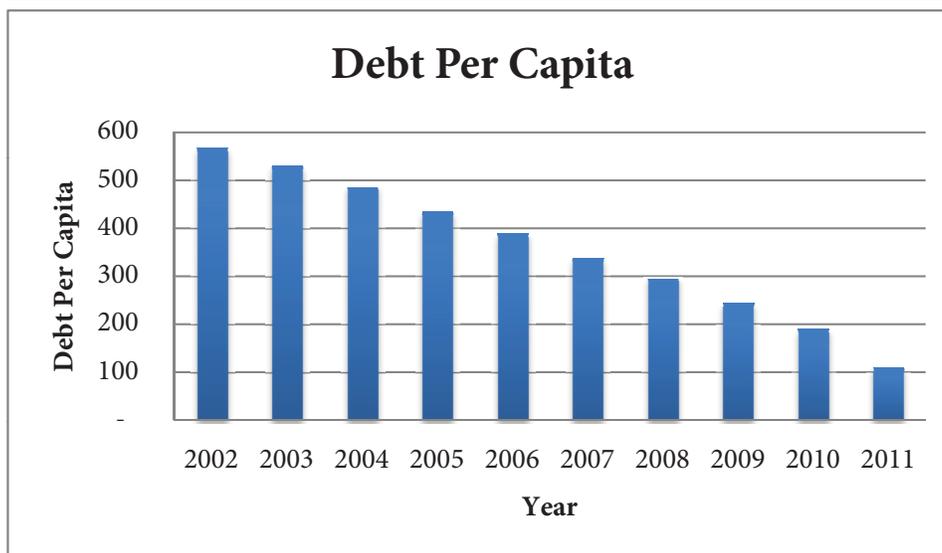
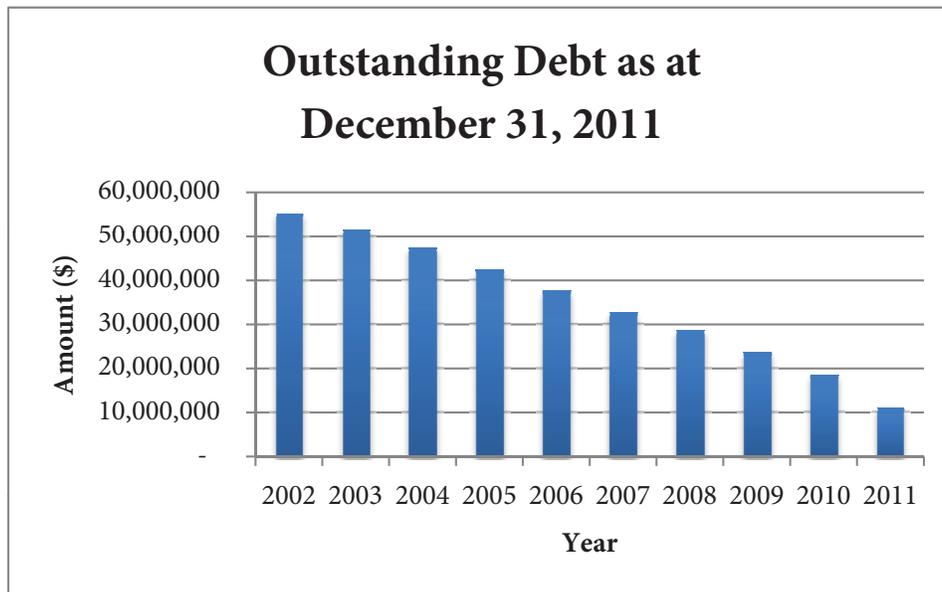






# DEBT

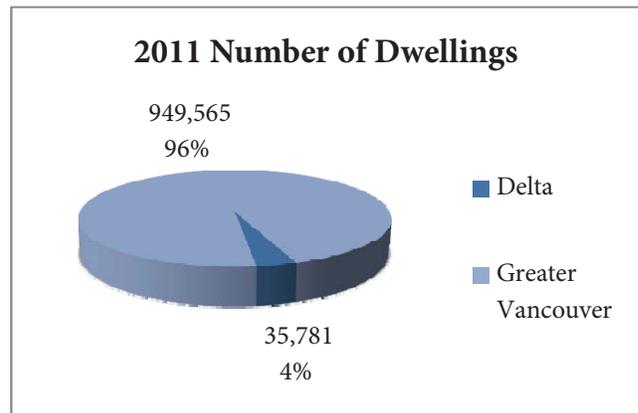
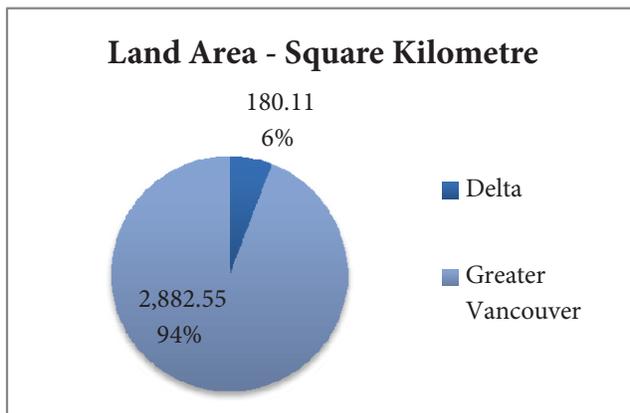
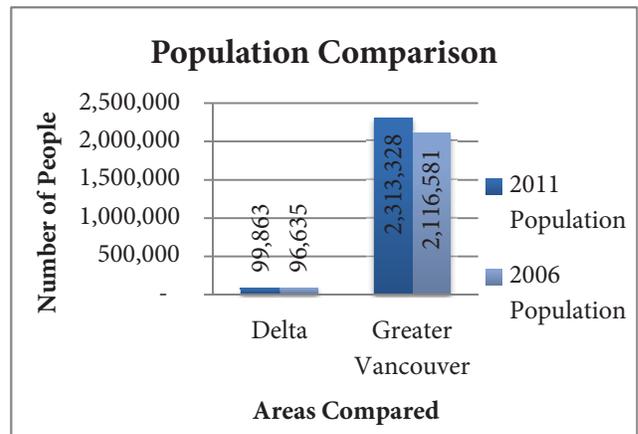
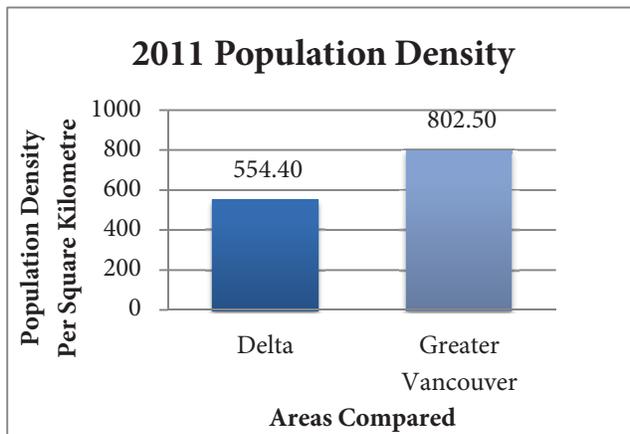
Long Term Debt Repayments and Interest 2007-2011					
	2007	2008	2009	2010	2011
Principle paid	2,656,507	2,063,185	2,835,505	1,828,694	3,174,808
Actuarial Earned	2,228,376	2,019,215	2,243,488	3,383,609	4,170,279
<b>Total Debt Retired</b>	<b>4,884,883</b>	<b>4,082,400</b>	<b>5,078,993</b>	<b>5,212,303</b>	<b>7,345,087</b>
Interest	4,786,815	4,506,709	4,258,897	3,907,564	2,933,889
<b>Total Debt Servicing Costs 2007-2011</b>	<b>9,671,698</b>	<b>8,589,109</b>	<b>9,337,889</b>	<b>9,119,867</b>	<b>10,278,976</b>
<b>Debt Servicing Costs as a % of Expenditures</b>	<b>3.77%</b>	<b>3.03%</b>	<b>3.12%</b>	<b>3.06%</b>	<b>4.22%</b>



# POPULATION, LAND AREA AND DWELLINGS

Information obtained from Statistics Canada

Population Growth 2001 - 2011							
	2011	2011 % of Total Delta population	2006	2006 % of Total Delta population	2001	2001 % of Total Delta population	Change from 2001 to 2011
Age 0-4	4,755	5%	4,860	5%	5,510	6%	-13.70%
Age 5-14	12,300	12%	13,270	14%	14,325	15%	-14.14%
Age 15-19	7,535	8%	7,265	8%	7,545	8%	-0.13%
Age 20-24	5,930	6%	6,075	6%	5,900	6%	0.51%
Age 25-44	22,620	23%	23,445	24%	26,605	27%	-14.98%
Age 45-54	16,980	17%	16,285	17%	16,030	17%	5.93%
Age 55-64	14,270	14%	12,830	13%	10,275	11%	38.88%
Age 65-74	8,970	9%	6,885	7%	5,925	6%	51.39%
Age 75-84	4,630	5%	4,255	4%	3,710	4%	24.80%
Age 85 and over	1,855	2%	1,545	2%	1,130	1%	64.16%
<b>Total Population</b>	<b>99,860</b>		<b>96,725</b>		<b>96,950</b>		



# PERMISSIVE TAX EXEMPTIONS



## PERMISSIVE TAX EXEMPTIONS

Organization	Address	Total Delta Taxes (\$)
Abbeyfield House - Annieville Society	11030 River Rd	5,310
Abbeyfield House - St. David's Society	1115 - 51A St	10,194
Augustinian Monastery of BC	3890 Arthur Dr	174
BC Waterfowl Refuge	5191 Robertson Rd	23,731
BC Waterfowl Society	5191 Robertson Rd	2,838
Benediction Lutheran Church	5575 - 6th Ave	13,498
Boys and Girls Club of Delta (Errol Wintemute)	4727 Arthur Dr	20,921
Boys and Girls Club of Delta (Hillside)	11339 - 84th Ave	11,996
Cedar Park Church	5300 - 44th Ave	26,155
Crossroads United Church	7655 - 120th St	13,163
Delta Arts Council	1172 - 56th St	11,262
Delta Arts Council	11425 - 84th Ave	14,016
Delta Branch No. 61 The Royal Canadian Legion	4896 Delta St	5,015
Delta Chamber of Commerce	6201 - 60th Ave	7,455
Delta Christian School Society	4789 - 53rd St	55,074
Delta Gymnastics Society	1720 - 56th St	9,898
Delta Hospice Society	1521 - 56th St	10,685
Delta Hospital Auxiliary Society	4816 Delta St	5,491
Delta Hospital Auxiliary Society	4824 Delta St	9,465
Delta Lodge #21, Independent Order of Oddfellows	5425 Ladner Trunk Rd	5,953
Delta Museum and Archives Society	4858 Delta St	4,842
Delta Pentecostal Tabernacle	7696 - 112th St	17,681
Delta Pentecostal Tabernacle	77th Ave (No Access)	59
Delta Senior Housing Association	4590 - 51st St	1,584
Delta Senior Housing Association	4603 Evergreen Lane	17,455
Delta Senior Housing Association	4649 Evergreen Lane	7,745
Deltassist Family & Community Services Society	9067 / 9097 - 120th St	31,607
Fraser Valley Alliance Church	6897 - 120th St	4,900
Gateway Autism Foundation	4812 Georgia St	3,645
Immaculate Conception Church	8840 - 119th St	72,995
Immaculate Conception School	8843 - 119th St	24,308
Kinsmen Club of Ladner/Tsawwassen	5050 - 47th Ave	4,442
Kinsmen Retirement Centre Association	5430 - 10th Ave	7,486
Ladner Baptist Church	5624 Ladner Trunk Rd	14,271
Ladner Christian Fellowship Society	5545 Ladner Trunk Rd	13,796
Ladner Christian Reformed Church	4594 - 54A St	18,903
Ladner Fishermen's Co-operative Association	4467 Savoy St	1,577
Ladner Fishermen's Co-operative Association	4473 Savoy St	1,577
Ladner Fishermen's Co-operative Association	4481 Savoy St	3,507

# PERMISSIVE TAX EXEMPTIONS

Organization	Address	Total Delta Taxes (\$)
Ladner Gospel Hall	4979 - 44A Ave	8,293
Ladner Lawn Bowling Club	5128 - 47th Ave	6,632
Ladner United Church	4960 - 48th Ave	4,140
Ladner United Church	4962 - 48th Ave	2,657
Lighthouse Harbour Ministries	9551 Gunderson Rd	3,645
Li'l Rascals Parent Participation Preschool	5037 - 60A St	1,645
Little House Society	5061 - 12th Ave	5,952
McKee Athletic Association	10379 Ladner Trunk Rd	12,906
Navy League of Canada	Annacis Channel	3,529
New Hope Christian Church	11838 - 88th Ave	15,962
Nordel Fellowship Baptist Church	7940 - 118th St	9,946
North Delta Evangelical Free Church	11300 - 84th Ave	12,128
Reach Child and Youth Development Society	10921 - 82nd Ave	1,428
Reach Child and Youth Development Society	11425 - 84th Ave	4,486
Royal Heights Baptist Church	11706 - 96th Ave	21,907
Sacred Heart Church & School	3900 Arthur Dr	63,810
Saviour Lutheran Church Society	4737 - 57th St	10,342
Scott Congregation of Jehovah's Witness	11955 - 90th Ave	21,535
Sources Community Resources Society	4576 - 55B St	2,020
Sources Community Resources Society	4807 Georgia St	5,020
South Delta Baptist Church	1988 - 56th St	81,679
South Delta Library	1321A - 56th St	12,458
St. Cuthbert's Anglican Church	11601 - 82nd Ave	17,502
St. David's Anglican Church	1115 - 51A St	29,831
St. Stephen's United Church	9696 Ladner Trunk Rd	3,941
Sunshine Hills Foursquare Church	6749 - 120th St	19,234
The Centre for Child Development of the Lower Mainland	11405 - 84th Ave	1,354
The Nature Trust of British Columbia	Riparian Habitat Area	6,340
The Nature Trust of British Columbia, In Trust	Harlock Island	273
The Parish of All Saints, Ladner	4735 Arthur Dr	6,048
The Tsawwassen Congregation of Jehovah's Witness	705 - 53rd St	6,096
Then India Sanmarga Ikya Sangam Educational & Cultural Society	9326 116th St	13,374
Trinity Lutheran Church	11040 River Rd	6,826
Tsawwassen Alliance Church	4965 - 12th Ave	14,602
Tsawwassen United Church	683 - 53rd St	17,397
Tsawwassen Tennis Club	286 English Bluff Rd	6,975
Tunnel Town Curling Club	1720 - 56th St	8,808
<b>Total</b>		<b>\$ 985,395</b>



# THE CORPORATION OF DELTA

## CONTACT INFORMATION

### Delta Municipal Hall

The Corporation of Delta  
4500 Clarence Taylor Crescent  
Delta, BC Canada  
V4K 3E2

- Tel: (604) 946-4141
- Website: [www.corp.delta.bc.ca](http://www.corp.delta.bc.ca)

### Frequently Called Numbers

#### Building Inspections

- Tel: (604) 946-3330
- 24 Hour Request Line: (604) 946-3280

#### Business Licenses

- Tel: (604) 946-3314
- Fax: (604) 946-4148

#### Bylaw Enforcement

- Tel: (604) 946-3340 (Hall)
- Fax: (604) 952-3803 (Hall)
- Email: [bylaw-enforce@corp.delta.bc.ca](mailto:bylaw-enforce@corp.delta.bc.ca)

#### Dog Licenses

- Tel: (604) 946-3235
- Fax: (604) 946-4029

#### Employment

- Tel: (604) 946-3246
- Fax: (604) 946-3706
- Email: [employment@corp.delta.bc.ca](mailto:employment@corp.delta.bc.ca)

#### Finance

- Tel: (604) 946-3230
- Fax: (604) 946-3962
- Email: [finance@corp.delta.bc.ca](mailto:finance@corp.delta.bc.ca)

#### Fire & Emergency Services

- Non-Emergency Calls: (604) 952-3100
- Emergency Calls: 911
- Fax: (604) 946-0436
- Email: [fire@corp.delta.bc.ca](mailto:fire@corp.delta.bc.ca)
- Fire Prevention Office: (604) 952-3112

### Human Resources & Corporate Planning

- Tel: (604) 946-3246
- Fax: (604) 946-3706
- Email: [human-resources@corp.delta.bc.ca](mailto:human-resources@corp.delta.bc.ca)
- Email: [corporate-planning@corp.delta.bc.ca](mailto:corporate-planning@corp.delta.bc.ca)

### Mayor's Office (Mayor & Council)

- Tel: (604) 946-3210
- Fax: (604) 946-6055
- Mayor's Email: [mayor@corp.delta.bc.ca](mailto:mayor@corp.delta.bc.ca)
- Councillors' Fax: (604) 946-3390
- Council Email: [mayor-council@corp.delta.bc.ca](mailto:mayor-council@corp.delta.bc.ca)

### Office of the Municipal Clerk

- Tel: (604) 946-3220
- Fax: (604) 946-3390
- Email: [clerks@corp.delta.bc.ca](mailto:clerks@corp.delta.bc.ca)

### Parks, Recreation & Culture

- Tel: (604) 946-3293
- Email: [park-rec@corp.delta.bc.ca](mailto:park-rec@corp.delta.bc.ca)

### Police

- 4455 Clarence Taylor Crescent
- Non-Emergency Calls: (604) 946-4411
- Emergency Calls: 911
- Fax: (604) 946-3729
- website: <http://www.deltapolice.ca/>

### Property Tax Enquiries (Property Taxes & Utilities)

- Tel: (604) 946-3235
- Fax: (604) 946-4029
- Email: [taxation@corp.delta.bc.ca](mailto:taxation@corp.delta.bc.ca)

### Public Safety (Emergency Program Office)

- Tel: (604) 952-3111
- Email: [emergencyprogram@corp.delta.bc.ca](mailto:emergencyprogram@corp.delta.bc.ca)

### Recycling

- Tel: (604) 946-3260

### Road & Street Emergencies / Trouble Calls

- Tel: (604) 946-3260 (During Office Hours)
- Tel: (604) 946-4411 (After Office Hours & Holidays)

### Secondary Suite Hotline

- Tel: (604) 952-3159
- E-mail: [suites@corp.delta.bc.ca](mailto:suites@corp.delta.bc.ca)



# THE CORPORATION OF DELTA PHOTOGRAPH CREDITS

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