

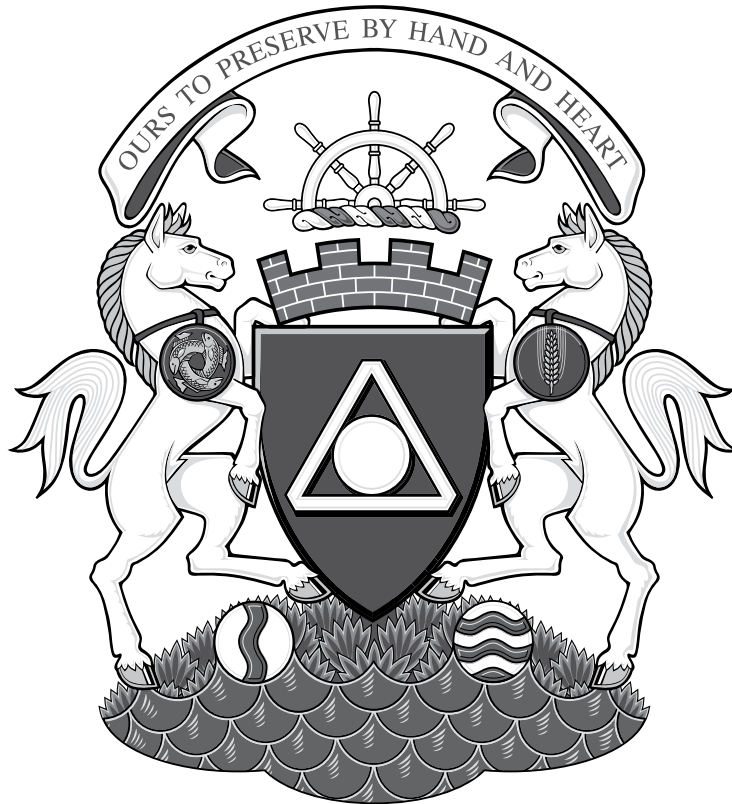


FOR THE YEAR ENDED DECEMBER 31, 2018

2018 ANNUAL REPORT

CITY OF DELTA





“As Mayor, I am committed to leading our City to a new level of excellence in services, community facilities, and infrastructure, while keeping taxes low. We are taking action as your Council to introduce new programs that support Delta families, improve the quality of life and deliver value to our residents and businesses.”

— Mayor George V. Harvie

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MAYOR'S MESSAGE

It is my privilege to deliver the City of Delta's annual report in my new role as Mayor of Delta. Since being sworn in, I have had the pleasure of working with Council and staff to achieve positive results that keep Delta in a strong fiscal position and debt-free, while also ensuring we invest in projects that put the needs of Delta residents and businesses first.

New to this year's financial plan is the establishment of my Delta Families First initiative, which is dedicated to providing more sports, recreation, and social health programs for Delta residents. Three key programs comprise this initiative: an expanded free youth admission pass, two-week advance program registration, and a nurse-led Baby Daze post-natal support program for new parents. Over the next year, we will continue to work on delivering additional new programs and services that make Delta a better place to live and do business.

Through effective partnerships with the community, Delta School District and other levels of government, we are investing in new projects, including: a new surface for the South Delta Secondary School track, a new \$8 million track and field facility for North Delta, a cricket field and pitch at Delview Park with corresponding washroom upgrades and a new picnic shelter.

I am pleased that the Boundary Bay Fire Hall, Emergency Operations Centre and Training Facility at Boundary Bay Airport is officially open. This facility will serve the needs of the growing airport and surrounding businesses. The new Fire Hall's prime location also provides crews with enhanced access to highways and key traffic corridors to support emergency incidents.

Through prudent budgeting, the City has been able to allocate additional funding to support the Ladner Business Association and Tsawwassen Business Improvement Association for local improvement initiatives. We value these organizations and our relationship with them to support business development and create local economic opportunities, which is why we also provided funding for the North Delta business community and are working to establish a similar organization in North Delta. We want to partner with businesses to hear their ideas and work together on projects that promote local economic development.

We also continue to work on key issues that impact Delta's residents and businesses every day, like the traffic congestion problem at the George Massey Tunnel. Our community has suffered long enough and it is time to get on with a new crossing that will provide a long-term solution. I have partnered with key Mayors and First Nation Chiefs in the region who are also affected by this regional bottleneck to lobby the Province to expedite an effective long-term solution. I have also been appointed to the new Metro Vancouver George Massey Crossing Task Force to continue my work with regional leaders on this critical issue.

I would like to express my gratitude and thanks to the amazing staff at the City of Delta who continue to work incredibly hard to deliver on Council priorities. An equal measure of gratitude goes to our very engaged citizens and business community who have worked alongside staff and Council, holding us accountable, and inspiring us to always be better, and bringing great new ideas forward.

I am proud of our achievements as a new Council and grateful for the trust this community has placed in me as Mayor of Delta. I want Delta residents and businesses to know that we continue to work to achieve great things for the City – your tax dollars are going towards City programs, services, local investments and infrastructure improvements, instead of debt payments; helping secure the financial health of our City for the future.

Yours truly,

George V. Harvie
Mayor

DELTA CITY COUNCIL



Councillor Dan Copeland



Councillor Alicia Guichon



Councillor Lois E. Jackson



Councillor Jeannie Kanakos



Councillor Dylan Kruger



Councillor Bruce McDonald



CITY MANAGER'S REPORT



I am pleased to serve as the newly appointed City Manager for Delta and, as part of this role, present the City of Delta's 2018 annual report. This report provides a thorough and transparent representation of Delta's 2018 financial records, while also highlighting key accomplishments over the past year.

While I have worked for the City for nearly 30 years, being appointed City Manager in December 2018 has offered a series of new opportunities and duties, including the management and execution of an annual \$328 million City budget. It is an honour to serve the community and Council in this new role and lead a team of dedicated employees working to implement the policy direction of Mayor Harvie and Delta Council.

Delta maintains its healthy financial status each year as a result of comprehensive planning and dedicated management. The City's financial success is a shared success based on our commitment to steadfast financial stewardship – ensuring that Delta's interests are protected for residents and businesses as we move into the future.

Looking back on 2018, much has been accomplished in terms of the City investing in capital projects to improve the lives and well-being of citizens. Two significant new facilities will open this year that represent multi-year capital investments: the North Delta Arts Centre and the Boundary Bay Fire Hall, Emergency Operations Centre and Training Facility. As well, Delta's road, watermain, sewer, and streetscape programs continue in all of our communities, ensuring the services you use every day are kept in good working order.

Another important part of my new role is supporting Delta staff and leading them during this new term of Council. The new Mayor's Task Force on Building Permits and Development Applications will be focused on streamlining and improving the building application process here in Delta. It is my commitment to deliver some major efficiencies on behalf of Mayor Harvie and Council over the next year. We are also working on renewed efforts to revitalize the Ladner Village waterfront, a multitude of social planning initiatives, and a new cultural centre for Delta.

I want to recognize the hard work and efforts of City staff in providing such great service to the residents and businesses of this community. The achievements highlighted in this report are only possible through the dedication and commitment of Delta staff, including all union and management staff as well as first responders.

A huge thank you also to our residents, businesses, and volunteers for your involvement and dedication to helping make this community the vibrant and desirable place we take great pride in serving.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Sean McGill'. The signature is fluid and cursive, written in a professional style.

Sean McGill
City Manager



Vancouver
International
Airport (YVR)

↑
Downtown Vancouver
26 km

Richmond



Population
~100,000
Residents

*Strait of
Georgia*

Tilbury/Nordel

industrial area
(~800 hectares
/ ~1,977 acres)

Fraser River



8,465 hectares
(20,917 acres)
of active farmland

Ladner



**Delta
City Hall**

**Musqueam
First Nation
No.4**

Total Land Area
18,000 hectares
(44,479 acres)

**Tsawwassen
First Nation**



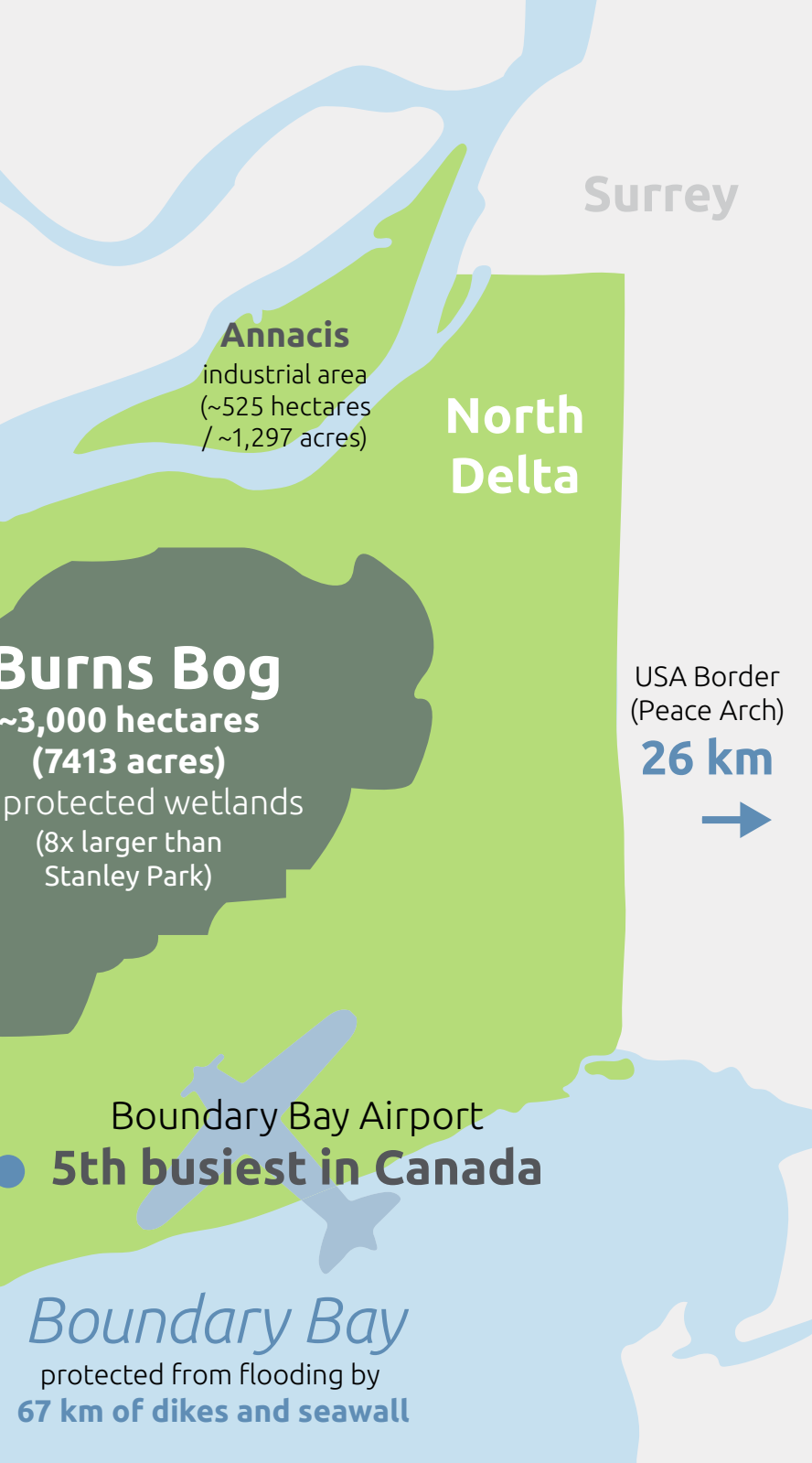
**Roberts Bank
Terminal**

largest container
terminal in Canada
+ largest coal port on
West Coast N. America

Tsawwassen

USA Border
(Point Roberts)

**Tsawwassen
Ferry Terminal**



Surrey

Annacis

industrial area
(~525 hectares
/ ~1,297 acres)

North Delta

Burns Bog

~3,000 hectares
(7413 acres)

protected wetlands
(8x larger than
Stanley Park)

USA Border
(Peace Arch)

26 km



Boundary Bay Airport

● 5th busiest in Canada

Boundary Bay

protected from flooding by

67 km of dikes and seawall

A large part of the 20,682 hectare Fraser River Delta Ramsar Site, the highest designation for the protection of wetlands, is in Delta. These areas are critical feeding stopovers on the Pacific Flyway for migratory birds. The Fraser River Delta Ramsar Site includes:

- South Arm Marshes Wildlife Mangement Area
- Boundary Bay Wildlife Management Area
- Alaksen National Wildlife Area on Westham Island
- Burns Bog

About Delta

• Incorporated 1879 •

North Delta

North Delta is a bustling community full of businesses, shops, restaurants, arts and culture. In the midst of the bustle is the Delta Nature Reserve and Burns Bog, the largest raised bog in North America. With fantastic sport parks, recreation centres, and Delta's biggest park, Watershed Park, North Delta is a key recreational destination.

Ladner

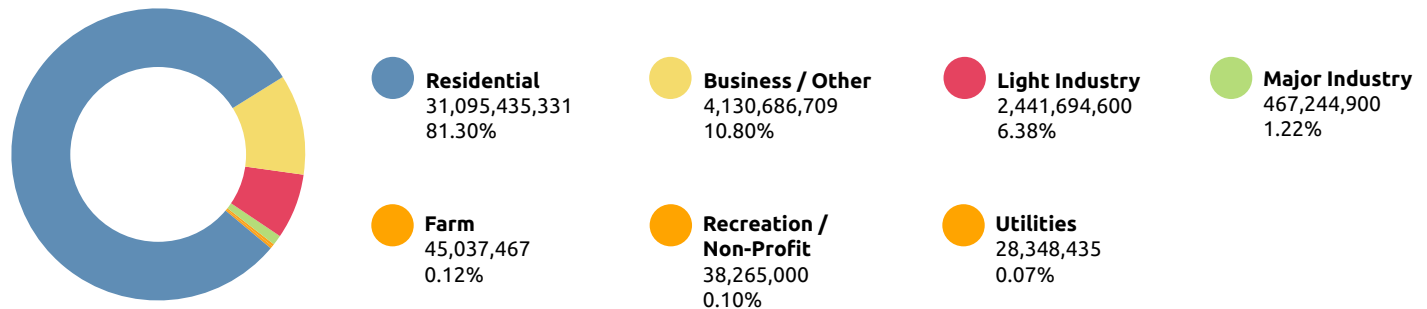
Ladner is a heritage fishing village situated next to the Fraser River. It is home to the civic precinct, including Delta City Hall and Delta Hospital. Ladner is the main hub of Delta's agriculture industry, with Westham Island offering a scenic tour of some of Delta's most popular farms and roadside farmstands. Historic buildings, such as Harris Barn on Arthur Drive, line Ladner's roads, and it is a popular destination for bird lovers due in part to the George C. Reifel Bird Sanctuary.

Tsawwassen

A beachside town located next to the US/Canada border and BC Ferries terminal, Tsawwassen is a tourist destination and a beach paradise for locals. The town features natural spaces, including Boundary Bay Regional Park and Fred Gingell Park, and many recreational opportunities, including golfing and water sports. It offers a mix of housing and businesses, as well as a central shopping corridor with local boutiques and more.

DELTA IN NUMBERS

Delta's Assessed Value for the Year 2018 (in \$)

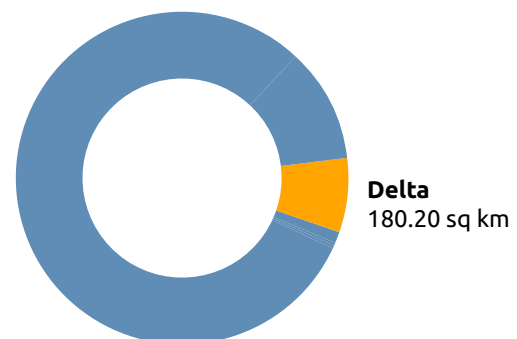


Total Assessed Value and Municipality Comparison for the year 2018

Municipalities	Total General Purposes Assessed Value (in \$)
Vancouver	412,064,682,140
Surrey	150,144,128,937
Burnaby	105,079,783,910
Richmond	99,839,108,885
West Vancouver	53,427,921,055
Coquitlam	52,385,079,890
District of North Vancouver	47,448,064,553
Langley Township	43,527,767,532
Delta	38,246,712,444
City of North Vancouver	24,317,262,546
Maple Ridge	22,687,195,353
New Westminster	21,848,329,958
Port Coquitlam	18,027,626,976
Port Moody	12,203,799,368
White Rock	9,264,235,559
Langley City	7,003,185,460
Pitt Meadows	5,228,445,950
Bowen Island	2,332,097,025
Anmore	1,526,490,200
Lions Bay	986,249,310
Belcarra	664,771,200

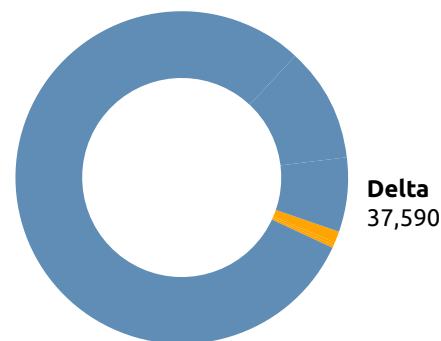
Land Area – Square Kilometres

Remainder of Metro Vancouver
2,882.68 sq km



2016 Number of Dwellings

Remainder of Metro Vancouver
1,027,613

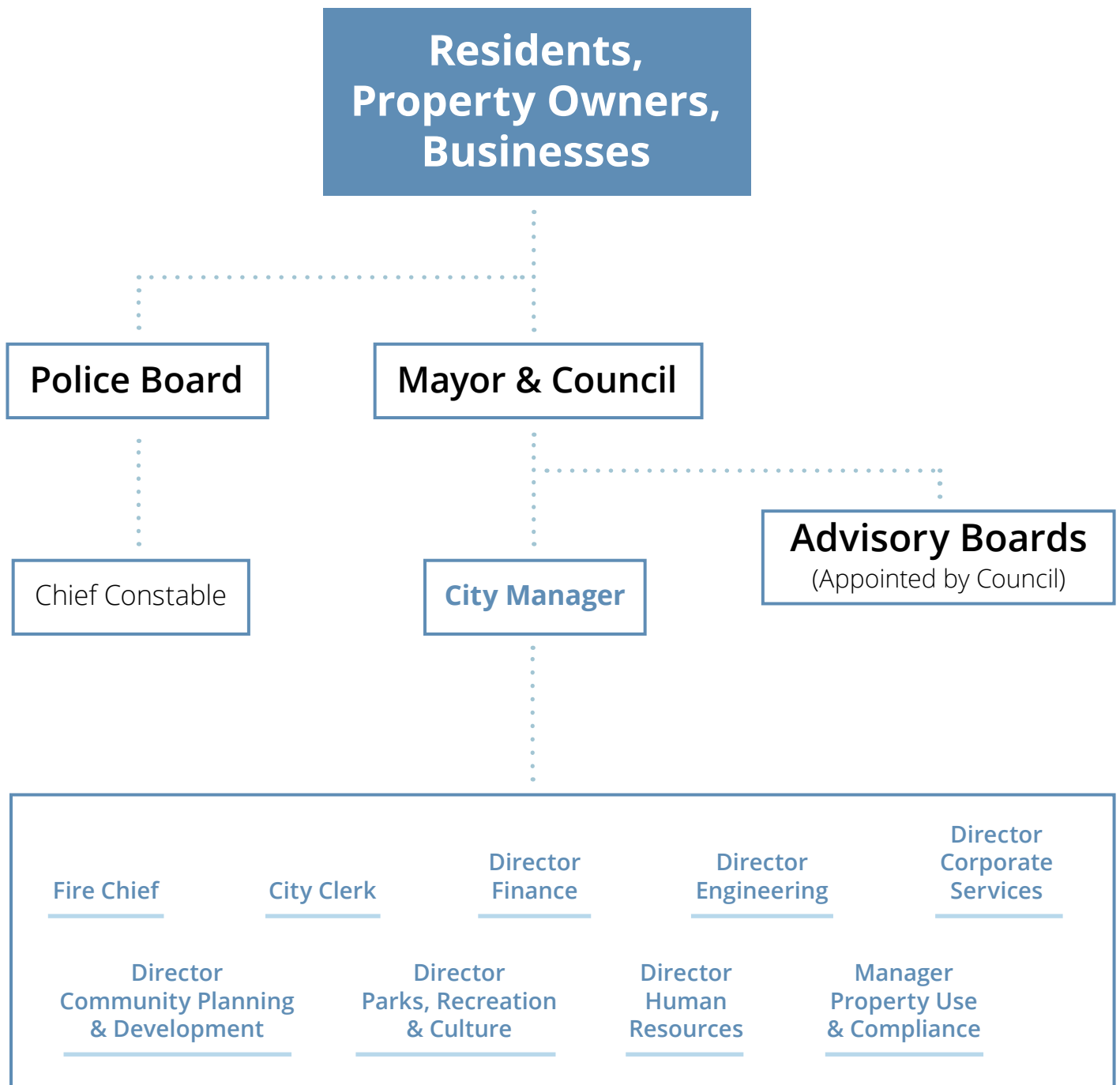


Population Growth 2011 – 2016

	2011	2016	% Growth
Total	99,863	102,238	2.4%



ORGANIZATIONAL STRUCTURE





DEPARTMENT OVERVIEWS





OFFICE OF THE CITY MANAGER



DEPARTMENTAL OBJECTIVES

Objectives:

- Ensure Council direction is carried out
- Provide top quality, fiscally responsible services to Delta residents and businesses

Measuring Objectives:

- Complete all Council motions, directives and resolutions in a timely manner
- Oversee department responsibilities, including the annual budget, financial plan, management of capital projects, assets and services, and fulfillment of employer requirements as related to City staff



WHO WE ARE

The City Manager is appointed by and responsible to Mayor and Council for the efficient management of the City workforce and ensuring that Council directions and policies are carried out. All of the City's departments report directly to Office of the City Manager.



WHAT WE DO

The Office of the City Manager is responsible for the daily administration of the City and ensures the delivery of high quality services in a timely, responsible, and cost effective manner. The City Manager provides leadership and sets the overall strategic direction for short and long-term corporate goals and initiatives. When the City's Emergency Operations Centre (EOC) is activated, the City Manager is the EOC Director, responsible for making primary decisions and managing the City's emergency response.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes



Welcomed Sean McGill to the position of City Manager.

Oversaw coordination of the Mayor's Economic Business Breakfast that was attended by upwards of 200 people from the business and development community.



Facilitated a delegation to Ottawa to meet with federal officials regarding cannabis legalization and regulation, local channel dredging, the George Massey Tunnel Replacement Project, and the National Public Alerting System.



Chaired the Major Civic Building Committee, leading key projects including:



- Boundary Bay Fire Hall, Emergency Operations Centre and Training Facility
- Delta Cultural Centre
- Historic Municipal Hall
- North Delta Arts Centre
- North Delta Worksyard



Coordinated the emergency response to the December 2018 wind storm, which included 329 calls for service to City staff.

HUMAN RESOURCES



DEPARTMENTAL OBJECTIVES

Objectives:

- Support the City in all Human Resources related functions and assist the organization in meeting strategic objectives

Measuring Objectives:

- Manage Human Resource policies and procedures, recruitment and retention, employee training and professional development, labour relations, claims management, and occupational health and safety



WHO WE ARE

Human Resources is responsible for providing support and guidance to City staff, Mayor and Council, and the public on all employment related topics.












WHAT WE DO

Human Resources is responsible for developing and managing corporate programs that support the City and impact employees, including recruitment and selection, labour relations, collective bargaining, training and development, occupational health and safety, health and wellness, and compensation and benefits.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes

 <div>Managed full-cycle recruitment process for 197 job postings and hired 17 new full-time employees.</div>	<div>Established and filled a new Labour Relations Manager position to support positive union-management relations and enhance systems and processes.</div> 
<div>Facilitated staffing for new Boundary Bay Fire Hall.</div> 	 <div>Began preliminary stages for selecting a new Applicant Tracking System that is aimed at streamlining the City's recruitment processes.</div>
 <div>Implemented the trial of a Performance Plan and Review process.</div>	
<div>Provided assistance and support to Mayor and Council to fill the City Manager vacancy.</div> 	<div>Managed over 450 applications for training assistance.</div> 
 <div>Successfully completed the COR Audit review.</div>	 <div>Completed approximately 40 ergonomic assessments and supported more than 70 employee return to work initiatives facilitated by the Occupational Health Nurse.</div>

CORPORATE SERVICES



DEPARTMENTAL OBJECTIVES

Objectives:

- Provide analysis and advice to Mayor and Council and the City Manager in support of key corporate objectives and matters, including intergovernmental and interagency relations, climate action, social initiatives, and strategic planning
- Collaborate and liaise with City staff, community groups, and residents on matters and concerns pertaining to these core areas

Measuring Objectives:

- Coordinate and provide support for initiatives guided by Council direction
- Understand issues that affect the City through regular engagement with key stakeholders and members of the community
- Provide a high level of service to Mayor and Council, residents, and staff



WHO WE ARE

Corporate Services supports the City's key initiatives and core deliverables. Corporate Services consists of five separate but inter-related sections:

- Corporate Policy
- Social Planning
- Corporate Communications
- Legal Services
- Climate Action and Environment



WHAT WE DO

Corporate Policy oversees corporate initiatives and intergovernmental projects and programs. This section is responsible for coordinating Delta's business planning services and bylaw development, organizing municipal representation and policy briefings for the Union of BC Municipalities and the Federation of Canadian Municipalities, and collaborating with Tsawwassen First Nation, and Federal and Provincial Ministers. Corporate Policy is also responsible for the implementation of economic development incentives and the promotion of tourism services in Delta.

Social Planning is responsible for implementing Delta's social plan, including targeted initiatives related to housing, addiction services, seniors, youth, and health. Social Planning focuses on individuals and their experiences in all aspects of community living, including personal safety, resources for at-risk community members, accessible infrastructure and services, and affordable housing.

Corporate Communications keeps the public informed of City news and announcements via the City website and social media channels. The team also provides support and advice to other departments on communications planning, public engagement, issues management, media relations, and graphics.

Legal Services provides advice to Council, Directors, and staff on a broad range of issues that affect Delta. Learn more about what Legal Services does on pages 22-23.

Climate Action and Environment coordinates the implementation of Delta's Climate Change Initiative and chairs the Climate Change Working Group. Learn more about what Climate Action and Environment does on pages 24-25.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes



Negotiated a series of agreements with Tsawwassen First Nation relating to the supply and coordination of water, drainage and irrigation, road and dike works and police services on the Tsawwassen Lands.

Completed a new Smoking Regulation Bylaw to address emerging issues, enhance smoking restrictions, and respond to the legalization of cannabis.



Participated with agencies, ministries and committees that support Delta citizens and increase social services to those in need.

Coordinated the Mayor's Economic Business Breakfast, which brought upwards of 200 leaders from the business and development community together to highlight Delta as being open for business.



Applied for and received over \$830,000 in grant funding from the Federal and Provincial governments for City projects and initiatives.



Completed the Taxilane Rehabilitation Project at the Boundary Bay Airport as part of an ongoing program of safety and infrastructure improvements.



Managed the Heritage Hangar Roof Replacement Project at Boundary Bay Airport, which involved the repair of underlying rot and the replacement of all nine roof systems to protect the building for the future.



Prepared briefings, resolutions and other materials to support meetings with senior levels of government and advance issues affecting Delta.

CORPORATE SERVICES: LEGAL SERVICES



DEPARTMENTAL OBJECTIVES

Objectives:

- Provide Council and staff with timely, accurate and practical legal advice
- Provide development documents in a timely manner
- Protect Delta's interests and identify, minimize, and manage risk in a cost-effective manner

Measuring Objectives:

- Provide cost-effective legal advice and ensure claims are limited and resolved efficiently
- Oversee a program of risk control measures through policies, procedures, and risk-financing arrangements



WHO WE ARE

Legal Services is a division of Corporate Services. It consists of three lawyers, a risk manager and three assistants.



WHAT WE DO

Legal Services provides advice to Council, Directors and staff on a broad range of issues affecting Delta. This involves interpreting statutes, reviewing and drafting selected bylaws, negotiating contracts and agreements, coordinating and supervising the provision of legal services by outside law firms, attending mediations of claims, assisting bylaw enforcement matters, drafting land development documents, and providing seminars to staff.

Risk Management involves identifying risks and developing and implementing decisions to reduce the impact of risk on the City's assets and objectives. This is done through a program of risk control measures, including policies and procedures, and risk financing arrangements, which are designed to meet the levels of risk that have been deemed acceptable by Council.

Land Management involves the acquisition, disposition, and management of land for the City. Legal Services negotiates and drafts agreements for the purchase and sale of land and rights-of-way. The department also negotiates, drafts and manages the leases and licences of City property.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes



Prepared and registered over 650 development documents for over 350 files.

Purchased 7602 Progress Way from British Columbia Transportation Finance Authority and discharged and replaced old covenants and Statutory Rights of Way.



Negotiated an agreement with Greater Vancouver Water District relating to the construction of a water main and storm main.

Negotiated TELUS Fibre-to-the-Premises Master Agreement and associated small cell licence agreement.



Concluded transfer of bowling green from KinVillage to Delta.

Negotiated the purchase of 8100 Nordel Way, Interim Licence, Lease Back and Licence for BC Ambulance.



Negotiated three leases for Market Square, Community Farm and Public Greenspace areas of Delta's Southlands property.

Concluded sale of two lots to Greater Vancouver Water District and granted a Statutory Right of Way over the third lot.



Acquired and dedicated nine lots as road on the south side of River Road.

Negotiated a lease with Brent Kelly Farms for the agricultural portion of Delta's Southlands property.



CORPORATE SERVICES: CLIMATE ACTION & ENVIRONMENT



DEPARTMENTAL OBJECTIVES

Objectives:

- Coordinate and implement corporate and community climate action and environment measures to reduce Delta's carbon footprint and protect and enhance our environment
- Protect eco-system services through education, bylaw enforcement, and development plan reviews

Measuring Objectives:

- Reduce levels of corporate greenhouse gases, resolve complaints, respond to spill accidents, increase environmental awareness and promote environmental stewardship through education and outreach events
- Review building permits, development proposals and capital works construction plans and permits



WHO WE ARE

Climate Action and Environment is a division of Corporate Services. The department is responsible for ensuring that the environmental values of the City are enhanced and protected through best practices in environmental management, education, and restoration of natural areas, including Burns Bog. Climate Action and Environment also aids in the enforcement and development of bylaws, review of building and development plans, and the analysis of environmental assessments. The department investigates complaints and delivers seasonal programs regarding various environmental issues.



WHAT WE DO

Climate Action and Environment coordinates the implementation of Delta's Climate Change Initiative and chairs the Climate Change Working Group. The department organizes environmental reviews of Delta's capital works and regular operations to ensure staff are doing their best to reduce Delta's carbon footprint and protect the environment. This includes reducing greenhouse gas emissions corporately and facilitating community emission reductions. The department represents Delta's interests on internal and external committees and environmental review boards and panels. The department also conducts and participates in environmental assessments and investigates a wide variety of environmental issues, as directed by Council.

Climate Action and Environment investigates complaints regarding spills, odours, pest problems, industrial noise and contaminated site issues, and delivers seasonal programs such as mosquito control. The department does its best to ensure that the public and staff are informed on environmental actions and initiatives through education and outreach.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes



Built 139 new dams in the ditches of Burns Bog to raise the water table.

Achieved carbon neutrality for the seventh consecutive year and received \$200,000 from the Climate Action Revenue Incentive Program grant.



Delivered the annual mosquito control program and invasive plant management program.

Supported Engineering and Community Planning and Development with over 20 environmental permit reviews.



Facilitated 12 invasive plant pulls, totaling over 400 volunteer hours and clearing an estimated 1,770 metres squared.

Developed and implemented an at-risk coastal sand dune plant ecosystem restoration project in Boundary Bay.



Regularly monitored the water table at 46 stations in Burns Bog.



Completed Delta's Birds and Biodiversity Conservation Strategy by:

- Installing a barn owl box in the North 40.
- Supporting the International Ornithological Congress and Vancouver Bird Festival with birding tours in Delta.
- Continuing to work on the agricultural waterfowl communications project funded by Environment and Climate Change Canada in support of agriculture and habitat.

Completed comprehensive inspections of 34 businesses for environmental best management practice to protect stormwater and prevent pollution through our Environmental Business Inspection Program.



Completed fifth year of drainage/irrigation water sampling within the agricultural areas of Delta.

PROPERTY USE & COMPLIANCE



DEPARTMENTAL OBJECTIVES

Objectives:

- Provide proactive and reactive property use compliance through public awareness, enforcement, registration, and inspections
- Enforce animal control at the Delta Community Animal Shelter

Measuring Objectives:

- Enforce Delta's bylaws, both proactively and in response to calls for service, by managing the Secondary Suite Program, issuing Soil Deposit and Removal permits, and administering business licencing
- Manage Delta Community Animal Shelter's animal control through proactive enforcement and community engagement



WHO WE ARE

Property Use and Compliance is responsible for the enforcement of bylaws adopted by Mayor and Council and for the City's animal control services. Other duties include issuing and enforcing business licences, secondary suite occupancy permits, and soil deposit and removal permits.



WHAT WE DO











Bylaw Enforcement initiates investigations and responds to citizen complaints related to bylaw contraventions. Bylaw enforcement endeavours to resolve complaints through education and voluntary compliance wherever possible.

The **Delta Community Animal Shelter** is responsible for animal control services in Delta. Each year, staff and volunteers provide care, treatment, and adoption services for hundreds of abandoned, mistreated, or surrendered animals.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes

 <p>Provided improved clarity for business owners through enhanced regulations, upon Council adopting a new Business Licencing Bylaw.</p>	<p>Issued 6,341 Business Licences, including 595 Inter-municipal licences.</p> 
<p>Processed and enforced over 26,000 calls for service, permits and licences, and animal intakes and surrenders.</p> 	<p>Merged Animal Control Officers with Bylaw Enforcement Officers to provide better service to residents.</p> 
 <p>Collected \$327,300 in ticket revenue with an additional \$235,000 in the collection process.</p>	<p>Uniformed Bylaw Inspectors now work seven days a week from 8 am to 8 pm in the summer months, responding to both Bylaw Enforcement and Animal Control calls for service.</p> 
<p>Coordinated care for 445 animals, including 202 adoptions and 169 surrenders.</p> 	 <p>Issued 450 bylaw offence warnings and 137 bylaw notices during the Summer Parks Patrol Program.</p>
<p>Reached over 10,500 Facebook followers and started #FeatureFriday, a weekly video series highlighting animals for adoption.</p> 	<p>Hosted 13 public training and information sessions.</p> 

OFFICE OF THE CITY CLERK



DEPARTMENTAL OBJECTIVES

Objectives:

- Carry out the statutory responsibilities of the Corporate Officer as legislated under the Community Charter
- Process Freedom of Information and Protection of Privacy requests, records management, coordination of the Volunteer Appreciation Event, and provide assistance and advice with respect to Council and Committee processes, reporting procedures, and decisions rendered

Measuring Objectives:

- Prepare accurate meeting agendas and meeting minutes
- Complete objectives in an efficient and accurate manner
- Administer oaths and take affirmations, affidavits and declarations required to be taken under the Community Charter in an efficient and accurate manner
- Conduct a successful local government election every four years and any by-elections or referenda



WHO WE ARE

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













WHAT WE DO

The Office of the City Clerk prepares Council and Committee meeting agendas, records official minutes, administers and certifies bylaws, and executes legal documents on behalf of Delta. The department also coordinates and processes information requests under the Freedom of Information and Protection of Privacy Act and provides general information and research services to Council, staff, and the public. The department is responsible for conducting local government elections, by-elections and referenda as required in accordance with the Local Government Act. In addition, the department organizes the Inaugural Council Meeting and volunteer recognition special events.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes

 <p>Conducted the 2018 General Local Election by processing 31,434 votes from a 43.32% voter turnout.</p>	<p>Managed 43 applications for candidates running for the office of Mayor, Councillor, and School Trustee.</p> 
<p>Hired, trained, and supported 279 staff to work during the election and trained staff to operate new voting equipment.</p> 	 <p>Managed 25 polls to receive voters on general voting day, three days of advance voting opportunities at four locations, plus mail ballots.</p>
 <p>Managed 27 Regular Council meetings, 26 Executive Council Meetings, 13 Public Hearings, and 16 Council Workshops.</p>	<p>Managed 41 Advisory Committee Meetings and nine Police Board Meetings.</p> 
<p>Oversaw the coordination of the Council Inaugural and Volunteer Appreciation Event.</p> 	 <p>Processed 78 Freedom of Information and Protection of Privacy applications.</p>
 <p>Improved organizational processes by adding 7,254 documents to Filepro records system.</p>	<p>Processed over 3,290 items of external Council correspondence and improved the flow of information and response rate for Council communication by implementing an electronic correspondence management and tracking system.</p> 

COMMUNITY PLANNING & DEVELOPMENT



DEPARTMENTAL OBJECTIVES

Objectives:

- Support Council to establish a vision, policies and plans for future growth and development
- Provide analysis, information and advice on community planning, policy and regulatory matters
- Provide the public timely and efficient services for all forms of applications, permits, inquiries and concerns
- Facilitate public engagement on a variety of topics affecting the community

Measuring Objectives:

- Prepare the Official Community Plan and associated area and neighbourhood plans
- Prepare plans, policies and strategies relating to significant community issues, including housing, heritage, agriculture, and sustainable development
- Coordinate applications, zonings, permits, land use issues, building and permit inspections, and technical queries in a timely manner
- Provide opportunities for meaningful public input and engagement on community planning matters, including proposed land use changes



WHO WE ARE

Community Planning and Development works with the community to establish future land use plans and associated strategies, and to foster sustainable growth and development that provides a variety of housing choices, employment opportunities, and amenities for residents and visitors alike. The department provides advice to Council on a wide range of policy and regulatory bylaws, strategies, and development applications. The department also provides application services and support, building approvals, and inspection services to the public and developers.



WHAT WE DO

The **Application Centre** provides an efficient and proactive “one stop” customer service for building permits, development applications, and general enquiries. The Application Centre tracks building statistics and provides information to the public, other departments, and external agencies regarding Delta’s bylaws and policies.

Planning and Development Services prepares Delta’s Official Community Plan, Delta’s Zoning Bylaw, and other regulatory bylaws, as well as various strategies and policies on related topics like housing, heritage, and agriculture. Staff work closely with the development community, other

departments, external agencies, and the public to process rezoning, subdivision, and other development applications and make recommendations to Council regarding land development.

The **Building Approvals** section reviews construction drawings for all types of buildings and structures prior to issuing building permits, conducts inspections, and gives advice on building related matters. Building Approvals works in cooperation with other departments, provincial authorities, and in partnership with applicants to ensure that the design and construction of buildings meet health, safety, fire protection, accessibility, and city zoning standards.



WHAT WE’RE PROUD OF

2018 Achievements / Outcomes



Issued 1,664 Building and Plumbing permits for a construction value of approximately \$300,000,000.

Processed 352 land use applications including official community plan amendments, rezoning, subdivision and various other development related applications.



Reduced customer wait times for building permits through efficiencies and application process improvements, particularly for home renovations and new house construction.



In addition to answering live calls from customers, responded to approximately 5,600 voicemails and over 2,000 emails.



Provided a high-level of customer service following Council’s adoption of Delta’s new Zoning Bylaw, considerably reducing the number of requests for variances.

Eliminated the North Delta Development Permit for form and character, resulting in a more consistent and efficient review process for new homes.



Initiated a neighbourhood planning process for the Townline Node area, a significant gateway to North Delta.



Received approval for significant developments including a new casino and entertainment complex, an Official Community Plan amendment for Kin Village, several multi-family projects, and the “Parkwood” industrial area.

Construction commenced or continued under staff’s guidance for master planned communities including the Southlands,



Tsawwassen Springs, Marina Garden Estates, and Sunstone.

Continued long-range planning work in housing, heritage, and agriculture, including liaising with advisory committees to provide advice to Council on policy and regulatory matters.



ENGINEERING



DEPARTMENTAL OBJECTIVES

Objectives:

- Administer sustainable planning and management of corporate infrastructure through replacement, renewal and maintenance programs
- Ensure efficient and effective delivery of services to Delta residents and businesses through annual work plans

Measuring Objectives:

- Receive community feedback
- Complete annual work plans



WHO WE ARE

Engineering provides a range of public works services in the areas of transportation, water, sewer, drainage, irrigation, solid waste, and recycling. Engineering also maintains the corporate fleet that includes trucks and construction-related equipment.

The department is made up of six divisions:

- Administrative and Customer Services
- Design and Construction
- Operations
- Land Development and Special Projects
- Transportation
- Utilities



WHAT WE DO

Administrative and Customer Services manages the City's switchboard and reception services and provides customer service support, including processing service requests and preparing public permits related to highway use, tree cutting, lawn watering, hydrant use, special events, and filming.

Design and Construction is responsible for the annual capital infrastructure upgrade program, along with design drafting and corporate survey services, including construction lay-out and record surveys.

Operations represents the outside City workforce responsible for providing a range of public works, maintenance, and construction services, including horticultural and tree services, parks and sports field maintenance, and snow and ice control.

Land Development and Special Projects liaises with external agencies regarding the delivery of key engineering infrastructure projects and administers engineering requirements for land developments and building permit projects.

Transportation provides planning, management, and replacement programs for City transportation infrastructure and related facilities, and plans and budgets for the Neighbourhood Road Improvements Plan.

Utilities provides long-range planning, management and replacement programs for water, sewer, drainage, irrigation and flood protection, and delivers solid waste and recycling services.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes



Responded to 27,000 resident calls and processed 1,200 permits, 630 TalkDelta requests, and 3,183 email requests.



Completed 10 crosswalk and 14 bus stop upgrades.



Completed the Annual Water Quality Report, which includes results from over 1,250 individual water samples.



Improved lighting at the 56 Street and 16 Avenue intersection by installing LED lights.



Obtained a \$750,000 grant from the Infrastructure Canada - Disaster Mitigation and Adaptation Fund for the Boundary Bay Foreshore Protection Project.

Assisted Telus in implementing its municipal-wide fibre optic system, which included issuing nearly 300 permits.

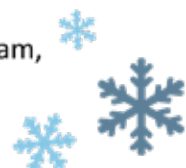


Renewed multiple major roads as part of the Neighbourhood Road Improvements Plan, which included sidewalk and boulevard upgrades.



Installed 900 water meters, as part of the Water Meter Program.

Improved efficiencies to the Winter Season Response Program, including the purchase of brine-making equipment and the completion of a salt storage facility in North Delta.



Liaised with the Ministry of Transportation and Infrastructure on major provincial highway projects including the new overpass at Highway 91 and 72 Avenue, as well as the Highway 91/17 and Deltaport Way Upgrade Project.



Implemented upgrades to the sign inventory and tracking system.

FINANCE



DEPARTMENTAL OBJECTIVES

Objectives:

- Develop and implement strategic plans consistent with corporate goals
- Comply with all legislative requirements

Measuring Objectives:

- Develop and oversee the five-year financial plan through the business plan workshop and budget process
- Prepare annual audited financial statements
- Meet statutory requirements for payroll, purchasing, value added taxes, and financial reporting



WHO WE ARE

Finance is responsible for providing efficient, effective, and responsible financial management services in a customer-focused environment to the public, City Council, and departments. The department consists of three divisions:

- Budgets and Taxation
- Financial Services
- Information Services



WHAT WE DO

Budgets and Taxation coordinates the preparation of Delta's annual operating and capital budgets, and manages the City's investment portfolio. This division is responsible for the billing and collection of utilities and property taxes, as well as the invoicing and collection of other City revenues.

Financial Services maintains the general ledger, processes financial transactions, provides financial reporting for all departments, and processes payments. This area is responsible for overseeing the purchasing of goods and services for the City, including buying for construction projects, as well as controlling the inventory of purchased goods.

Financial Services also oversees the civic building project managers.

Information Services implements, manages, supports, and upgrades the City's computer applications, corporate websites, personal computers and printers, central processing infrastructure, data-centre, data and voice networks, telephone systems, and security systems.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes



Completed a range of projects, including the historic municipal hall, cultural exhibit space and tennis courts revitalization.

Ensured strategic timing of vendor payments so the City remains an attractive place to do business, which translates into lower bid prices.



Posted 192 public bidding opportunities on BC Bid and coordinated site visits for potential bidders to meet the City's project staff.



Provided warm and friendly customer services to help residents with tax and other related enquiries.



Provided computing support and assistance to Mayor and Council and city staff by responding to over 8,500 requests for service.

Launched the TalkDelta mobile application for residents, including features to support service requests, questions, election polling station locations, and real-time election coverage.



Launched Sync portal to enable critical document sharing among members of the City's Emergency Operations Committee.



Facilitated the elimination of the City's general debt.



Implemented an online credit card payment option for property taxes and utility billings.

Increased participation in online property tax related services, including the electronic Home Owner Grant program and myCity accounts.



PARKS, RECREATION & CULTURE



DEPARTMENTAL OBJECTIVES

Objectives:

- Provide services that are consistent with Council direction
- Identify gaps in service delivery and make recommendations on priorities related to department services
- Encourage healthy, well-balanced lifestyles
- Provide innovative program offerings
- Encourage children and youth to develop independent and responsible skills
- Focus on introductory level opportunities

Measuring Objectives:

- Ensure facilities are operated with a high standard of care and safety
- Work collaboratively with community organizations to leverage opportunities that are in the interest of the greater community
- Maximize assets through facility optimization



WHO WE ARE

Parks, Recreation and Culture develops, coordinates, and delivers parks, recreation, and culture related services, events, and programs that encourage active participation for all ages and ability levels.



WHAT WE DO

Parks, Recreation and Culture provides recreational activities and a wide range of instructional programs through City-operated facilities including pools; arenas; and arts, seniors, and fitness centres. The department manages over 340,000 square feet of recreational facilities, oversees Delta's Emergency Social Services and Leisure Access Assistance programs, and coordinates the direction and operations for parks and open spaces, including sports fields, tennis courts, playgrounds, community gardens, cemeteries, trails, boat launches, and more.

Parks, Recreation and Culture promotes awareness and interest in healthy lifestyles through participation in recreational activities and volunteer opportunities and works closely with community groups, service clubs and not-for-profit organizations to enhance community services. The department also delivers a multitude of community events throughout Delta, such as the Boundary Bay Airshow, Canada Day celebrations, Tour de Delta, and the Luminary Festival.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes



Increased interment service options at the Boundary Bay Cemetery and North Delta Cemetery.

Completed renovations for the building that will house the Delta Cultural Centre.



Received \$140,000 in grants from the Rick Hansen Foundation to go toward accessibility projects in seven facilities.



In partnership with the Rotary Club of Ladner, opened Ladner Rotary Splash Park.

Enhanced the Beach Grove Park off-leash area to provide better delineation between the off-leash dog area and the playground.



In partnership with the Reach Child and Youth Development Society, completed the Memorial Park Natural Playground.

Renovated the Delview Park Lacrosse Box to include resurfacing of the lacrosse box, removal and reinstallation of court boards, and replacement of court fencing and seating.



Purchased the Tsawwassen lawn bowling green - the 6,221 metre parcel of land is now included as part of Winskill Park.



Upgraded the Sunshine Hills Tennis Courts by resurfacing six courts to eliminate lateral and vertical cracks on the playing surface and added a pickleball court.

Coordinated hundreds of volunteers, received funding from dedicated sponsors, and attracted over 30,000 attendees for numerous community and corporate events, including Tour de Delta, Boundary Bay Airshow, and the Luminary Festival.



FIRE & EMERGENCY SERVICES



DEPARTMENTAL OBJECTIVES

Objectives:

- Maintain the highest level of fire protection and emergency services to the community in accordance with governing legislation
- Plan for future issues, examine needs to enhance emergency response and preparedness

Measuring Objectives:

- Maintain high quality emergency service levels through education, including first responder pre-hospital care training and the BCIT Succession Planning Program
- Enhance emergency preparedness in Delta



WHO WE ARE

Delta Fire and Emergency Services provides 24-hour emergency response, fire inspection services, public education on fire issues, and emergency planning to Delta's public, business, and community facilities.

Delta Fire and Emergency Services comprises four divisions:

- Finance, Administration and Training
- Operations and Apparatus/Equipment
- Fire Protective Services
- Emergency Management Office



WHAT WE DO

Finance, Administration and Training supplies human resources administration and payroll support for 199 Fire and Emergency Services personnel and supports the Fire Chief, and the City's Finance and Human Resources departments with the annual budget and labour management relations.

Operations and Apparatus/Equipment provides direction, accountability, and support to the operations of Delta Fire and Emergency Services, including radio communications, maintenance of apparatus/equipment, and all related purchases.

Fire Protection Services is responsible for meeting fire and safety objectives through an annual inspection process and public education. This division directs fire prevention initiatives, manages crew inspection of properties in accordance with Delta bylaws and the BC Fire Code, conducts fire investigations, and assists in building pre-planning.

The **Emergency Management Office** ensures the City is prepared for an emergency or natural disaster. Learn more about what the Emergency Management Office does on pages 40-41.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes



Completed four years of enhanced pre-hospital care service to citizens of Delta.

The Apparatus Committee developed three new apparatus: Rescue 4, Engine/Tender, and Tower 3 Platform units for delivery in 2019.



Completed comprehensive training that meets National Fire Protection Association standards and the needs of a highly varied, fast growing community.

Deployment of apparatus and firefighters to Fort St. James in July and August to join a province wide response with firefighting and evacuation efforts.



Completed 3,772 property inspections to commercial structures to ensure fire code compliance, an 18% increase from 2017.

Developed the new Boundary Bay Fire Hall, Emergency Operations Centre and Training Facility. The new facility will boost response to a growing industrial base and surrounding areas and will provide a dedicated emergency training facility.



Transitioned to the E-Comm next generation radio system enhancing fire department and community safety.

Maintained consistent five-minute window response times for priority pre-hospital care services.



Coordinated fire code inspections and community education initiatives to achieve maximum effectiveness keeping residents, businesses, and visitors safe.

Developed a mental health component to the Health and Wellness Program.



FIRE & EMERGENCY SERVICES: EMERGENCY MANAGEMENT OFFICE



DEPARTMENTAL OBJECTIVES

Objectives:

- Build corporate and community resiliency to both natural and human-made disasters through collaborative multi-departmental cooperation

Measuring Objectives:

- Save lives and reduce suffering
- Protect critical infrastructure and property
- Uphold and maintain environmental integrity
- Reduce social and economic losses
- Educate the public on emergency preparedness



WHO WE ARE

The Emergency Management Office is managed by the Deputy Chief of Emergency Management with support from an interdepartmental team of emergency planners and liaisons. The department receives direction from Delta's Executive Emergency Committee – a committee comprising the Mayor, City Manager, Fire Chief, Police Chief, and Directors.



WHAT WE DO

The Emergency Management Office is responsible for ensuring that the City is prepared for an emergency or natural disaster. The department undertakes hazard, risk, and vulnerability assessments throughout the community and incorporates the findings into ongoing emergency preparedness. Delta's emergency planners work to identify mitigation strategies to reduce risk and develop plans to manage emergency response and recovery. The department organizes emergency preparedness training for City staff, coordinates emergency exercises, and provides support to external agencies as well as the public. In addition, the department is responsible for supporting and promoting volunteer-based emergency management programs and initiatives. It prepares local businesses for continuity and recovery in the event of an emergency, and works with Delta School District to ensure students are prepared.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes



Acquired nearly \$80,000 in funding to support emergency program initiatives and recovered \$470,000 in costs attributed to response to major incidents.

Completed internal emergency management training to educate City staff on emergency management principles and processes.



Coordinated the support of dedicated emergency management volunteers for Emergency Radio Communications, Emergency Social Services, and Delta Lifeboat.



Coordinated a number of functional emergency exercises, including Exercise Matchbox, Exercise Ammonia, and Exercise Ground Truth.



Supported the planning and design of a new Emergency Operation Centre at the Boundary Bay Fire Hall.

Developed partnerships that enhance mitigation and response efforts with community stakeholders responsible for critical infrastructure, essential services, and public safety.



Supported external jurisdictions with emergency management activities, including the Vancouver Landfill fire, Richmond Bog fire, and Provincial deployments.



Developed a Community Wildfire Protection Plan that identifies 36 recommendations for reducing risk in wildland urban interface areas.



Prepared the City to respond to seasonal emergencies, including the spring freshet and storm surge events.

Organized community outreach programs to inform, educate, and build resiliency to the impacts of emergencies and disasters in the city.



DELTA POLICE



DEPARTMENTAL OBJECTIVES

Objectives:

- Build safe communities; prevent crime and enforce the law, protect vulnerable populations, and reduce harm on Delta's roads
- Build Relationships; engage the public, develop partnerships, and solve problems
- Build Capacity; develop Delta Police Department employees, increase efficiency, and communicate effectively

Measuring Objectives:

- Monitor crime rates, calls for service, and response times and adjust strategies to ensure success
- Align officer activity with public expectations regarding traffic safety, property crime, drug enforcement, and visibility



WHO WE ARE

Delta Police follows a “no call too small” philosophy to deliver top quality policing and public safety services to the citizens of Delta. Delta Police embraces a customer-focused approach to policing that is solutions-based, community-centered, and data-driven. Delta Police was one of the first municipal police departments created in British Columbia, founded in 1888.



WHAT WE DO











Delta Police offers a wide variety of programs and services and strives to protect vulnerable populations, prevent crime, and hold offenders accountable. Along with the traditional specialized sections of Traffic, School Liaison, Emergency Planning, Community Police Stations, and Vulnerable Sector Units, Delta Police has enhanced its services to vulnerable members of the community, including immigrants and refugees, seniors, at-risk youth, and those suffering from mental illness.

Delta Police is dedicated to ensuring crime rates stay low, roads are safe, and that anyone who calls for help will receive top quality service. Delta Police is administered by the Delta Police Board.



WHAT WE'RE PROUD OF

2018 Achievements / Outcomes

 <p>Used education and enforcement to decrease traffic collisions by 12% compared to the previous year.</p>	<p>Secured 94 charges against Red Scorpion gang members in Operation Green Planet, targeting a significant drug line operating in Tsawwassen.</p> 
<p>Prepared for marijuana legalization by training officers in impaired driving testing, giving Delta the highest percentage of trained officers in Metro Vancouver.</p> 	 <p>Shutdown the largest fentanyl conversion lab discovered in Canada.</p>
 <p>Launched a new police bike unit with the Tsawwassen First Nation Services Team.</p>	<p>Implemented GLAD (Greet, Listen, Action, Disposition) customer service system to ensure consistent service for all calls.</p> 
<p>Secured a human trafficking and prostitution charge against a former Delta resident.</p> 	 <p>Shutdown a property and identity theft ring, securing 58 charges against three people.</p>
 <p>Opened new District Community Police Offices in North Delta and Ladner, to better serve the areas.</p>	<p>Ensured continued focus on No Call Too Small philosophy, including rescuing stranded motorists and the removal of a possum from a shower.</p> 

2018 AUDITED CONSOLIDATED FINANCIAL STATEMENTS



MANAGEMENT'S REPORT

Management's Responsibility for the Consolidated Financial Statements

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the consolidated financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the consolidated financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

Mayor and Council are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the a standing committee. The committee reviews internal financial reports on a quarterly basis and external audited consolidated financial statements yearly.

The external auditors, PricewaterhouseCoopers, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the consolidated financial statements. The external auditors have full and free access to financial management of City of Delta and meet when required.

On behalf of City of Delta,

A handwritten signature in black ink, appearing to read 'Karl Preuss', is positioned above the printed name and title.

Karl Preuss, CPA CA
Treasurer (Director of Finance)



Independent auditor's report

To the Mayor and Council of the City of Delta

Our opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the City of Delta and its subsidiary (together, the City) as at December 31, 2018 and the results of its operations, changes in its net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

What we have audited

The City's consolidated financial statements comprise:

- the consolidated statement of financial position as at December 31, 2018;
- the consolidated statement of operations for the year then ended;
- the consolidated statement of net financial assets for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, which include a summary of significant accounting policies.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

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

Independence

We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

PricewaterhouseCoopers LLP
PricewaterhouseCoopers Place, 250 Howe Street, Suite 1400, Vancouver, British Columbia, Canada V6C 3S7
T: +1 604 806 7000, F: +1 604 806 7806

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the City to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Vancouver, British Columbia
May 6, 2019

Consolidated Statement of Financial Position

As at December 31, 2018 with comparative figures for 2017

As at December 31	2018	2017 (note 21)
Financial Assets		
Cash and cash equivalents (note 2)	\$ 60,227,596	\$ 52,455,305
Restricted cash and cash equivalents (note 3)	25,267,592	26,095,345
Accounts receivable (note 4)	26,372,022	19,918,127
Portfolio investments (note 5)	168,926,482	182,055,768
	280,793,692	280,524,545
Liabilities		
Accounts payable (note 6)	22,300,307	18,245,299
Other liabilities (note 7)	24,379,595	22,394,322
Accrued employee future benefits (note 8)	8,698,200	7,921,700
Deferred revenues (note 9)	6,217,164	5,442,187
Restricted revenues (note 10)	42,612,316	43,067,281
Refundable performance deposits (note 11)	25,267,592	26,095,345
Long term debt (note 12)	2,062,533	2,690,704
	131,537,707	125,856,838
Net Financial Assets	149,255,985	154,667,707
Non Financial Assets		
Tangible capital assets (note 15)	891,935,639	842,602,092
Inventories	736,878	759,471
Prepays	1,589,950	1,313,201
Other assets (note 13)	866,713	791,617
Accumulated Surplus (note 16)	\$ 1,044,385,165	\$ 1,000,134,088

Commitments and contingencies (note 17)

Consolidated Statement of Operations

Year ended December 31, 2018 with comparative figures for 2017

For the years ended December 31	2018 Budget	2018	2017
Revenues			
Taxation and grants in lieu (note 14)	\$ 146,551,500	\$ 145,883,190	\$ 143,617,008
Government transfers (schedule 1)	5,556,000	7,020,137	3,082,409
Sale of services (schedule 2)	69,512,000	73,355,267	72,318,118
Licenses, permits, fees and penalties (schedule 3)	7,679,000	9,191,215	11,292,661
Contributions (schedule 4)	1,875,000	8,318,450	2,823,537
Investment income	2,400,000	4,458,303	2,889,478
Actuarial earnings on debt	-	340,715	394,963
Development cost charges (note 10)	3,486,000	3,142,500	649,500
Landfill royalties	3,230,000	3,524,335	3,422,623
MFA surplus distribution	40,000	40,492	92,658
Gain on disposal of tangible capital assets	-	-	8,482,664
Contributed tangible capital assets (note 15)	30,119,000	12,614,356	16,992,689
Other (schedule 5)	5,656,500	1,783,526	2,367,638
	276,105,000	269,672,486	268,425,946
Expenses			
General government	27,978,000	26,008,173	23,769,045
Library services	3,702,000	3,701,944	3,599,167
Fire services	28,388,000	28,511,456	26,972,722
Police services	41,797,000	41,805,730	39,624,606
Other protective services	3,231,000	3,202,679	3,029,448
Water services	24,788,500	24,439,135	23,840,759
Sewer services	14,166,500	13,981,544	14,061,023
Engineering	11,581,000	11,574,248	10,744,010
Drainage	7,067,000	7,171,538	6,773,876
Road and traffic safety	18,724,500	18,465,122	18,229,946
Environmental health	795,000	700,720	697,865
Solid waste	5,791,500	5,636,325	5,724,487
Community planning and development	5,818,000	4,919,528	5,791,629
Parks, recreation and culture	34,830,000	35,024,879	33,259,573
Loss on disposal of tangible capital assets	-	278,388	-
	228,658,000	225,421,409	216,118,156
Annual Surplus	47,447,000	44,251,077	52,307,790
Accumulated Surplus, beginning of year	1,000,134,088	1,000,134,088	947,826,298
Accumulated Surplus, end of year	\$ 1,047,581,088	\$ 1,044,385,165	\$ 1,000,134,088

Consolidated Statement of Net Financial Assets

Year ended December 31, 2018 with comparative figures for 2017

For the years ended December 31	2018 Budget	2018	2017
Annual Surplus	\$ 47,447,000	\$ 44,251,077	\$ 52,307,790
Amortization of tangible capital assets (note 13)	25,000,000	25,016,685	23,786,850
Acquisition of contributed tangible capital assets (note 13)	(30,119,000)	(12,614,356)	(16,992,689)
Acquisition of tangible capital assets	(114,961,000)	(64,450,930)	(43,571,499)
Loss (gain) on disposal of tangible capital assets	-	278,388	(8,482,664)
Proceeds from disposal of tangible capital assets	-	2,436,666	11,887,202
Changes in inventories	-	22,593	30,229
Changes in prepaid	-	(276,749)	(63,318)
Changes in other assets	-	(75,096)	(48,622)
(Decrease) Increase in Net Financial Assets	(72,633,000)	(5,411,722)	18,853,279
Net Financial Assets, beginning of year	154,667,707	154,667,707	135,814,428
Net Financial Assets, end of year	\$ 82,034,707	\$ 149,255,985	\$ 154,667,707

Consolidated Statement of Cashflows

Year ended December 31, 2018 with comparative figures for 2017

For the years ended December 31 Cash provided by (used in):	2018	2017 (note 21)
Operating Transactions		
Annual Surplus	\$ 44,251,077	\$ 52,307,790
Non-cash charges to operations		
Amortization of tangible capital assets (note 15)	25,016,685	23,786,850
Contribution of tangible capital assets (note 15)	(12,614,356)	(16,992,689)
Loss (gain) on disposal of tangible capital assets	278,388	(8,482,664)
	12,680,717	(1,688,503)
Changes in non-cash working capital		
Accounts receivable	(6,453,896)	(2,532,206)
Accounts payable	4,055,009	3,944,125
Other liabilities	1,985,273	320,828
Accrued employee future benefits	776,500	(89,500)
Prepays, inventories and other assets	(329,252)	(81,712)
Restricted revenues	(1,594,014)	2,795,724
Restricted cash and cash equivalents	827,753	(8,098,813)
Refundable performance deposits	(827,753)	8,098,813
Deferred development cost charges used	(3,142,500)	(649,500)
Deferred revenues	774,977	(208,641)
	(3,927,903)	3,499,118
Net change in cash from operating transactions	53,003,891	54,118,405
Capital Transactions		
Acquisition of tangible capital assets	(64,450,930)	(43,571,499)
Proceeds from disposal of tangible capital assets	2,436,666	11,887,202
Cash used in capital transactions	(62,014,264)	(31,684,297)
Investing Transactions		
Net proceeds (purchase) of portfolio investments	13,129,286	(6,523,418)
Cash provided by (used in) investing transactions	13,129,286	(6,523,418)
Financing Transactions		
Long term debt retired	(628,171)	(737,535)
Deferred development cost charges interest earned	752,095	487,370
Deferred development cost charges collected	3,529,454	4,081,488
Cash provided by financing transactions	3,653,378	3,831,323
Increase in Cash and Cash Equivalents	7,772,291	19,742,013
Cash and Cash Equivalents, beginning of year	52,455,305	32,713,292
Cash and Cash Equivalents, end of year	\$ 60,227,596	\$ 52,455,305
Supplemental cash flow information, interest paid	\$ 173,842	\$ 230,194

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

1. Significant Accounting Policies

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

a) Basis of Consolidation

The consolidated financial statements of the City of Delta (the "City") reflect a combination of the City's general revenue, water, sewer, solid waste and reserve funds. The equity in Ladner Harbour Authority is included in the assets of the City 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, which include legislative grants, are recognized as revenue in the consolidated financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the consolidated statement of operations as the stipulation liabilities are settled.

d) Cash and Cash Equivalents

Cash and cash equivalents include fixed return financial instruments maturing within 90 days of purchase. 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 City'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 City's administered Trust Funds.

The City has investments in guarantee investment certificates "GIC's", term deposits, bonds, equity instruments and mutual funds that have a maturity of greater than three months at the time of acquisition. GIC's, term deposits, bonds and other investments not quoted in an active market are reported at cost or amortized cost. Detailed information regarding portfolio investments is disclosed in Note 5.

Portfolio investments in foreign currencies are recorded at the current exchange rate as at the year end. The change in the fair value as at year end is recognized in the consolidated statement of operations for that year.

Impairment is defined as a loss in value of a portfolio investment that is other than a temporary decline and is included in the consolidated statement of operations.

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 Section 188 of the *Community Charter* and Section 569 of the *Local Government Act*.

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

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.

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 consolidated 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 Revenue

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 City 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 (Note 9).

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 consolidated statement of financial position as deferred revenue or restricted revenue.

Taxes are recorded at estimated amounts when they meet the definition of an asset, have been authorized and when the taxable event occurs. Annual levies for non-optional municipal services and general administrative services are recorded as taxes for municipal services in the year they are levied. Taxes receivable are recognized net of an allowance for anticipated uncollectable amounts. Levies imposed by other taxing authorities are not included as taxes for municipal purposes.

Through the British Columbia Assessment's appeal process, taxes may be adjusted by way of supplementary roll adjustments. The effects of these adjustments on taxes are recognized at the time they are awarded to the extent such adjustments exceed amounts already provided for.

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 City 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 value at the time of transfer of ownership to the City.

Investment income is recorded on an accrual basis and recognized as earned.

Contributed tangible capital assets are assets contributed by developers as a requirement to provide subdivision infrastructure for streets, lighting, sidewalks, sewer, water and drainage. Upon completion, these works are turned over to the City. Tangible capital assets are recorded at their fair value at the date of receipt and are also recorded as revenue.

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

m) Use of Estimates

The preparation of consolidated 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 consolidated 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 those 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.

n) Basis of Segmentation (Notes 18 and 19)

City 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 (Notes 8 and 17)

The City and its employees make contributions to the Municipal Pension Plan and the employees accrue benefits under this plan based on service. The City's contributions are expensed as incurred.

Post-employment benefits are also accrued by City employees. Liabilities related to these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. Liabilities under these benefit plans are accrued and based on projected benefits as the employees render services necessary to earn future benefits.

p) Contaminated Sites

Contaminated sites are formed as a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when a site is not in productive use and all the following criteria are met:

- 1) An environmental standard exists;
- 2) Contamination exceeds the environmental standard;
- 3) The municipality is directly responsible or accepts responsibility;
- 4) It is expected that the future economic benefits will be given up;
- 5) A reasonable estimate of the amount can be made.

Management has assessed its potential liabilities under the standard including sites that are no longer in productive use and sites for which the City accepts responsibility. There were no such sites that had contamination in excess of an environmental standard which required remediation at this time; therefore no liability was recognized at December 31, 2018.

q) Budget Figures (Note 20)

The operating and capital budget figures, presented on a basis consistent with that used for actual results, were approved by Council as the 2018 - 2022 Financial Plan Bylaw No. 7738 adopted February 19, 2018. Adjustments to the budgeted amounts are required to comply with Canadian public sector accounting standards for inclusion in the consolidated statement of operations and the consolidated statement of net financial assets.

r) New Accounting Standard Adopted

Effective January 1, 2018, the City adopted sections PS 2200 – Related Party Disclosures, PS 3210 – Assets, PS 3320 – Contingent Assets, PS 3380 – Contractual Rights and PS 3420 – Inter-entity Transactions. The adoption of these standards does not have a material impact on the consolidated financial statements.

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

2. Cash and Cash Equivalents

	<u>2018</u>	<u>2017</u>
Canadian dollar accounts	\$ 21,055,614	\$ 20,336,454
Chartered banks and credit union term deposits (effective interest 1.93% to 2.16%)	35,284,165	28,579,269
US dollar account	3,887,817	3,539,582
	<u>\$ 60,227,596</u>	<u>\$ 52,455,305</u>

Cash and cash equivalents as at December 31, 2018 comprised nine Canadian dollar accounts and one US dollar account. The accounts are interest bearing and range in rates from prime rate less 1.49% to 1.74% (2017 - prime rate less 1.49% to 1.74%). Term deposits mature within 90 days of purchase.

3. Restricted Cash and Cash Equivalents

	<u>2018</u>	<u>2017</u>
Chartered banks and credit union term deposits (effective interest 1.93% to 2.16%)	<u>\$ 25,267,592</u>	<u>\$ 26,095,345</u>

Restricted cash comprises cash and cash equivalents that mature within 90 days of purchase and is held in accordance with third party development and other agreements. The cash is not available for general use.

4. Accounts Receivable

	<u>2018</u>	<u>2017</u>
Taxes	\$ 5,932,087	\$ 4,115,949
Utilities	6,021,843	5,530,537
Local improvements (non-interest bearing; repayment term - 15 years)	342,787	373,531
Trade	14,152,569	9,959,037
	<u>26,449,286</u>	<u>19,979,054</u>
Less: allowance for doubtful accounts	(77,264)	(60,927)
	<u>\$ 26,372,022</u>	<u>\$ 19,918,127</u>

5. Portfolio Investments

Portfolio Investments as at December 31 comprise:

	<u>2018</u>	<u>2017</u>
Chartered banks (effective interest rate 1.55% to 3.17%, maturing 2019 to 2025)	\$ 137,157,367	\$ 161,548,438
Provincial government bonds (effective interest rate 2.15% to 3.59% maturing 2021 to 2028)	10,769,115	9,007,330
Credit unions (effective interest rate 2.5% to 3%, maturing 2019)	21,000,000	11,500,000
	<u>\$ 168,926,482</u>	<u>\$ 182,055,768</u>

Portfolio investments include provincial backed bonds and notes; chartered bank bonds, notes, banker's acceptances and strip coupons; and the Credit Union term deposits. The effective interest rates range from 1.55% to 3.59% (2017 - 0.96% to 4.65%). In 2018, the average rate of return was 1.94% (2017 - 1.34%). The maturity dates of the investments range from January 2019 to March 2028.

6. Accounts Payable

	<u>2018</u>	<u>2017</u>
Trade	\$ 17,609,881	\$ 15,366,308
Holdback	3,206,006	1,522,241
Other government	1,484,420	1,356,750
	<u>\$ 22,300,307</u>	<u>\$ 18,245,299</u>

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

7. Other Liabilities

	<u>2018</u>	<u>2017</u>
Wages and benefits	\$ 3,584,693	\$ 3,213,537
Accrued benefits	7,421,313	6,794,258
Legal liabilities	562,000	562,000
Prepaid utilities	1,541,180	1,291,217
Prepaid taxes	11,223,248	10,503,162
Other	37,096	26,264
Due to cemeteries	10,065	3,884
	<u>\$ 24,379,595</u>	<u>\$ 22,394,322</u>

8. Employee Benefit Plans

	<u>2018</u>	<u>2017</u>
Accrued benefit liability, beginning of year	\$ 7,921,700	\$ 8,011,200
Service cost	741,200	702,800
Interest cost	253,500	244,200
Benefit payments	(249,700)	(1,068,000)
Amortization of actuarial loss	31,500	31,500
Accrued benefit liability, end of year	8,698,200	7,921,700
Unamortized net actuarial loss	430,500	278,400
Accrued benefit obligation, end of year	<u>\$ 9,128,700</u>	<u>\$ 8,200,100</u>

Actuarial assumptions used to determine the City's accrued benefit obligation are as follows:

	<u>2018</u>	<u>2017</u>
Discount rates	3.0%	3.0%
Expected compensation increases	3.1%	2.6% to 3.1%
Estimated average remaining service life of employees	12	12

The City provides employee future benefits in the form of severance benefits, compensated absences and non-vested sick leave to qualifying employees. Severance benefits are cash settlements to employees who cease employment with the City after a specified period of time. The City provides certain post-employment termination benefits to both qualifying union and exempt employees.

An actuarial valuation of these benefits was performed to determine the City's liability and accrued benefit obligation as at December 31, 2018. The next valuation will be performed as at December 31, 2020.

9. Deferred Revenues

	<u>2018</u>	<u>2017</u>
Local improvements	\$ 342,787	\$ 373,531
Government transfers	3,412,174	2,592,131
Prepaid recreational fees	683,632	648,682
Prepaid business licenses	907,502	807,720
Deferred development fees	289,072	655,909
Other	581,997	364,214
	<u>\$ 6,217,164</u>	<u>\$ 5,442,187</u>

Deferred revenue represents revenues that: 1) are collected but not earned as of December 31, 2018. These revenues will be recognized in future periods as they are earned; 2) are funds received from external parties for specified purposes. These funds are recognized as revenue in the period when the eligible related expenditures or restrictions have been met.

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

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

10. Restricted Revenues

	2018	2017
Deferred development cost charges "DCC"	\$ 39,713,325	\$ 38,574,276
Boundary Bay Airport maintenance account	2,898,991	4,493,005
	<u>\$ 42,612,316</u>	<u>\$ 43,067,281</u>

DCC's for capital costs related to:	2018	2017
Drainage	\$ 4,612,370	\$ 5,719,377
Roads	16,124,502	15,120,915
Open Space	10,244,749	9,141,278
Water	3,926,187	3,797,628
Sewer	4,805,517	4,795,078
	<u>\$ 39,713,325</u>	<u>\$ 38,574,276</u>

Deferred DCC's, beginning of the year	\$ 38,574,276	\$ 34,654,918
Transfers to revenue	(3,142,500)	(649,500)
DCC's levied for the year	3,529,454	4,081,488
Interest allocated	752,095	487,370
Deferred DCC's, end of the year	<u>\$ 39,713,325</u>	<u>\$ 38,574,276</u>

DCC's are collected to pay for 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 City records DCC's levied as deferred revenues. When the related expenditures are incurred, the DCC's are then recognized as revenue.

Boundary Bay Airport Maintenance Account comprises funds received pursuant to the partial lease surrender agreement between Alpha Aviation and the City dated September 17, 2012. The funds are restricted to airport improvements as mutually agreed upon by both parties.

11. Refundable Performance Deposits

The City holds cash deposits received from depositors as security to ensure the satisfactory completion of works and other obligations.

12. Long Term Debt

Debenture debt principal is reported net of sinking fund balances and interest expense is reported net of sinking fund earnings. The City carries no debt for others. The total debt issued and outstanding as at December 31, 2018 was \$2,062,533 with various rates of interest (as at December 31, 2017 - \$2,690,704).

Bylaw	Rate	Maturity	Original Debenture	Equity in Sinking Fund	Balance, December 31, 2017	Balance, December 31, 2018	Interest Paid during the Year
Sungod Rec (5760)	various	2022	\$ 6,200,000	\$ (4,640,524)	\$ 2,216,805	\$ 1,559,476	\$ 108,500
Sungod Rec (5761)	various	2022	2,000,000	(1,496,943)	374,169	503,057	35,000
Drainage (5527)	5.55%	2018	235,000	(235,000)	17,959	-	5,464
Water (5526)	5.55%	2018	1,070,000	(1,070,000)	81,771	-	24,878
Total Long Term Debt			\$9,505,000	\$ (7,442,467)	\$ 2,690,704	\$ 2,062,533	\$ 173,842

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

	2019	2020	2021	2022	2023
Sungod Recreation Debt	\$ 391,489	\$ 391,489	\$ 391,489	\$ 159,871	\$ -

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

13. Other Assets

	<u>2018</u>	<u>2017</u>
Ladner Harbour Infrastructure	\$ 860,743	\$ 791,617
Assets held for tax sale	5,970	-
	<u>\$ 866,713</u>	<u>\$ 791,617</u>

14. Taxation Revenue

	<u>2018</u>	<u>2017</u>
General taxation and debt Levy	\$ 135,289,928	\$ 133,684,637
Collections for other taxing authorities	85,318,032	83,767,810
Special assessments	439,388	445,563
Payments in lieu	3,969,808	3,643,328
Utilities and ports compensation	648,337	651,657
Tsawwassen Business Improvement Association	137,540	130,543
Other taxes	5,398,189	5,061,280
Subtotal	<u>231,201,222</u>	<u>227,384,818</u>
Transfer to:		
Province of BC - school taxes	(66,462,131)	(65,239,429)
Greater Vancouver Regional District	(2,262,854)	(2,053,548)
Municipal Finance Authority	(10,361)	(9,526)
BC Assessment Authority	(2,325,867)	(2,333,607)
Greater Vancouver Transportation Authority	(14,256,819)	(14,131,700)
Total collections for other taxing authorities	<u>(85,318,032)</u>	<u>(83,767,810)</u>
General taxation and debt Levy	<u>\$ 145,883,190</u>	<u>\$ 143,617,008</u>

15. Tangible Capital Assets

	Balance Dec 31, 2017	Additions	Disposals	Balance Dec 31, 2018
Cost				
Land	\$ 228,667,457	\$ 10,796,320	\$ (1,012,054)	\$ 238,451,723
Buildings	125,602,408	11,509,440	(211,833)	136,900,015
Vehicles	23,701,220	2,489,578	(1,078,146)	25,112,652
Machinery and equipment	8,931,314	670,832	(282,913)	9,319,233
Land improvements	27,273,679	2,721,206	(198,376)	29,796,509
Waterworks	134,981,535	5,268,561	(361,387)	139,888,709
Sewer mains	111,051,072	4,353,852	(328,263)	115,076,661
Pooled assets	39,815,163	5,921,681	(1,561,553)	44,175,291
Drainage infrastructure	229,150,417	2,855,161	(25,191)	231,980,387
Roads infrastructure	321,954,542	6,128,486	(773,990)	327,309,038
Leased assets	79,574	-	-	79,574
Work in progress	12,283,153	24,350,169	(1,327,586)	35,305,736
Total Cost	\$ 1,263,491,534	\$ 77,065,286	\$ (7,161,292)	\$ 1,333,395,528

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

15. Tangible Capital Assets (continued)

	Balance Dec 31, 2017	Additions	Disposals	Balance Dec 31, 2018
Accumulated Amortization				
Buildings	\$ 44,277,033	\$ 4,067,228	\$ (137,694)	\$ 48,206,567
Vehicles	14,518,309	1,772,426	(939,469)	15,351,266
Machinery and equipment	6,466,960	592,751	(282,913)	6,776,798
Land improvements	11,941,372	1,129,357	(194,518)	12,876,211
Waterworks	43,106,738	1,948,017	(317,483)	44,737,272
Sewer mains	46,914,436	1,760,943	(287,507)	48,387,872
Pooled assets	14,493,698	3,125,862	(1,561,553)	16,058,007
Drainage infrastructure	78,232,325	3,036,989	(8,066)	81,261,248
Roads infrastructure	160,858,997	7,583,112	(717,035)	167,725,074
Leased assets	79,574	-	-	79,574
Total Accumulated Amortization	\$ 420,889,442	\$ 25,016,685	\$ (4,446,238)	\$ 441,459,889
Net Book Value				
Land	\$ 228,667,457	\$ 10,796,320	\$ (1,012,054)	\$ 238,451,723
Buildings	81,325,375	7,442,212	(74,139)	88,693,448
Vehicles	9,182,911	717,152	(138,677)	9,761,386
Machinery and equipment	2,464,354	78,081	-	2,542,435
Land improvements	15,332,307	1,591,849	(3,858)	16,920,298
Waterworks	91,874,797	3,320,544	(43,904)	95,151,437
Sewer mains	64,136,636	2,592,909	(40,756)	66,688,789
Pooled assets	25,321,465	2,795,819	-	28,117,284
Drainage infrastructure	150,918,092	(181,828)	(17,125)	150,719,139
Roads infrastructure	161,095,545	(1,454,626)	(56,955)	159,583,964
Leased assets	-	-	-	-
Work in progress	12,283,153	24,350,169	(1,327,586)	35,305,736
Total Net Book Value	\$ 842,602,092	\$ 52,048,601	\$ (2,715,054)	\$ 891,935,639

a) Assets under construction (Work in Progress) having a value of \$35,305,736 (2017 - \$12,283,153) have not been amortized.

Amortization of these assets will commence when the assets are put into service.

b) There have been no write-downs of tangible capital assets during the year.

c) Contributed assets have been recognized at fair market value at the date of contribution.

The value of the Contributed Assets received is as follows:

	2018	2017
Buildings	\$ 5,087,228	\$ -
Land	3,714,493	135,001
Land improvements	460,000	-
Pooled assets	479,560	53,100
Drainage	1,640,300	10,847,121
Roads	860,155	3,309,826
Water	335,000	1,280,759
Sewer	37,620	1,366,882
	\$ 12,614,356	\$ 16,992,689

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

16. Accumulated Surplus

	<u>2018</u>	<u>2017</u>
Equity in Tangible Capital Assets	\$ 889,873,107	\$ 839,911,389
General	30,784,734	26,620,448
Water	5,349,323	4,626,837
Sewer	6,353,036	5,072,866
Solid waste	3,985,471	4,113,610
Total Unappropriated Surplus	46,472,564	40,433,761
Capital projects	4,075,137	3,451,840
Equipment replacement	11,463,229	13,686,451
Ladner parking	312,131	306,191
Operating	219,357	215,182
Parks and public lands	3,106,697	2,059,622
Tax sale	137,525	134,908
Total Statutory Reserves	19,314,076	19,854,194
Boundary Bay Airport improvements	513,433	635,148
Capital works financing fund	13,081,260	13,040,768
Designated capital (work in progress)	34,884,828	32,000,238
Drainage and irrigation	1,203,837	946,232
Emergency	500,000	500,000
Environment	1,601,061	1,395,252
Habitat	-	3,200
Insurance	3,520,000	3,520,000
Landfill	628,108	628,108
Landscaping	1,576,674	1,546,459
Other	2,679,118	5,705,676
Payroll benefits and allowances	2,432,362	2,432,362
Recreation	3,125,568	2,191,124
Recycling and solid waste	716,220	716,220
Road restoration	4,406,898	4,744,687
Southlands amenity fund	9,527,589	8,930,894
Sewer	5,276,894	13,325,587
Water	3,051,568	7,672,789
Total Non-Statutory Reserves	88,725,418	99,934,744
Total Reserves (schedule 7)	108,039,494	119,788,938
Total Accumulated Surplus	\$ 1,044,385,165	\$ 1,000,134,088

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

17. Commitments and Contingencies

a) The City, 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.

b) The City of Delta and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2017, the plan has about 197,000 active members and approximately 95,000 retired members. Active members include approximately 39,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The City of Delta paid \$10,567,120 (2017 - \$10,124,641) for employer contributions while employees contributed \$8,400,058 (2017 - \$8,055,311) to the plan in fiscal 2018.

The next valuation will be as at December 31, 2018, with results available in 2019.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

c) The City insures itself through a combination of insurance policies and self-insurance. The City has a funded self-appropriation insurance reserve (note 16 and schedule 7). Based on estimates, this appropriation reasonably provides for all outstanding claims.

d) The City has a contingent liability with respect to the Municipal Finance Authority of BC "MFA" Debt Reserve Fund Demand Note. As a condition of the borrowing undertaken by the City, the City was required to contribute to the MFA Debt Reserve through a demand note. The demand note will only be recorded as an asset and liability if a local government, under joint and several agreement of the regional district, defaults on the loan obligation. Upon this action of the default, the MFA may call the outstanding demand notes of the deficient regional district, at which point the demand notes then become an asset and a liability of the associated members. Once the defaulting local government repays in full the defaulted position, the MFA will refund all called demand notes. It is generally unlikely that the funds will be demanded by the MFA; therefore, the contingent liability has not been recorded in the consolidated financial statements. As at December 31, 2018, the demand notes total \$284,602 (2017 - \$327,500).

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

18. Basis of Segmented Reporting

The City 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.

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

Administration and Fiscal

General Government includes the Clerks Office, the Office of the City Manager, Human Resources and Corporate Planning, Legal Services and all other legislative services. The Departments within the General Government are responsible for adopting bylaws; and administrative policy; Fiscal also includes the levy for taxation, library services and ECOMM as well as corporate wide services.

Finance

Finance is responsible for the overall financial management of the City including the levying and collecting taxes; managing City assets; procurement, audit services and support of the City's information technology.

Police

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.

Fire

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

Other Protective Services

Other Protective Services is responsible for bylaw enforcement and Animal Control.

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 and Development

The Community Planning Department manages urban development businesses and residents through city 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.

Water and Sewer Utilities

The water program provides drinking water to the citizens of the City 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 Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

19. Segmented Information

	Admin	Finance	Community Planning and Development	Environmental Health	Fire	Police
Taxation and grants in lieu (note 14)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Government transfers (schedule 1)	23,375	-	-	17,744	-	1,712,701
Sale of services (schedule 2)	486,453	-	56,721	-	212,468	5,177,057
Licenses, permits, fees and penalties (schedule 3)	5,706	297,384	3,187,731	1,500	10,820	277,463
Contributions (schedule 4)	158,733	18,364	17,458	-	2,248	66,523
Investment income	-	-	-	-	-	-
Actuarial earnings on debt	-	-	-	-	-	-
Development cost charges (note 10)	-	-	-	-	-	-
Landfill royalties	-	-	-	-	-	-
MFA surplus distribution	-	-	-	-	-	-
Gain on disposal of tangible capital assets	-	-	-	-	-	-
Contributed tangible capital assets (note 15)	-	-	-	-	-	-
Other (schedule 5)	264,046	199,151	-	-	3,534	124,554
Total Revenue	938,313	514,899	3,261,910	19,244	229,070	7,358,298
Wages, salaries and benefits	6,602,123	6,417,092	4,575,828	602,487	25,431,563	35,409,829
Materials and supplies	522,385	104,131	43,858	6,770	914,301	1,874,430
Repairs and maintenance	65,392	742,768	17,543	803	128,231	595,980
Services	1,870,921	153,822	128,829	64,887	18,913	1,538,602
Leases and rentals	67,026	891	13,247	-	1,382	649,457
Library	-	-	-	-	-	-
ECOMM	-	-	-	-	-	-
Utilities	42,772	208,603	9,318	2,452	119,419	372,107
Garbage and recycling	30	604	-	-	1,300	4,344
Regional district charges	-	-	-	-	-	-
Insurance and claims	1,827,078	-	-	-	-	3,000
Other	414,767	314,334	20,782	4,589	182,376	499,094
Municipal equipment charges	(271,818)	119,552	110,124	18,731	882,527	858,888
Amortization of tangible capital assets (note 15)	-	-	-	-	831,445	-
Interest charges	-	-	-	-	-	-
Loss on disposal of tangible capital assets	-	-	-	-	-	-
Total Expenses	11,140,676	8,061,797	4,919,529	700,719	28,511,457	41,805,731
(Deficiency) Excess of Revenues over Expenses	\$(10,202,363)	\$(7,546,898)	\$(1,657,619)	\$(681,475)	\$(28,282,387)	\$(34,447,433)

Property Use and Compliance	Engineering, Roads and Drainage	Parks, Recreation and Culture	Water	Sewer	Solid Waste	Fiscal	Year ending December 31, 2018	Year ending December 31, 2017
\$ -	\$ -	\$ -	\$ 14,001	\$ 18,133	\$ -	\$ 145,851,056	\$ 145,883,190	\$ 143,617,008
3,039	5,123,427	121,100	-	-	-	18,751	7,020,137	3,082,409
360,242	4,363,575	8,814,200	28,334,549	18,368,732	5,661,178	1,520,092	73,355,267	72,318,118
2,264,864	1,773,130	2,370	23,260	-	-	1,346,987	9,191,215	11,292,661
147,248	183,159	300,533	-	-	-	7,424,184	8,318,450	2,823,537
-	-	-	-	-	-	4,458,303	4,458,303	2,889,478
-	-	-	-	-	-	340,715	340,715	394,963
-	2,932,000	-	194,500	16,000	-	-	3,142,500	649,500
-	-	-	-	-	-	3,524,335	3,524,335	3,422,623
-	-	-	-	-	-	40,492	40,492	92,658
-	-	-	-	-	-	-	-	8,482,664
-	2,980,015	460,000	335,000	37,620	-	8,801,721	12,614,356	16,992,689
5,707	332,953	945,755	-	-	(154,583)	62,409	1,783,526	2,367,638
2,781,100	17,688,259	10,643,958	28,901,310	18,440,485	5,506,595	173,389,045	269,672,486	268,425,946
2,616,372	13,855,965	23,179,150	2,047,825	1,537,306	38,698	1,231,391	123,545,629	118,122,434
125,359	3,794,566	1,861,599	791,991	340,447	84,473	65,104	10,529,414	10,188,133
33,288	2,815,774	2,211,254	182,361	163,466	-	870,293	7,827,153	7,056,702
161,997	1,410,291	842,867	200,710	794,283	-	431,286	7,617,408	6,830,381
375	1,043,455	366,239	266,091	288,963	-	6,566	2,703,692	2,603,750
-	-	-	-	-	-	3,701,944	3,701,944	3,599,167
-	-	-	-	-	-	2,655,481	2,655,481	2,554,105
48,154	1,782,310	2,331,429	130,700	182,244	59	17,516	5,247,083	5,141,575
41,136	147,149	26,066	70,295	47,570	5,436,225	-	5,774,719	5,812,651
-	-	-	16,692,545	7,691,760	-	-	24,384,305	23,791,795
-	-	30,655	47,643	2,296	-	25,000	1,935,672	1,624,797
5,658	837,721	846,377	19,154	18,496	1,606	66,854	3,231,808	3,502,363
170,339	(1,488,623)	1,864,362	1,326,710	1,153,768	75,263	(4,021,635)	798,188	1,273,257
-	13,006,838	1,464,881	2,638,231	1,760,944	-	5,314,345	25,016,684	23,786,850
-	5,463	-	24,878	-	-	143,500	173,841	230,196
-	-	-	-	-	-	278,388	278,388	-
3,202,678	37,210,909	35,024,879	24,439,134	13,981,543	5,636,324	10,786,033	225,421,409	216,118,156
\$(421,578)	\$(19,522,650)	\$(24,380,921)	\$4,462,176	\$4,458,942	\$(129,729)	\$162,603,012	\$44,251,077	\$52,307,790

Notes to the Consolidated Financial Statements

Year ended December 31, 2018 with comparative figures for 2017

20. Budget Figures

The operating and capital budget figures, presented on a basis consistent with that used for actual results, were approved by Council as 2018 - 2022 Financial Plan Bylaw No. 7738, 2018 adopted February 19, 2018. Adjustments to the budgeted amounts are required to comply with Canadian public sector accounting standards for inclusion in the consolidated statement of operations and consolidated statement of net financial assets.

Revenues per the financial plan	\$ 327,761,500
Contributed assets included in bylaw	30,119,000
Fund transfers	(1,452,000)
Reserves used	(81,775,500)
Revenues per bylaw	274,653,000
Fund transfers	1,452,000
Revenues per financial statements	\$ 276,105,000
Expenses per financial plan	\$ 327,761,500
Capital plan	(119,751,000)
Non capital expenditures included in capital plan	4,790,000
Depreciation included in bylaw	25,000,000
Fund transfers	(1,452,000)
Reserves contributions	(8,855,500)
Principal payments	(287,000)
Expenses per bylaw	227,206,000
Fund transfers	1,452,000
Expenses per financial statements	\$ 228,658,000

21. Comparative Figures

Certain comparative figures as at December 31, 2017, have been restated to conform to current year's presentation.

Supplementary Information

For the years ended December 31,

2018**2017****Schedule 1 - Revenue from Government Transfers**

Federal grants	\$ 221,283	\$ 1,532,022
Provincial grants	6,444,428	1,550,387
Regional grants	354,426	-
	\$ 7,020,137	\$ 3,082,409

Schedule 2 - Revenue from Sale of Services

Water	\$ 28,334,549	\$ 26,922,487
Sewer	18,368,732	17,486,441
Solid waste	5,661,178	5,898,187
Recreational services	8,814,200	8,595,615
Recoverable services	7,005,067	7,238,220
Other	5,171,541	6,177,168
	\$ 73,355,267	\$ 72,318,118

Schedule 3 - Revenue from Licenses, Permits, Fees & Penalties

Business licenses	\$ 1,602,591	\$ 1,410,261
Dog licenses	240,756	239,441
Building permits and inspection fee	2,761,793	4,942,057
Bylaw infractions	370,527	360,625
Animal control fees and fines	50,989	56,285
Penalties and interest on taxes and utilities	1,337,580	1,171,821
Soil deposit and highway use fee	959,918	572,048
Development application fee	939,575	1,715,770
Protective service fee	244,091	200,943
Information and administrative fee	556,122	493,081
Other	127,273	130,329
	\$ 9,191,215	\$ 11,292,661

Schedule 4 - Revenue from Contributions

Contributions	\$ 6,502,785	\$ 1,151,560
Other cost recoveries	764,122	712,476
Donations and fundraising	278,314	291,797
Other	773,229	667,704
	\$ 8,318,450	\$ 2,823,537

Schedule 5 - Other Revenue

Rentals	\$ 1,178,885	\$ 778,727
Disposal of equipment	14,793	57,886
Cemetery	311,217	173,543
Other	278,631	1,357,482
	\$ 1,783,526	\$ 2,367,638

Schedule 6 - Trust Funds

North Delta Cemetery Trust Fund	\$ 30,533	\$ 23,971
South Delta Cemetery Trust Fund	1,034,584	957,756
	\$ 1,065,117	\$ 981,727

These funds have been created to hold assets, which must be administered as directed by agreement or statute for certain beneficiaries. In accordance with PSAB recommendations, trust funds are not included in the City's consolidated financial statements.

Schedule 7 – Reserves

	Balance, December 31, 2017	Contributions Received	Internal Transfers	Capital Uses	Operating Uses	Interest Allocated	Balance, December 31, 2018
Statutory Reserves							
Capital projects	\$ 3,451,840	\$ 55,259	\$ 500,000	\$ -	\$ -	\$ 68,038	\$ 4,075,137
Equipment replacement	13,686,451	87,268	3,529,652	(6,082,422)	-	242,280	11,463,229
Ladner parking	306,191	-	-	-	-	5,940	312,131
Operating	215,182	-	-	-	-	4,175	219,357
Parks and public lands	2,059,622	1,060,450	-	(63,007)	-	49,632	3,106,697
Tax sale	134,908	-	-	-	-	2,617	137,525
Total Statutory Reserves	\$ 19,854,194	\$ 1,202,977	\$ 4,029,652	\$ (6,145,429)	\$ -	\$ 372,682	\$ 19,314,076
Non-Statutory Reserves							
Boundary Bay Airport improvements	635,148	-	-	(121,715)	-	-	513,433
Capital works financing fund	13,040,768	40,492	-	-	-	-	13,081,260
Designated capital (work in progress)	32,000,238	-	-	2,884,590	-	-	34,884,828
Drainage and irrigation	946,232	-	-	257,605	-	-	1,203,837
Emergency	500,000	-	-	-	-	-	500,000
Environment	1,395,252	205,809	-	-	-	-	1,601,061
Habitat	3,200	-	-	-	(3,200)	-	-
Insurance	3,520,000	-	-	-	-	-	3,520,000
Landfill	628,108	-	-	-	-	-	628,108
Landscaping	1,546,459	619,415	10,800	(600,000)	-	-	1,576,674
Other	5,705,676	1,115,011	701,583	(4,780,000)	(63,152)	-	2,679,118
Payroll benefits and allowances	2,432,362	-	-	-	-	-	2,432,362
Recreation	2,191,124	707,932	510,000	(283,488)	-	-	3,125,568
Recycling and solid waste	716,220	-	-	-	-	-	716,220
Road restoration	4,744,687	274,516	-	(612,305)	-	-	4,406,898
Sewer	13,325,587	-	-	(3,797,998)	-	-	9,527,589
Southlands amenity fund	8,930,894	-	-	(3,654,000)	-	-	5,276,894
Water	7,672,789	-	-	(4,621,221)	-	-	3,051,568
Total Non-Statutory Reserves	99,934,744	2,963,175	1,222,383	(15,328,532)	(66,352)	-	88,725,418
Total Reserves (note 16)	\$ 119,788,938	\$ 4,166,152	\$ 5,252,035	\$ (21,473,961)	\$ (66,352)	\$ 372,682	\$ 108,039,494

Schedule 8 – Statement of Financial Activity by Fund (Unaudited)

For the year ended December 31, 2018	Budget	General	Water	Sewer	Solid Waste	Total
Revenues						
Taxation and grants in lieu (note 14)	\$ 146,551,500	\$ 145,851,056	\$ 14,001	\$ 18,133	\$ -	\$ 145,883,190
Government transfers (schedule 1)	5,556,000	7,020,137	-	-	-	7,020,137
Sale of services (schedule 2)	69,512,000	20,990,808	28,334,549	18,368,732	5,661,178	73,355,267
Licenses, permits, fees and penalties (schedule 3)	7,679,000	9,167,955	23,260	-	-	9,191,215
Contributions (schedule 4)	1,875,000	8,318,450	-	-	-	8,318,450
Investment income	2,400,000	4,458,303	-	-	-	4,458,303
Actuarial earnings on debt	-	291,304	49,411	-	-	340,715
Development cost charges (note 10)	3,486,000	2,932,000	194,500	16,000	-	3,142,500
Landfill royalties	3,230,000	3,524,335	-	-	-	3,524,335
MFA surplus distribution	40,000	40,492	-	-	-	40,492
Contributed tangible capital assets (note 13)	30,119,000	12,241,736	335,000	37,620	-	12,614,356
Other (schedule 5)	5,656,500	1,938,109	-	-	(154,583)	1,783,526
	276,105,000	216,774,685	28,950,721	18,440,485	5,506,595	269,672,486
Expenses						
General government	27,978,000	26,008,173	-	-	-	26,008,173
Library services	3,702,000	3,701,944	-	-	-	3,701,944
Fire services	28,388,000	28,511,456	-	-	-	28,511,456
Police services	41,797,000	41,805,730	-	-	-	41,805,730
Other protective services	3,231,000	3,202,679	-	-	-	3,202,679
Water services	24,788,500	2,638,231	21,800,904	-	-	24,439,135
Sewer services	14,166,500	1,760,944	-	12,220,600	-	13,981,544
Engineering	11,581,000	11,574,248	-	-	-	11,574,248
Drainage	7,067,000	7,171,538	-	-	-	7,171,538
Road and traffic safety	18,724,500	18,465,122	-	-	-	18,465,122
Environmental health	795,000	700,720	-	-	-	700,720
Solid waste	5,791,500	1,591	-	-	5,634,734	5,636,325
Community planning and development	5,818,000	4,919,528	-	-	-	4,919,528
Parks, recreation and culture	34,830,000	35,024,879	-	-	-	35,024,879
Loss on Disposal	-	278,388	-	-	-	278,388
	228,658,000	185,765,171	21,800,904	12,220,600	5,634,734	225,421,409
Excess of Revenues over Expenses	47,447,000	31,009,514	7,149,817	6,219,885	(128,139)	44,251,077
Change in Equity in Tangible Capital Assets						
Tangible capital assets acquired (note 13)	(145,080,000)	(67,442,873)	(5,268,561)	(4,353,852)	-	(77,065,286)
Amortization of tangible capital assets (note 13)	25,000,000	20,617,509	2,638,231	1,760,944	-	25,016,684
Loss on disposal of tangible capital assets	-	278,388	-	-	-	278,388
Proceeds from disposal of tangible capital assets	-	2,436,666	-	-	-	2,436,666
Actuarial earning on debt	-	(291,304)	(49,411)	-	-	(340,715)
Debt payments	(287,000)	(255,096)	(32,360)	-	-	(287,456)
Increase in Investment in tangible capital assets	(120,367,000)	(44,656,710)	(2,712,101)	(2,592,908)	-	(49,961,719)
Decrease (increase) in reserves	72,920,000	17,811,482	(3,715,230)	(2,346,807)	-	11,749,445
Net increase (decrease) in operating surplus	-	4,164,286	722,486	1,280,170	(128,139)	6,038,803
Unappropriated Surplus, beginning of year	40,433,761	26,620,448	4,626,837	5,072,866	4,113,610	40,433,761
Unappropriated Surplus, end of year	\$ 40,433,761	\$ 30,784,734	\$ 5,349,323	\$ 6,353,036	\$ 3,985,471	\$ 46,472,564

Permissive Tax Exemptions – 2018

Organization	Address	Total Delta Taxes
828 Air Cadet Squadron Sponsoring Committee	1720 56 Street	400
Ahmadiyya Muslim Jama'at Canada Inc.	9570 River Road	96,600
Benediction Lutheran Church	5575 6 Avenue	20,200
Boys and Girls Clubs of South Coast BC (Errol Wintemute)	4727 Arthur Drive	21,950
Boys and Girls Clubs of South Coast BC (Hillside)	11339 84 Avenue	13,950
Boys and Girls Clubs of South Coast BC (Winskill)	5575 9 Avenue	2,250
British Columbia Conference of Mennonite Brethren Churches (Cedar Park Church)	5300 44 Avenue	34,700
British Columbia Conference of Mennonite Brethren Churches (New Hope Christian Church)	11838 88 Avenue	23,200
British Columbia Waterfowl Society	5191 Robertson Road	47,800
British Columbia Waterfowl Society	Waterlot	18,100
Christian and Missionary Alliance - Canadian Pacific District (Tsawwassen Alliance Church)	4965 12 Avenue	20,650
Christian and Missionary Alliance - Canadian Pacific District (Fraser Valley Alliance Church)	6897 120 Street	11,550
Columbus Charities Association (Columbus Lodge)	8850 118A Street	7,600
Delta Branch No. 61 of The Royal Canadian Legion	4896 Delta Street	7,500
Delta Chamber of Commerce	6201 60 Avenue	8,500
Delta Community Living Society	3800 72 Street	16,650
Delta Community Living Society	3810 72 Street	7,050
Delta Community Living Society	4917 Delta Street	18,500
Delta Community Music School	4705 Arthur Drive	2,000
Delta Fire and Emergency Services	4990 104 Street	900
Delta Gymnastics Society	4680 Clarence Taylor Crescent	31,500
Delta Hospice Society	1521 56 Street	22,400
Delta Hospital Auxiliary Society	4816 Delta Street	7,400
Delta Hospital Auxiliary Society	4824 Delta Street	10,050
Delta Hospital Auxiliary Society	4830 Delta Street	9,150
Delta Lodge #21, Independent Order of Oddfellows	5425 Ladner Trunk Road	23,600
Delta Pentecostal Tabernacle	7696 112 Street	22,500
Delta Pentecostal Tabernacle	77 Ave (No Access)	100
Delta Rockhound, Gem and Mineral Club	1720 56 Street	300
Delta Thistle Curling Club	11415 84 Avenue	3,300
Deltassist Family and Community Services Society	9067 120 Street	38,850
Dogwood Holdings Society	4590 51 Street	2,250
Dogwood Holdings Society	4603 Evergreen Lane	23,550
Dogwood Holdings Society	4649 Evergreen Lane	12,100
East Delta United Church (St. Stephen's United Church)	9696 Ladner Trunk Road	8,100
Evangelical Free Church of North Delta	11300 84 Avenue	18,400
Fellowship of Evangelical Baptist Churches in BC & Yukon	7940 118 Street	15,500
Foursquare Gospel Church of Canada (Sunshine Hills Foursquare Church)	6749 120 Street	27,000
KinVillage Association	5430 10 Avenue	16,850
Kirkland House Foundation	4140 Arthur Drive	2,350
Ladner Christian Reformed Church	4594 54A Street	32,850
Ladner Congregation of the United Church of Canada (Ladner United Church)	4960 48 Avenue	45,750
Ladner Fishermen's Co-Operative Association	4467 Savoy Street	2,150
Ladner Fishermen's Co-Operative Association	4473 Savoy Street	2,150
Ladner Fishermen's Co-Operative Association	4481 Savoy Street	7,200
Ladner Gospel Hall	4979 44A Avenue	15,500
Ladner Lawn Bowling Club	5128 47 Avenue	29,150
Ladner Regular Baptist Church of Ladner, British Columbia (Ladner Baptist Church)	5624 Ladner Trunk Road	23,700
Ladner Tennis Club	5151 56 Street	1,100
Lighthouse Harbour Ministries	9551 Gunderson Road	6,250

Permissive Tax Exemptions – 2018 (continued)

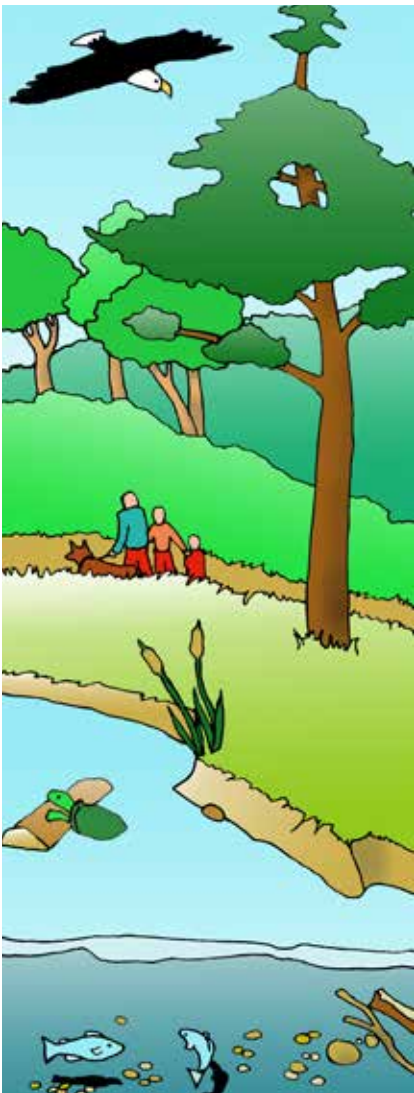
McKee Athletic Association (East Delta Hall)	10379 Ladner Trunk Road	16,800
Navy League of Canada	Annacis Channel	6,000
North Delta Potters Guild	11415 84 Avenue	1,450
Parish of St. Cuthbert (St. Cuthbert's Anglican Church)	11601 82 Avenue	24,500
Reach Child and Youth Development Society (Delta Early Years Centre)	11415 84 Avenue	1,450
Reach Child and Youth Development Society (Developmental Preschool North)	10921 82 Avenue	1,850
Royal Heights Baptist Church	11706 96 Avenue	29,200
Saviour Lutheran Church Society	4737 57 Street	14,950
Scott Congregation of Jehovah's Witnesses	11955 90 Avenue	28,950
Sources Community Resources Society	4807 Georgia Street	4,650
Sources Community Resources Society	4812 Georgia Street	3,500
Sources Community Resources Society (Chestnut House)	4576 55B Street	2,200
South Delta Artists Guild	1710 56 Street	2,050
South Delta Baptist Church	1880 56 Street	7,000
South Delta Baptist Church	1988 56 Street	103,700
South Delta Library	1321A 56 Street	11,400
South Delta Little House Society	5061 12 Avenue	9,750
South Delta United Soccer Club	5575 Mountain View Boulevard	1,500
Sunshine Hills Parent Participation Preschool	6750 Carncross Crescent	2,900
Sunshine Hills Tennis Club	11195 Bond Boulevard	23,800
The Centre for Child Development of the Lower Mainland (Lookout Preschool)	11405 84 Avenue	2,300
The Delta Potters Association	1720 56 Street	950
The Nature Trust of British Columbia	Harlock Island	250
The Nature Trust of British Columbia	Riparian Habitat Area	8,250
The Pentecostal Assemblies of Canada (Ladner Christian Fellowship Society)	5545 Ladner Trunk Road	21,700
The Roman Catholic Archdiocese of Vancouver (Augustinian Monastery of British Columbia)	3890 Arthur Drive	600
The Roman Catholic Archdiocese of Vancouver (Immaculate Conception Church)	8840 119 Street	94,000
The Roman Catholic Archdiocese of Vancouver (Sacred Heart Church)	3900 Arthur Drive	15,850
The Sidekick Players Club	1172 56 Street	2,500
The Synod of the Diocese of New Westminster (Abbeyfield House - St. David's Society)	1117 51A Street	7,550
The Synod of the Diocese of New Westminster (St. David's Anglican Church)	1115 51A Street	82,600
The Synod of the Diocese of New Westminster (The Parish of All Saints, Ladner)	4735 Arthur Drive	9,950
The Trustees of the Congregation of the Crossroads United Church	7655 120 Street	34,150
The Tsawwassen Congregation of Jehovah's Witnesses	705 53 Street	10,000
Then India Sanmarga Ikya Sangam Educational and Cultural Society	9326 116 Street	19,100
Trustees of the Congregation of Trinity Evangelical Lutheran Church	11040 River Road	11,300
Tsawwassen Tennis Club	286 English Bluff Road	11,200
Tsawwassen United Church	683 53 Street	26,650
Tunnel Town Curling Club	1720 56 Street	9,450
Watershed Artworks Society	11415 84 Avenue	700
Total		1,507,750

COMMUNITY BANNER CONTEST

2018 Winners

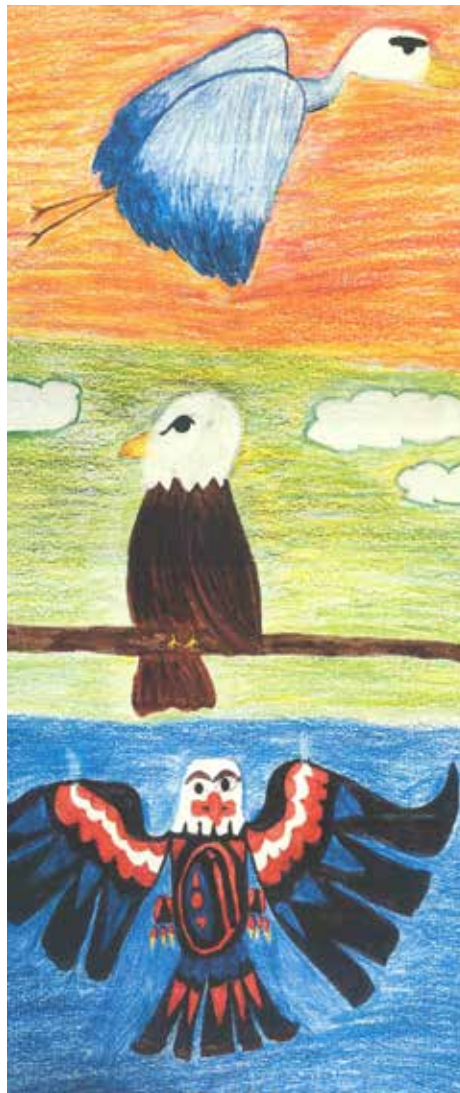
Congratulations to the 2018 Community Banner Contest winners!

The Community Banner Contest is a Council initiative that was created to raise awareness of Delta's natural beauty, culture, and heritage, while engaging the community and showcasing local artists.



Bog Walk
Dave Stevens

category: Discover Delta



The Birds of Delta
Gali Kenig

category: Child & Youth



Delta Wetlands
Savina Purewal

category: Delta Heritage

EARTH DAY PHOTO CONTEST

Grand Prize Winner

We were thrilled with the overwhelming support of residents participating in the annual Earth Day Photo Contest. Every submission beautifully depicted the 2018 theme “Birds and their Environment”, which was chosen to promote Delta’s Birds and Biodiversity Conservation Strategy, as well as the 2018 International Ornithological Congress.

Congratulations to Ron Bethueser, the first place winner in the adult category. Bethueser’s photograph captures an elegant barn owl soaring through a local field.



Barn Owl
Ron Bethueser

Annual Report Photo Credits

Thank you to Brett Alexander, Tyler Garnham, Marlene Graham, and Earth Day photo contest participants for providing many of the photographs used in this report.







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