



District of North Vancouver 2011 Service Delivery Dialogue Study

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Background & Objectives

Background & Objectives

- The District of North Vancouver has been regularly surveying its residents since 1993. Surveys have obtained resident opinions and views on a variety of issues, including service satisfaction, financial issues and strategic initiatives.
- Local governments, including the District, have faced many changes over the past five to six years. The most critical change is the increase in community needs, operational and labour costs and requirements for capital infrastructure replacement, in the face of static or decreasing revenues.
- Hence, the District determined that it needed to conduct a study with its residents that specifically probed for *informed* views on:
 - Service satisfaction
 - Taxation
 - Service delivery/funding options
 - Adjustment strategies
 - Funding strategies
 - Communications
- To clarify, a study needed to be designed and implemented in a way to ensure residents were able to provide an informed response to the aforementioned areas.
- To this end, Ipsos Reid (formerly Synovate) was commissioned by the District to conduct the aforementioned study. This report contains the detailed findings from the study.

Methodology

Methodology

- For this study, a two-stage methodology was employed. The first stage consisted of recruiting 2008 North Vancouver heads of households via telephone to participate in the study. Eligible respondents were given an explanation of the objective of the research study and asked to participate by supplying their email address so that an email invite could be sent to them.
- Respondents without internet access or preferring to participate by mail were given the option of receiving and completing the study survey package which included a detailed questionnaire for self-completion and an accompanying background document.
- During the recruiting stage, special efforts were made to ensure a representative sample of residents across the nine FSAs and the corresponding regions (Capilano, Lynn Valley/Lynnmour and Seymour).
- The study consisted of a background information document and an accompanying questionnaire. (See Appendix for copies of these documents.) All respondents were encouraged to read the background information document before filling out the survey.
- The first reminder/thank you emails were sent 3 days after the email invitation was sent to thank respondents for completing the survey or to remind them to complete the survey if they had not done so. A second reminder email was sent 7 days after the email invitation encouraging participation. Follow-up telephone calls were also made, as necessary, to those respondents who asked for mailed surveys.
- A total of 829 self-completed surveys were received and tabulated (a 41% response rate), with more done online (597) than by mail (232).

Methodology

- In order to ensure the returned sample of 829 was reflective of both the age and regional distribution of North Vancouver District heads of households, mathematical weights were applied.
- The following table shows the regional distribution of the surveys processed before weighting and the adjusted sample after weighting factors were applied to match the actual distribution of the District:

<u>Region</u>	<u>Sample Before Weighting</u>	<u>Sample After Weighting</u>
Capilano	338	326
Lynn Valley/Lynnmour	263	270
Seymour	228	233

- Respondent recruitment and follow-up calls took place between September 7 to September 30, 2011 and the surveys were emailed/mailed out to those agreeing to participate between September 8 and September 27, 2011.
- The statistical confidence limits for a sample size of 829 are +/-4%, 19 times out of 20. Regional or demographic samples have wider margins of error.

Methodology

- Note 1: This study was specifically designed to collect an informed opinion from District residents. To that end, a detailed background document was included with the online and paper questionnaire and those recruited for the study were encouraged to read it before they answered the questions. As well, the questionnaire itself included a comprehensive preamble for each question. The result is that the sample of residents responding to this study may not be reflective of the average North Vancouver head of household who has not been exposed to the same information or background. (See Appendix for copies of the background information and survey).
- Note 2: Unless otherwise specified, results have been percentaged among those respondents giving a valid response to the question (i.e. they did not leave the question unanswered).
- Note 3: Where relevant, results from past District community surveys have been referenced in this report. The methodologies of these past studies differ from the current 2011 study. Hence, caution should be taken when comparing results and any differences should not be interpreted as a clear improvement/decline in performance or preferences.

Executive Summary

General Perceptions

- **District of North Vancouver residents generally hold positive attitudes about living in their community.** When it comes to raising a family and quality of life, resident assessments are highly positive (i.e. two-thirds rate the District as “very good “ and another one-third rate it as “good”). To lesser degree, residents also feel the District is a good place to retire (one-third rating it “very good” and almost one-half as “good”).
- **However, when it comes to being an affordable place to live, two-thirds of residents rate the District poorly;** leaving only 34% who feel it is an affordable place to live. This prevailing attitude underpins residents’ positions on several other areas, specifically, service provision priorities, service levels and options to increase revenues and reduce costs. Families with children, renters and younger residents tend to be the most critical of affordability.
- **Performance of the District overall, and on key service areas are rated moderately positive by residents.** 87% of residents rate the overall performance good to very good. Of the four specific performance areas, namely general operations, resident communications & involvement, specific initiatives and projects and vision and planning, residents give comparatively more positive ratings on general operations than the other three remaining areas. The lower ratings on specific initiatives and vision & planning can be partly attributed to the higher proportion of residents (24% and 20%, respectively) who feel they are unable to offer an assessment. **In terms of prioritizing its efforts, the District will want to focus on general operations, followed by performance on specific initiatives and projects, as these are the areas that most drive overall performance perceptions.**
- **Satisfaction with municipal services stands at 90% and satisfaction with the last District contact stands at 73%.** Most residents are contacting the District to pay bills/taxes/fines or to get information.

Taxation

- The most common perception among residents is that they are getting good value for their municipal tax dollars (66%). **When those feeling they get very good value for their tax dollars are included, positive perceptions reach 70%.** Older residents (45+) tend to hold the most positive perceptions.

Executive Summary

Provision Of Services And Service Funding Options

- **The majority of the 28 service areas are considered to be services that the District must or should provide. No one service area is being singled out to be eliminated. The following six are considered to be the most essential** with at least eight in ten residents saying that it must be provided:
 - Fire and rescue services (89% “must provide”)
 - Sewer system operations and maintenance (88%)
 - Police services (87%)
 - Water system operations and maintenance (83%)
 - Residential garbage collection (82%)
 - Road safety and maintenance (79%)
- The services that are most apt to be categorized as “would be nice for the District to provide” and therefore are accorded **relatively lower priority** are:
 - Arts and culture (45% “nice to provide”)
 - Specialized park/recreation attractions (36%)
 - Horticulture/maintenance of plantings (36%)
 - Communications and community engagement (35%)
 - Corporate energy management (31%)
- **Service areas that could prove to be the most challenging for the District to manage are those that tend to divide residents** (i.e. a notable proportion prioritize each as a “must”, “should” or “nice to have”):
 - Environmental planning and projects (30% “must” / 42% “should” / 23% “nice to have”)
 - Trails and natural parkland maintenance (31% / 47% / 20%)
 - Social planning and other support to seniors, youth and children (28% / 43% / 26%)
 - Economic development (22% / 42% / 30%)
 - Animal welfare (30% / 37% / 25%)

Provision Of Services And Service Funding Options (continued)

- **Reflecting their underlying concern about the affordability of living in the District, the majority of residents prefer that current service levels be maintained for each of the 28 service areas.** The greatest appetite for an increase in the level of service is for:
 - Recycling and green waste collection (37% want increases/enhancements)
 - Police services (31%)
 - Recreation facilities and programs (30%).
- Among the top six service areas that residents prioritize as being the most important for the District to provide, police services and road safety and maintenance are the only two that garner notable level of support for increased service levels (broadly 30% support increased funding for each of these two areas).
- **Those who want to see increased service levels for recycling and green waste collection, police services and road safety and maintenance, would like it to be funded from the tax levy.** Conversely, the majority of those who want to see increased recreation facilities and programs prefer to have it funded through a combination of taxes and user fees.

Service Delivery/Cost Saving Options

- When it comes to various actions that the District could consider to increase revenues/reduce costs/adjust service levels, **residents express the greatest support for partnering or consolidating with the City of North Vancouver.** Support for this action is strong (63% are in strong support) and widespread (93% support in total). Hence, when asked about specific areas where the District and City could partner, such as fires services, recreation/arts/culture and administration/governance, support is equally high for all three.
- Residents' concerns about the District and City consolidating centres around the possibility of reduced services (8% mentioning) and ensuring both municipalities have equal representation and focus (7%). **When it comes to the various benefits of consolidation, cost savings and efficiencies in operations resonate more strongly with residents than less government/administration and improved services levels.**

Executive Summary

Service Delivery/Cost Saving Options (continued)

- Residents are also supportive of partnering with private companies for sponsorships (83% support) and contracting with private companies for services (79% support) to reduce costs/increase revenues. There is moderate support for increasing fees for private encroachments on municipal land (66% support). **Residents tend to oppose (58%) charging non-residents for parking in major parks.**
- **The majority preference is for the District to continue to maintain the financial assistance it currently provides for various recreational, social and artistic purposes.** If the District was to increase its assistance in any of these areas, residents would want increased grants for organizations that provide social services to youth, seniors, disadvantaged (26% support an increase).

Going Green

- There is no clear consensus among residents on how the District should proceed when making purchasing decisions or evaluating service options: **56% would like the District to only make “green” purchases when they are cost neutral or provide a cost benefit and 39% want the District to try to buy “green” even if it means additional costs.**
- Those who favour a “green” approach, even at a cost premium, tend to think an average of about a 6-10% increase is acceptable.
- The strongest proponents of only making “green” purchases when they are cost neutral/provide a cost benefit include men, home owners, seniors, longer-term District residents and/or those who are dissatisfied with the value of their tax dollars

Communications

- **To keep informed about District services, events, etc., residents use a variety of information sources,** most commonly: District newspaper ads, materials that comes with property tax notices or utility bills, news media and the NorthVanRec Guide/eReg. About one-half rely on District publications that come in the mail and/or the District website.
- When asked what changes they would like to see in District communications, residents tend to make a suggestion about the delivery method – such as using email and/or updating/improving the website.

Conclusions

- *District of North Vancouver residents generally feel positive about living in their community. If there is one area where residents express concern, it is on the affordability of living in the District; two-thirds feel that it is not. The concern over affordability is mirrored in resident priorities for service levels and funding preferences. Residents place the greatest priority on core services, generally want to maintain current service levels in all areas and give limited support for introducing user fees.*
- *If the District is looking to save costs or increase revenues, residents strongly favour partnering or consolidating with the City of North Vancouver. Residents are also supportive of looking to private companies for sponsorship or service contracts.*
- *The environment and buying “green” are somewhat divisive issues among residents:*
 - *Environmental planning and projects is the one service area that most divides residents when it comes to prioritizing services.*
 - *Further, when given the choice between the District only buying green when it is cost neutral/beneficial and trying to buy “green” whenever possible, even if there are additional costs, the preference ratio is 56:39.*

The District will want to be sensitive to this division in opinions when addressing/dealing with environmental issues and decisions.

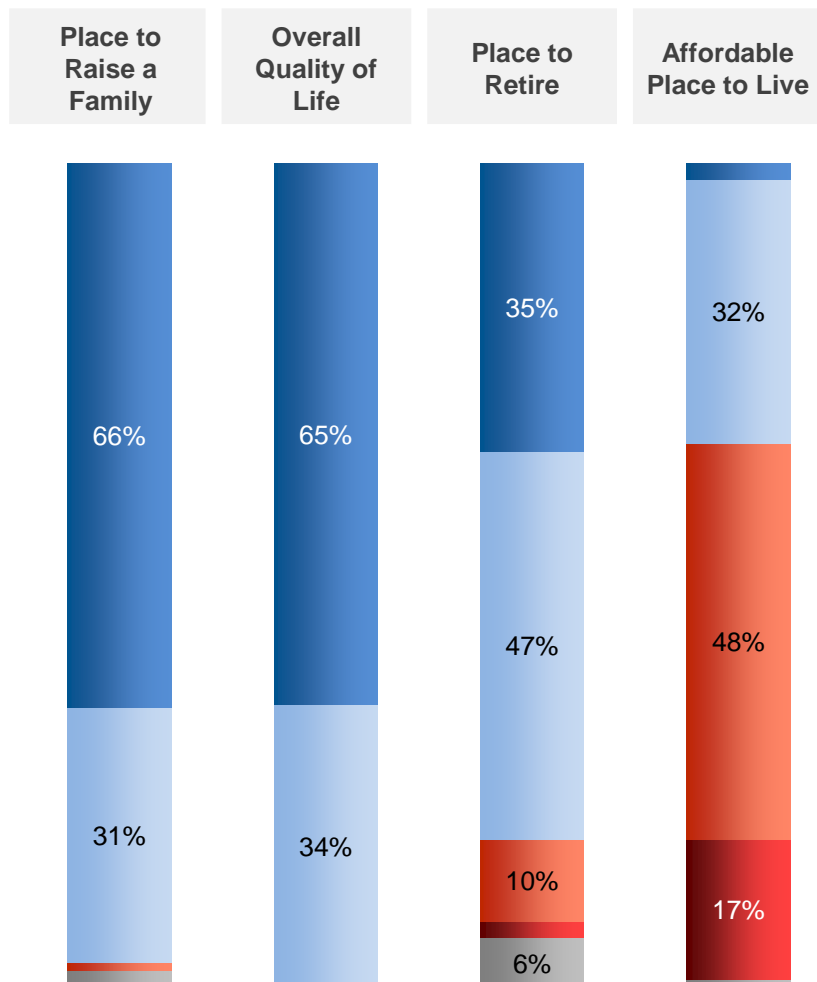
Analysis of Findings

General Perceptions

Overall Attitudes Toward Living In North Vancouver

Q1a-d Please rate the District of North Vancouver on the following...

Among Those Responding



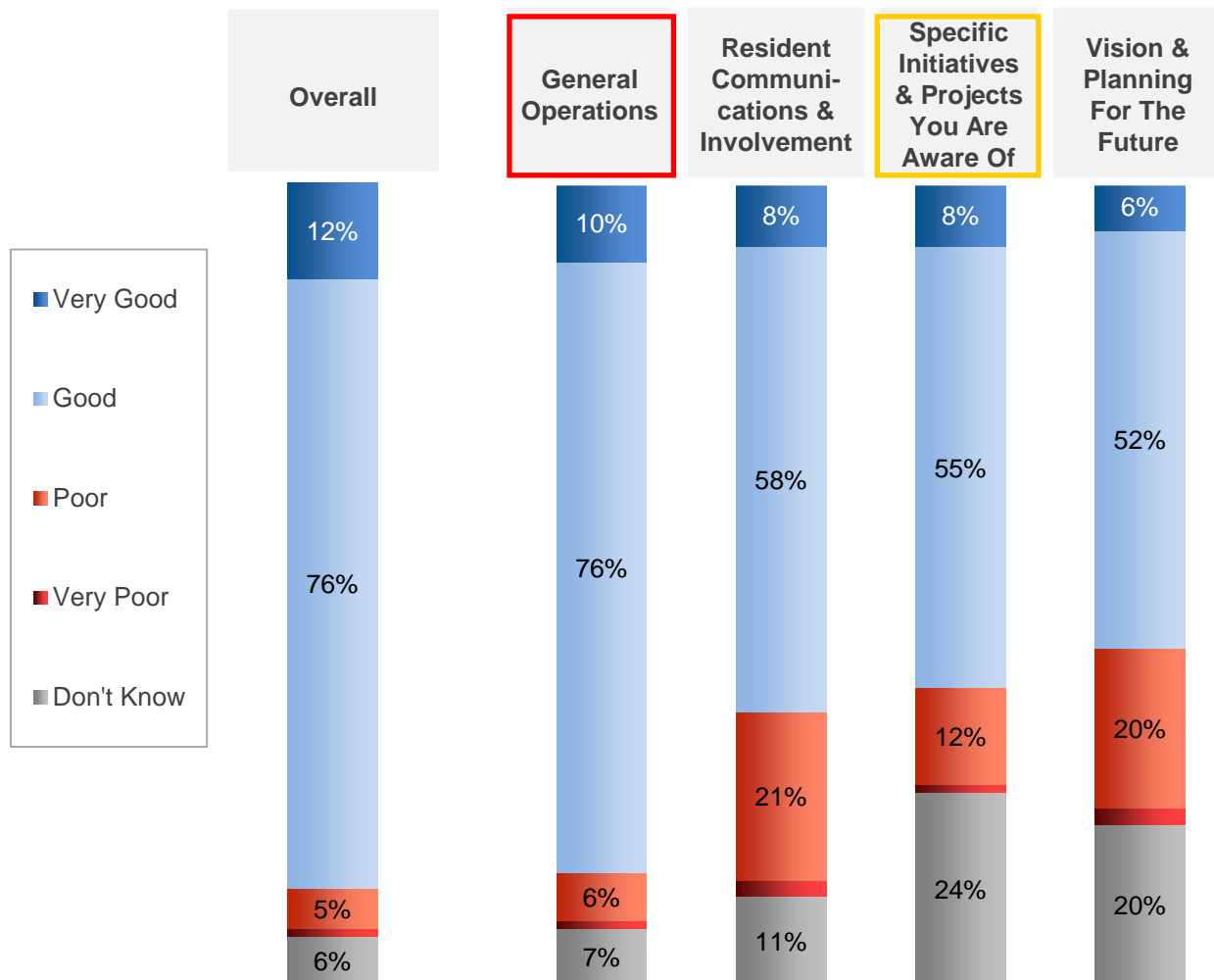
- Attitudes toward living in the District of North Vancouver are highly positive. Residents give positive feedback on being a good place to raise a family and the overall quality of life in the District.
- The majority also agree that the District is a good to very good place to retire, although sentiments are not as strongly positive as they are for the two aforementioned areas (i.e. not as many rate it as “very good”).
- A significant proportion of residents do not feel the District is an affordable place to live (65% rate the District poorly on this measure). Families with children, renters and younger residents are the most critical on affordability.

District Performance

Q2a-e

Please rate the North Vancouver District organization's performance on the following...

Among Those Responding



2011 Base=816-822

 = Top Priority
 = Secondary Priority

- The District earns an overall positive performance rating from 87% of residents. Perceptions are moderately rather than strongly held (i.e. 76% rate the District as “good” and 12% as “very good”). Ratings intensify as age increases (seniors [65+] are more apt to give “very good” ratings compared to younger residents [under 45]).
- Residents feel the District is performing well with general operations, and moderately well in the areas of: resident communications/involvement, specific initiatives and projects and future vision and planning.
- For specific initiatives and projects and vision/planning, 20% to 24% of residents lack enough awareness to provide any feedback.
- A key driver analysis reveals that District performance on general operations, and to a lesser extent, on specific initiatives and projects have the most leverage on overall performance perceptions.

Service Satisfaction

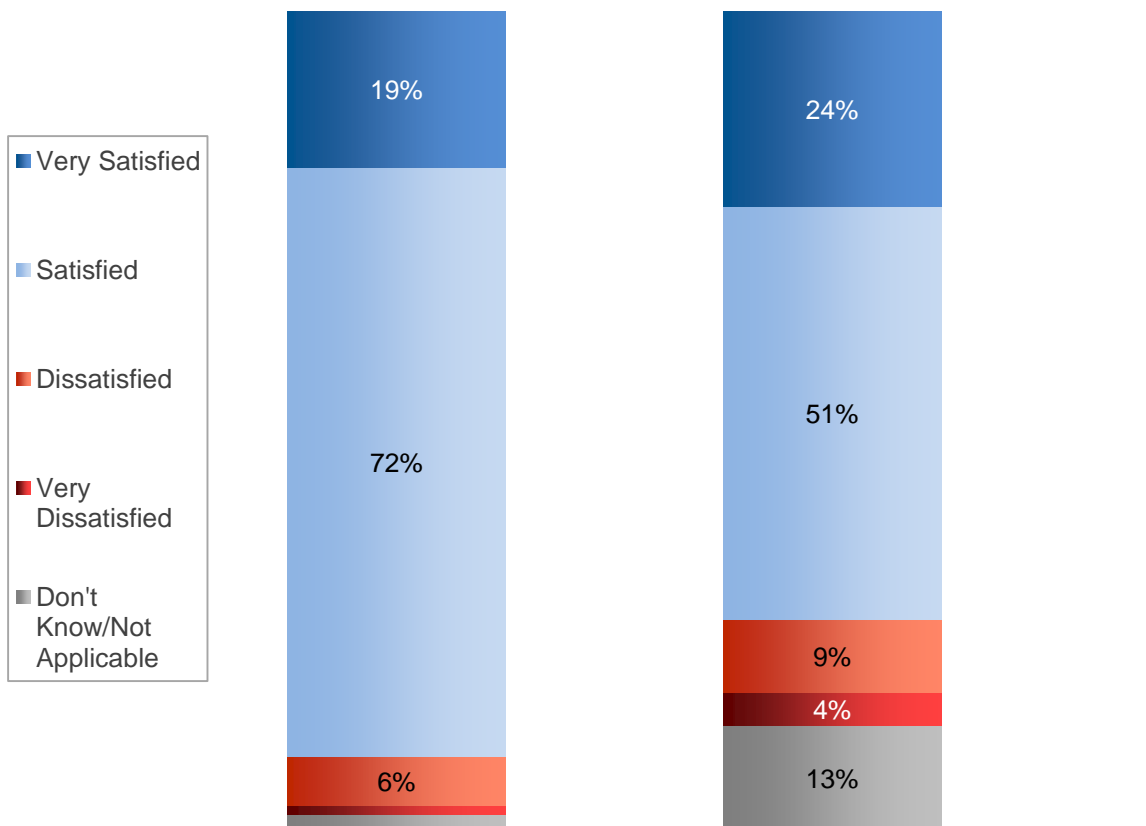
Q3a-b

Please rate your satisfaction with the...

Among Those Responding

Municipal Services You Receive in North Vancouver

Service You Received The Last Time You Contacted The District Or Had Contact With One Of Its Employees



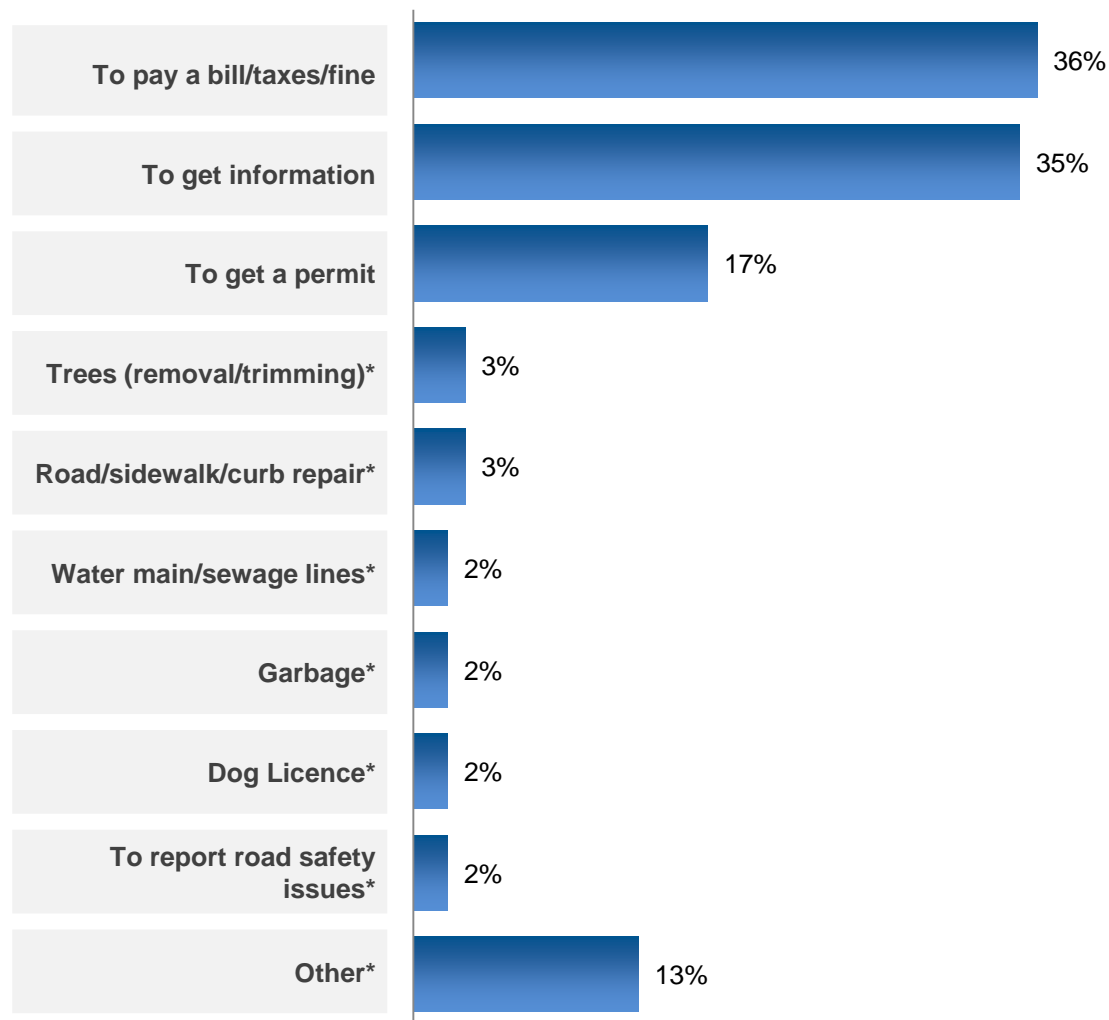
- Residents are satisfied with the municipal services they receive in the District (90% satisfaction). Again, perceptions are moderately rather than strongly positive (72% “satisfied” and 19% “very satisfied”).
- Satisfaction with their last District contact stands at 73%. This is broadly consistent with a similar measure from 2007 (see footnote).
- Overall, seniors tend to be more highly satisfied than their younger counterparts on both measures.

2011 Base=811-824

Note: In 2007, 79% of residents were very or somewhat satisfied with the overall service they received from the District or one of its employees.

Reasons For Last District Contact

Q3c What was the reason for your last contact with the District?



- Residents most commonly contact the District to pay bills/taxes/fines or to get information, or less commonly, to obtain a permit.

2011 Base=709

*Unaided mentions

% Major Mentions Among Those Responding

Preamble to the Taxation section....

The role of municipal government is to provide services in accordance with the legislative framework in which we live and to fund its activities by charging property taxes and collecting user fees. In addition, municipal governments act as a collection agent for a number of other jurisdictions like the School Board, Metro Vancouver and TransLink. These external charges represent 33% of the local residential bill for services and are set independently of the municipality.

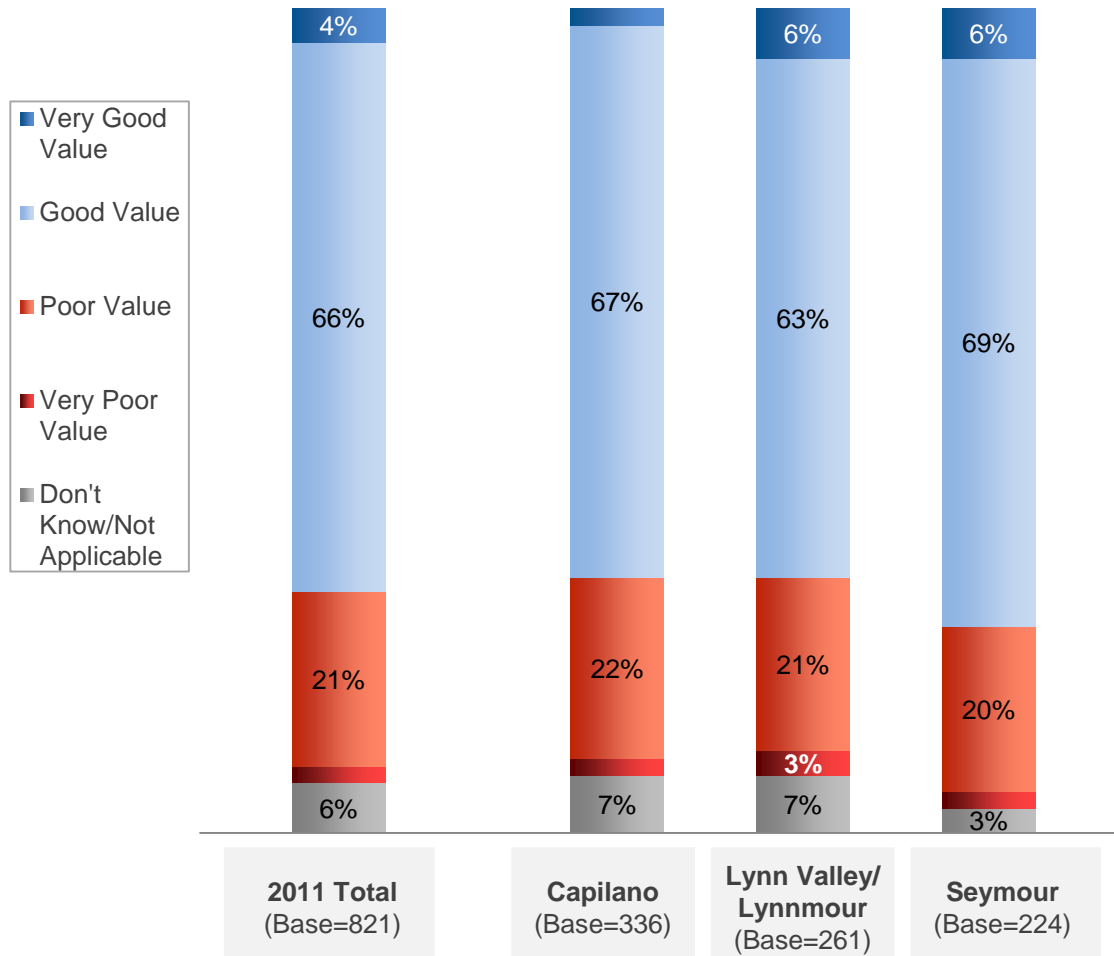
The average house in the District of North Vancouver is valued at \$905,000 and pays \$2,238 in municipal taxes, \$1,177 in utility fees and \$1,817 to other jurisdictions. [See Exhibit 1 in the background information document for more details on municipal taxes.]

Value for Municipal Taxes

Q4

Overall, how would you rate the value for the amount of municipal taxes you pay?

Among Those Responding



- Most District residents (70%) think they receive good to very good value for the amount of municipal taxes they pay. The large majority feel the value is good (66%), rather than very good (4%).
- Older residents (those 45+) are marginally more positive about the value of their municipal tax dollars than their counterparts.
- Renters are either positive about the value of taxes (42%) or have no opinion (31%).

Note: In 2007, 84% residents and in 2005, 86% of residents felt they got very good or good value for the taxes they paid.

Service Funding Options

Preamble to the Service Funding Options section....

Local governments must make choices about which services to provide, at what level and how to fund them. The concept of “public good” is used as a general rule of thumb in choosing between funding options. If a particular service benefits all residents (e.g. policing) it is funded from the tax levy, if it only benefits specific residents (e.g. building permit), it is funded by charging a fee. Many services have attributes of both and the right balance between taxes and fees must be found. [See Exhibits 2 & 3 in the background information document for more details.]

Q5a Is this a service the District must provide, should provide, would be nice for the District to provide or should it be eliminated?

(2011 Base=767-803, among those responding)

		Must Provide	Should Provide	Would Be Nice For The District To Provide	Should Eliminate
Fire & rescue (residential & other structures)	%	89	9	2	-
Sewer system operations & maintenance	%	88	10	1	-
Police services	%	87	10	2	2
Water system operations & maintenance	%	83	14	2	1
Residential garbage collection	%	82	15	2	1
Road safety & maintenance	%	79	18	2	1
Emergency planning & management	%	73	20	6	1
Building inspections & building plan reviews	%	63	28	7	1
Bylaw enforcement & education	%	62	30	6	2
Development permitting	%	62	29	7	2
Recycling & green waste collection	%	62	28	8	2
Natural hazards management programs (e.g. landslide or other risk studies)	%	60	29	9	1
Land use planning	%	58	29	12	2
Recreation facilities & programs	%	53	39	8	1
Pedestrian, transit and cycling safety & maintenance	%	45	35	17	3
Water conservation	%	46	33	15	6
Non-fire rescues (e.g. motor vehicle & technical rescues from creeks, trails, etc.)	%	38	41	18	4
Urban parks maintenance	%	36	46	16	1
Trails & natural parkland maintenance	%	31	47	20	1
Animal welfare	%	30	37	25	8
Environmental planning & projects	%	30	42	23	5
Social planning & other support to seniors, youth & children	%	28	43	26	3
Economic development (including tourism, filming & cooperation agreements)	%	22	42	30	6
Communications & community engagement	%	18	42	35	5
Specialized park/recreation attractions: Maplewood Farm, Lynn Canyon Ecology Centre & Visitor Centre	%	17	43	36	4
Horticulture/maintenance of plantings throughout the District	%	16	45	36	3
Corporate energy management (e.g. retrofitting District buildings)	%	15	46	31	8
Arts & culture (e.g. community programs, public art)	%	14	34	45	7

Service Provision

- From a list of 28 service areas, the top ones that residents feel the District must provide are:

- Fire and rescue
- Sewer system operations and maintenance
- Police services
- Water system operations and maintenance
- Residential garbage collection
- Road safety and maintenance

Between 80% to 90% of residents feel the District *must* provide each of these six service areas. When those who feel the service *should* be provided are added in, virtually all residents want the District to offer these top six services.

- The next tier of services are those considered to be “must delivers” by between 50% to 75% of residents, these services are:

- Emergency planning and management
- Building inspections and building plan reviews
- Bylaw enforcement and education
- Development permitting
- Recycling and green waste collection
- Natural hazards management programs
- Land use planning
- Recreation facilities and programs.

Overall, broadly nine in ten residents think the District must or should offer these services.

- While no one service area is singled out by a majority of residents as requiring elimination, the following five service areas are the most apt to be seen as “nice for the District to provide” (between 31% and 45%):

- Arts and culture
- Specialized park/recreation attractions
- Horticulture/maintenance of plantings throughout the District
- Communications and community engagement
- Corporate energy management

- Finally, there are five service areas that are particularly divisive (and hence, could be the most challenging for the District to address), in that residents are somewhat divided in thinking they are a must, should or nice to have option. These include:

- Environmental planning and projects
- Trails and natural parkland maintenance
- Social planning and other support to seniors, youth and children.
- Economic development
- Animal welfare

Service Levels

Q5b For each service, indicate if you think it should be increased or enhanced, maintained at current levels or decreased.

(2011 Base=720-796, among those responding)

		Increased Or Enhanced	Maintained At Current Level	Decreased	Should Eliminate (Q5a)
Fire & rescue (residential & other structures)	%	18	78	3	-
Sewer system operations & maintenance	%	16	83	-	-
Police services	%	31	66	2	2
Water system operations & maintenance	%	16	82	1	1
Residential garbage collection	%	14	80	5	1
Road safety & maintenance	%	29	68	2	1
Emergency planning & management	%	28	69	2	1
Building inspections & building plan reviews	%	14	83	3	1
Bylaw enforcement & education	%	21	73	4	2
Development permitting	%	10	84	4	2
Recycling & green waste collection	%	37	59	2	2
Natural hazards management programs (e.g. landslide or other risk studies)	%	19	77	3	1
Land use planning	%	26	69	3	2
Recreation facilities & programs	%	30	67	2	1
Pedestrian, transit and cycling safety & maintenance	%	28	63	6	4
Water conservation	%	26	65	3	6
Non-fire rescues (e.g. motor vehicle & technical rescues from creeks, trails, etc.)	%	9	84	4	4
Urban parks maintenance	%	9	86	3	1
Trails & natural parkland maintenance	%	14	79	5	2
Animal welfare	%	16	70	5	9
Environmental planning & projects	%	19	71	5	5
Social planning & other support to seniors, youth & children	%	23	71	2	3
Economic development (including tourism, filming & cooperation agreements)	%	24	65	4	6
Communications & community engagement	%	12	78	5	5
Specialized park/recreation attractions: Maplewood Farm, Lynn Canyon Ecology Centre & Visitor Centre	%	8	83	4	4
Horticulture/maintenance of plantings throughout the District	%	9	79	9	3
Corporate energy management (e.g. retrofitting District buildings)	%	14	72	6	8
Arts & culture (e.g. community programs, public art)	%	12	71	11	7

Service Levels

- Generally, the majority of District North Vancouver residents want service levels maintained at current levels for all service areas and do not want to see any decreases.
- Residents most feel that there's a need for a greater/enhanced services in the following areas:
 - Recycling and green waste collection (37% want increases/enhancements)
 - Police services (31%)
 - Recreation facilities and programs (30%)
- Among the top six services that residents prioritize as being the most critical for the District to provide, the two that residents feel that are most in need of increased/enhanced service levels are police services and road safety & maintenance. However, even for these two areas, those wanting increased levels stands at broadly 30% with the majority of the remaining residents preferring that these services be maintained at current levels.

Note: In 2007, 28% felt recreation facilities and programs were most in need of additional funding (top mention) and 7% felt that District Hall/union salaries and expenses could be reduced (top mention).

Service Funding Preferences

Q5c

For each service, indicate if you think it should be funded through taxes, user fees or a combination of taxes and user fees.

(2011 Base=51-253, among those who want each service enhanced/increased)

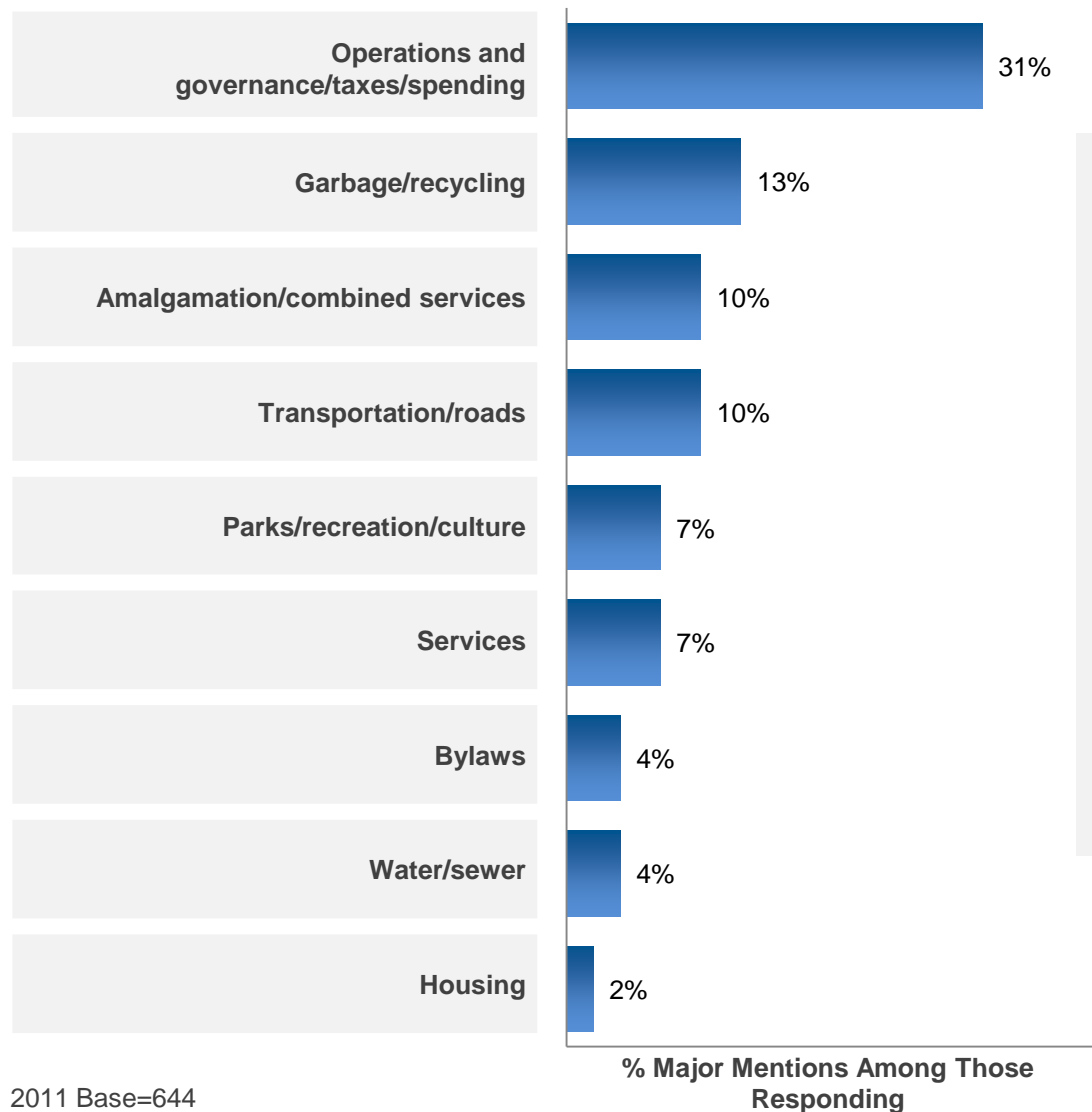
		Taxes	User Fees	A Combo Of Taxes & User Fees
Fire & rescue (residential & other structures)	%	87	-	13
Sewer system operations & maintenance	%	80	6	15
Police services	%	93	-	6
Water system operations & maintenance	%	71	4	25
Residential garbage collection	%	72	2	26
Road safety & maintenance	%	88	1	12
Emergency planning & management	%	83	1	17
Building inspections & building plan reviews	%	24	29	46
Bylaw enforcement & education	%	75	6	19
Development permitting	%	19	48	33
Recycling & green waste collection	%	65	5	30
Natural hazards management programs (e.g. landslide or other risk studies)	%	77	2	21
Land use planning	%	52	14	34
Recreation facilities & programs	%	15	8	77
Pedestrian, transit and cycling safety & maintenance	%	64	4	32
Water conservation	%	58	6	36
Non-fire rescues (e.g. motor vehicle & technical rescues from creeks, trails, etc.)	%	35	14	52
Urban parks maintenance	%	73	2	25
Trails & natural parkland maintenance	%	66	2	32
Animal welfare	%	47	7	46
Environmental planning & projects	%	63	3	34
Social planning & other support to seniors, youth & children	%	51	2	47
Economic development (including tourism, filming & cooperation agreements)	%	25	28	47
Communications & community engagement	%	65	3	32
Specialized park/recreation attractions: Maplewood Farm, Lynn Canyon Ecology Centre & Visitor Centre	%	34	4	62
Horticulture/maintenance of plantings throughout the District	%	87	-	13
Corporate energy management (e.g. retrofitting District buildings)	%	55	14	31
Arts & culture (e.g. community programs, public art)	%	16	15	69

Service Funding Preferences

- For two of the three service areas where residents most want to see increases/enhancements, more specifically recycling and green waste collection and police services, the large majority of these residents want the increases to be funded via taxes. Conversely, for recreation facilities and programs, the preference is to have funding come from a combination of taxes and users fees (77%).
- Specialized park/recreation attractions and arts & culture are two other services where the majority of residents wanting increases/enhancements would prefer to have funding come from a combination of taxes and user fees – 62% and 69%, respectively mentioning so.
- Generally, residents favour funding increases via taxes for core services and/or those that they tend to view as “must delivers” by the District.
- User fees is not an option that is favoured widely by North Vancouver residents, but is considered the best option for any improvements/increases that are planned for development permitting.

Additional Ideas For Service Delivery

Q5d What other ideas do you have, if any, about how District services should be delivered or adjusted?



- Additional ideas residents have about District service delivery or adjustment tend to focus on operations/governance/taxes/spending, with 31% mentioning so. More specifically, suggestions provided relates mainly to reducing costs.
- The small number of residents who feel the District's performance is poor or who are dissatisfied with District services or the value of their tax dollars are particularly apt to mention ideas that has to do with operations/governance/taxes/spending.
- Other suggestions that are less frequently mentioned include garbage/ recycling (mainly expanding what can be recycled), amalgamation/combining services and transportation/roads.

Service Delivery/Cost Saving Options

Preamble to the Service Delivery/Cost Saving Options section....

Over the last few years, the District has faced the challenge of keeping service levels steady while responding to regional cost pressures and global economic challenges. The municipality responded with various actions and reduced its operating budget by nearly \$4 million over the last two years. [See Exhibit 4 in the background information document for more on the specific actions the municipality has taken.]

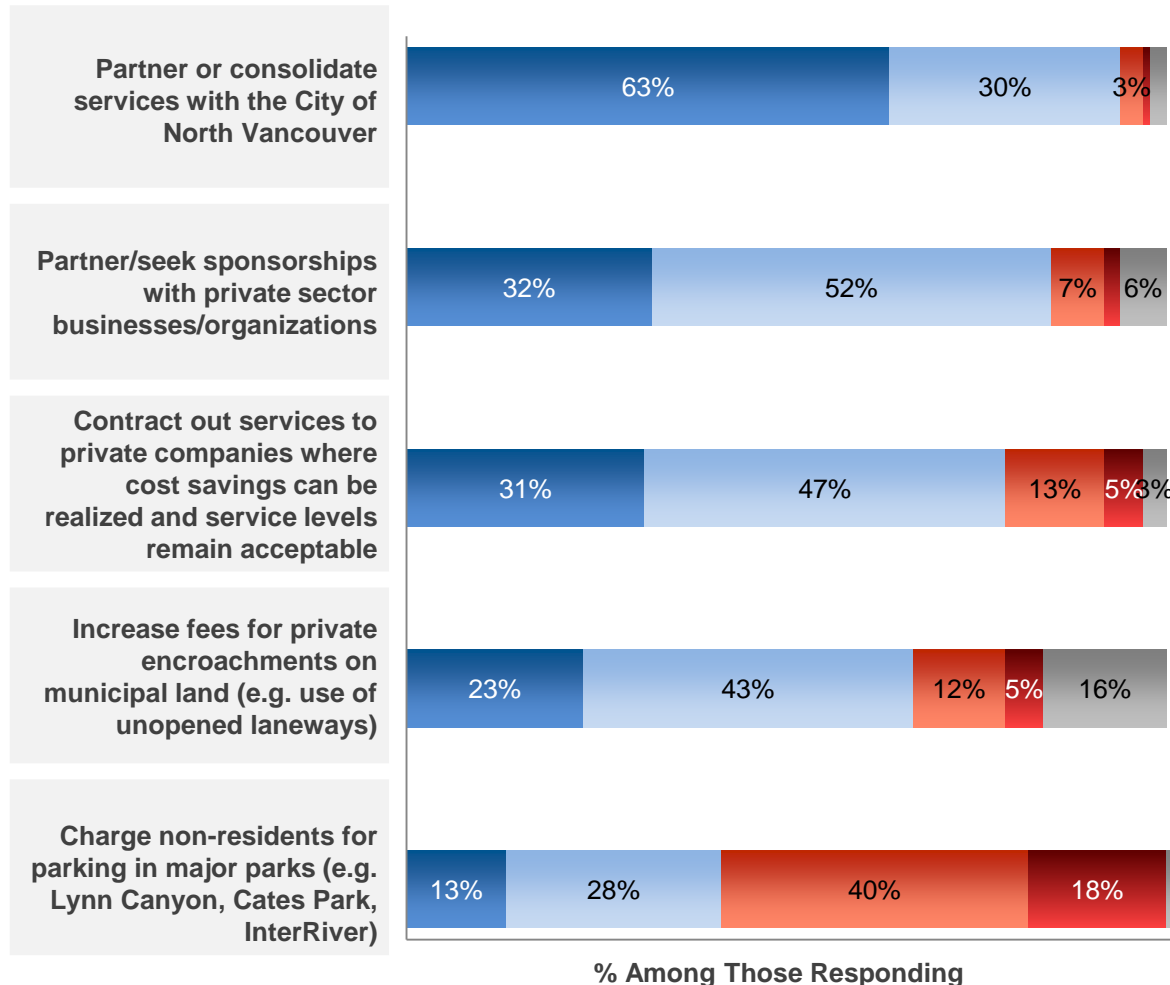
While these actions have been helpful, the District must continue to look for ways to generate new revenues, reduce costs and adjust services to an affordable level.

Preamble to Question 7 in this section....

Municipalities often enter into cooperation agreements with each other to deliver services to their citizens where it makes sense economically and from a community benefit perspective. The nature of these arrangements can go from simple shared service agreements to full consolidation of operations. The District currently has a number of shared service agreements with the City of North Vancouver in the areas of recreation, emergency management, museum and archives, arts and policing, among others. Deciding on which services to offer jointly, which level of service to aim for and how to fund these services equitably is always a challenge.

Options To Increase Revenues/Reduce Costs

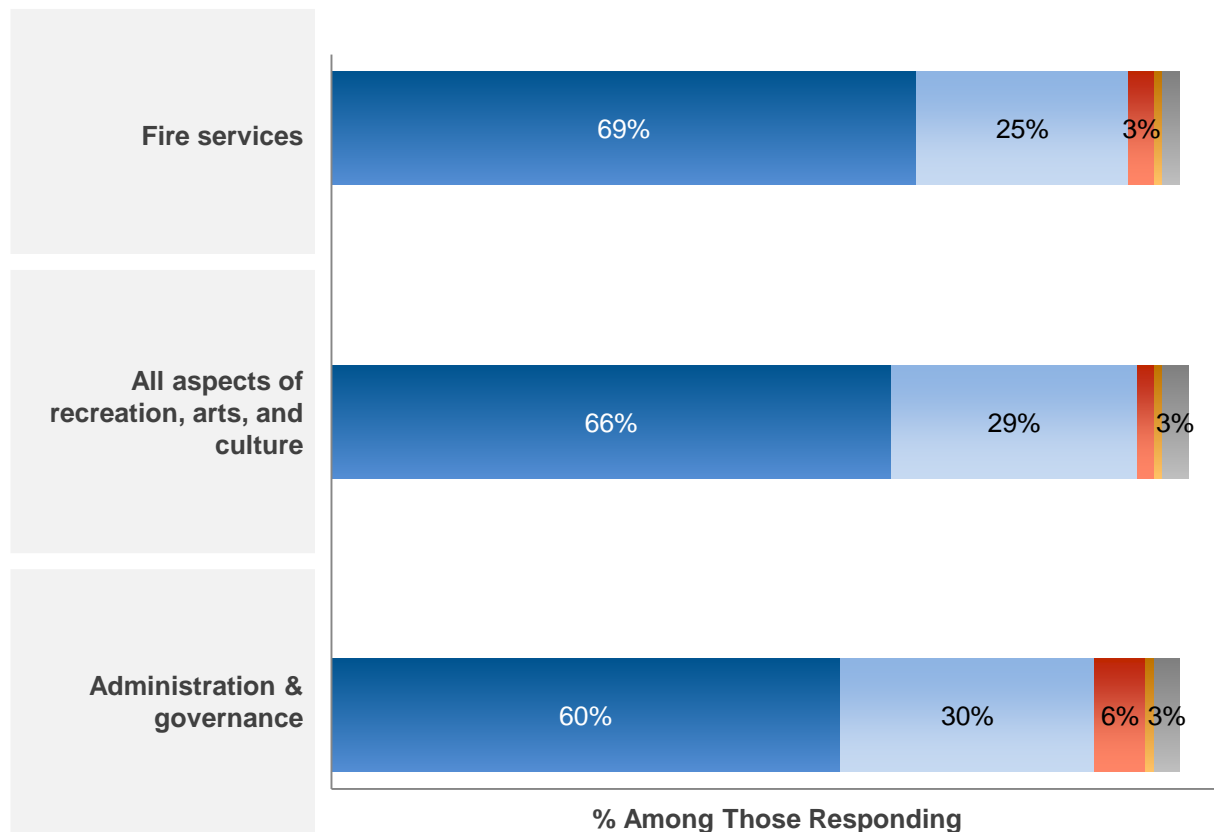
Q6 Please indicate whether you strongly support, support, oppose, or strongly oppose each of the following actions that the District could take to increase revenues, reduce costs, or adjust service levels.



- There is currently widespread, strong support for partnering or consolidating services with the City of North Vancouver (93% support/strongly support). Homeowners and those who are unhappy with the District's performance and/or the value of their tax dollars express the strongest support for this option.
- Other options to increase revenues/reduce costs that the majority of residents support are partnering/seeking sponsorships with private sector businesses, contracting out services to private companies and increasing fees for private encroachments on municipal land.
- Residents tend to oppose charging non-residents for parking in major parks as a way to increase revenues. Opposition stands at 58% and support at 40%.

Partnering/Consolidating With The City Of North Vancouver

Q7 Please indicate whether you strongly support, support, oppose or strongly oppose the District partnering or consolidating with the City of North Vancouver in the following specific service areas:

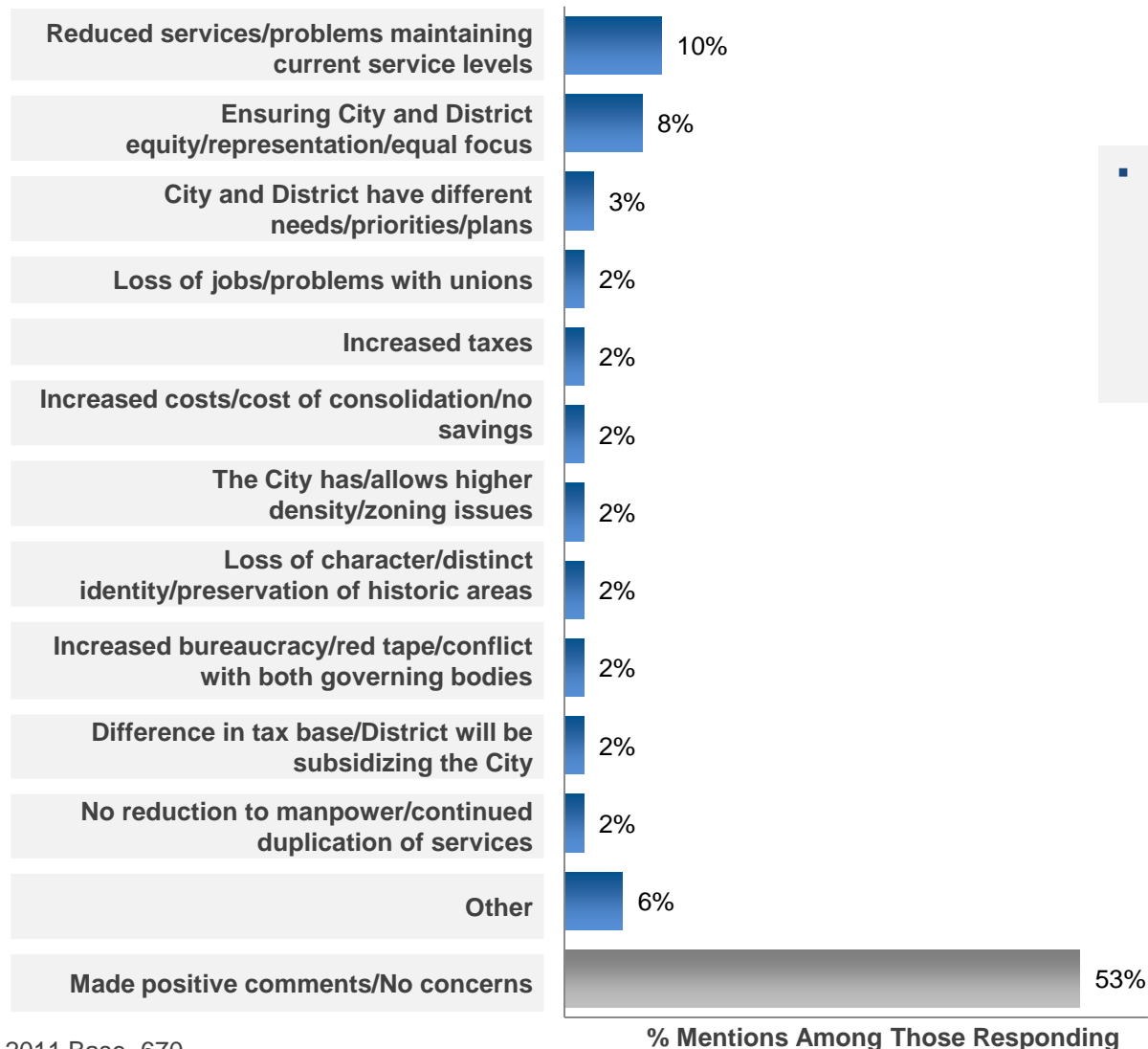


■ Strongly Support ■ Support ■ Oppose ■ Strongly Oppose ■ Strong Opposed in Q6e ■ Don't Know

- District of North Vancouver residents clearly support partnering or consolidating services the areas of administration and governance, fire services and all aspects of recreation, arts and culture.
- Support for consolidating services is particularly strong among home owners (for administration, governance and fire services).
- Even those who are generally opposed to consolidating services with the City tend to support joining fire services, and to a lesser extent, recreation/arts/culture.

Partnering/Consolidating Concerns

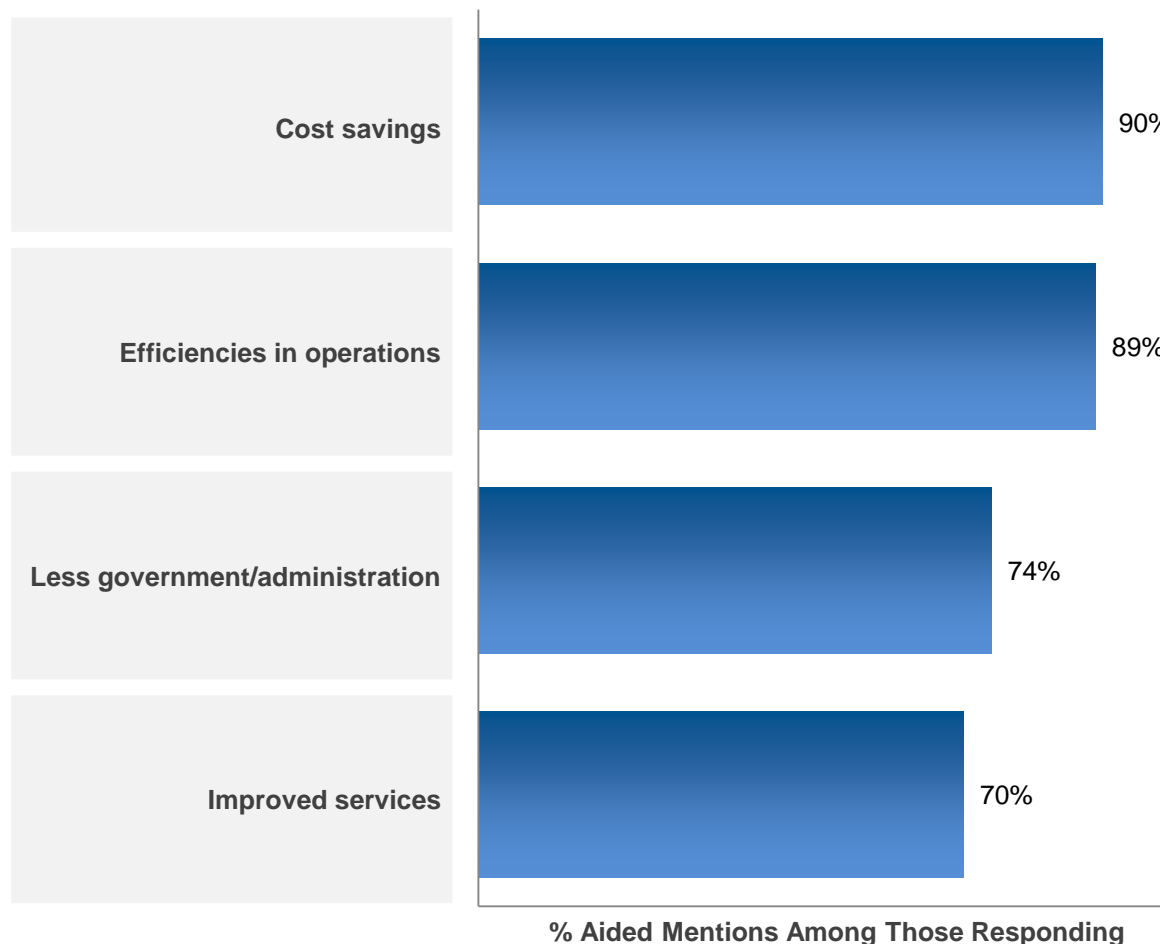
Q7b What concerns, if any, do you have about partnering or consolidating services with the City of North Vancouver?



- While residents do not have any pervasive concerns regarding partnering or consolidating with the City, those that are raised most often are reduced service levels and ensuring equity/equal representation between the two jurisdictions .

Importance Of Various Amalgamation Outcomes

Q8 The following is a list of outcomes that may be achieved by amalgamating the District and City of North Vancouver. Please indicate which ones are most important to you.



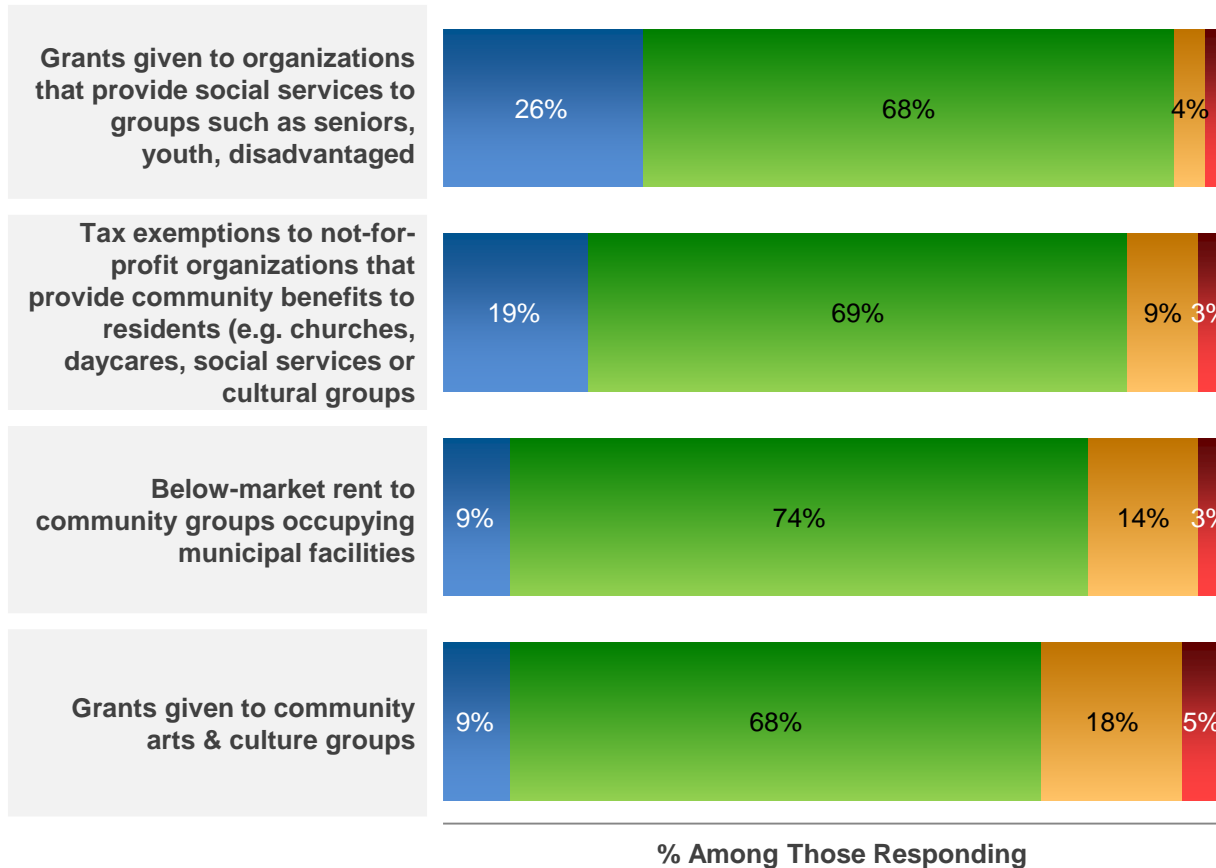
- Among the four possible outcomes that may be achieved by amalgamating the District and City, cost savings and efficiencies in operations have relatively more importance to residents than less government/administration and improved services.

2011 Base=822

Recreational, Social and Artistic Financial Assistance

Q9

The District provides financial assistance for recreational, social and artistic purposes by way of subsidies, grants, below-market rent and property tax exemptions. For each of the following, indicate if you think the municipality should increase its financial assistance, maintain its financial assistance at current levels, decrease its financial assistance or completely eliminate it.



■ Increased ■ Maintained at Current Level ■ Decreased ■ Eliminated

- The majority of residents (68% to 74%) feel that the municipality's current assistance levels should be maintained in the various areas in which it provides financial assistance.
- Grants given to organizations that provide social services to groups such as seniors, youth and the disadvantaged garners the most support for increased financial assistance.
- Conversely, residents are most apt to say assistance should be decreased for community arts and culture groups.
- Complete elimination of financial assistance is not seen as an option for any of the four areas.
- Renters are particularly supportive of increasing below-market rent given to community groups occupying municipal services.
- Seniors are the most supportive of providing tax exemptions to not-for-profit organizations that provide community benefits to residents.

Going Green

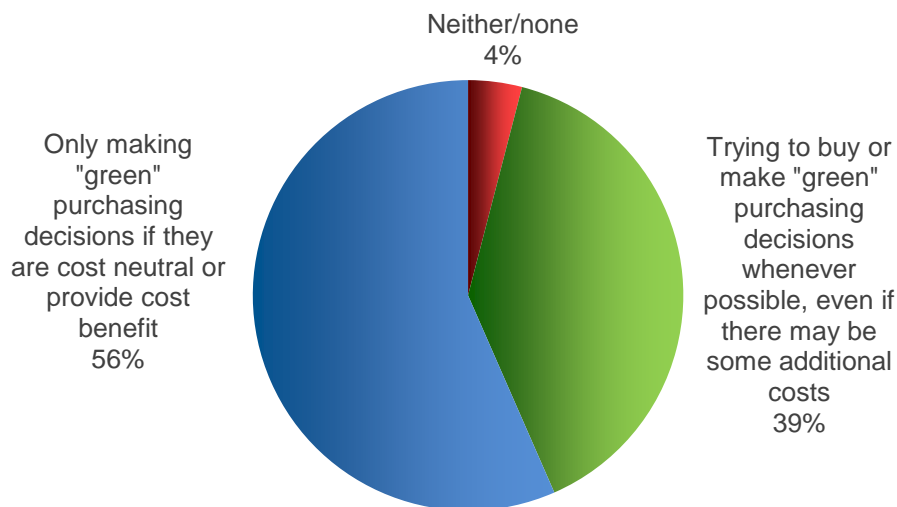
Preamble to the Going Green section....

The District of North Vancouver has committed to become a more sustainable community through land use planning, transportation projects, fleet management practices and energy initiatives. However, some of these “green” initiatives and actions require additional funding which may not completely align with one of the District’s other commitments, which is to be “value focused” and diligent about cost savings.

Green Purchasing Decisions

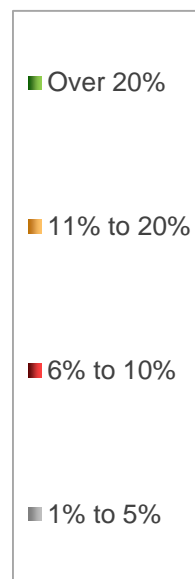
- Q10** In general, when the municipality is reviewing service options and making purchasing decisions, which direction do you think they should lean towards:
- Q11** In general, what additional percentage increase do you think is acceptable when making “green” purchasing decisions?

Direction District Should Lean Towards



2011 Base=822, Among Those Responding

Acceptable Additional Percentage Increase



Among Those Who Want The District To Try to Buy “Green” Whenever Possible (Base=304)

Note: In 2007, 86% residents strongly or somewhat supported the District purchasing more environmentally friendly products/technologies even if they were more expensive.

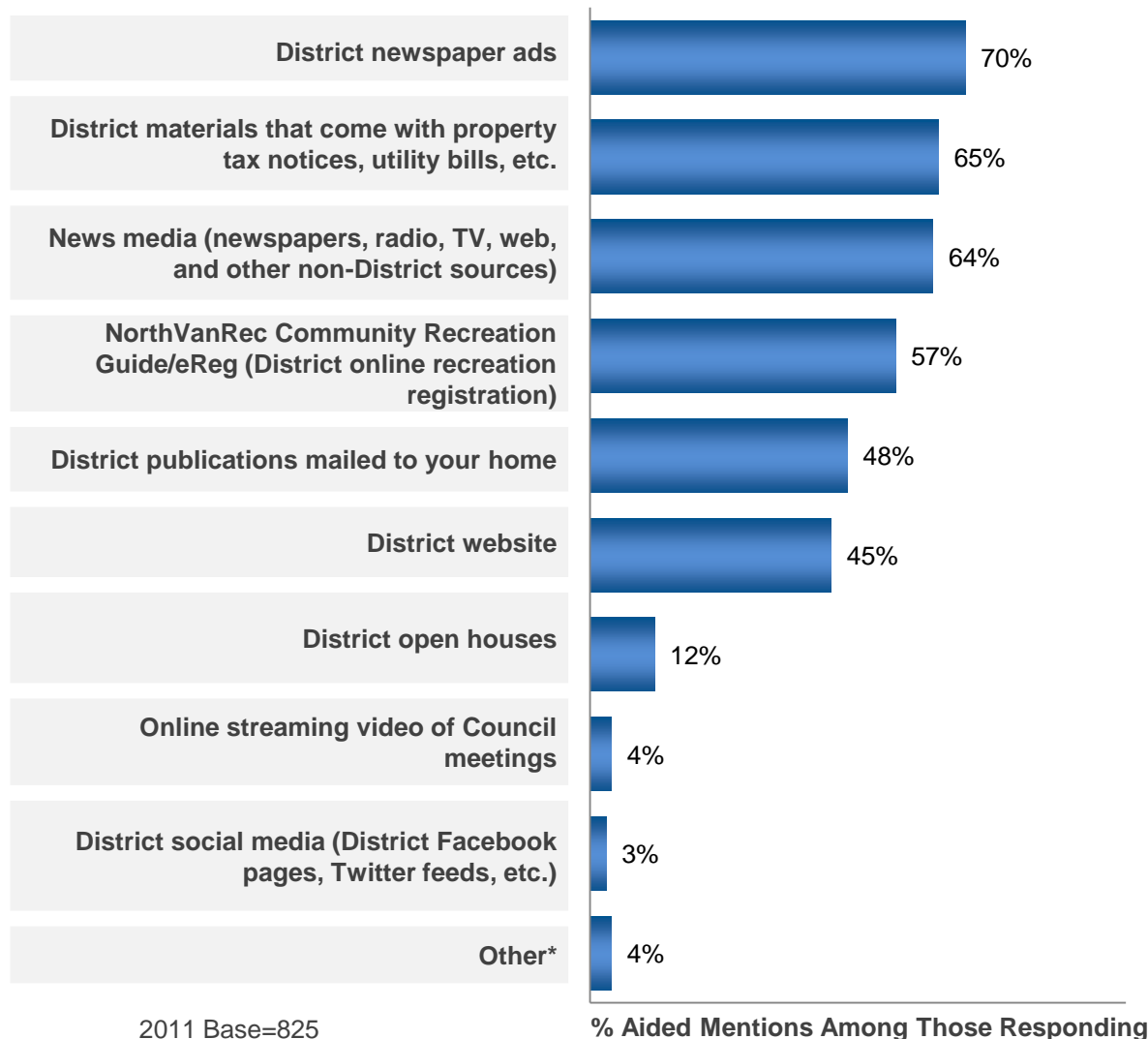
Green Purchasing Decisions

- Resident opinions regarding the District buying “green” are not clear-cut. A slight majority (56%) favour an approach that involves only making “green” purchasing decisions if they are cost neutral or provide cost benefit. However, a significant proportion (39%) prefer the District to buy or make “green” purchasing decisions whenever possible, even if there are additional costs.
- Those who feel they get poor value for their tax dollars and/or are dissatisfied with the District’s performance or services tend to want the District to only buying “green” if the decision is cost neutral or beneficial. Men, home owners, seniors and/or long term residents of the region also tend to hold this position more strongly than their counterparts.
- Those favouring a “green” approach to purchasing, even with additional costs, typically feel that an extra 6% to 10% in costs is acceptable.

Communications

District Information Sources Residents Rely On

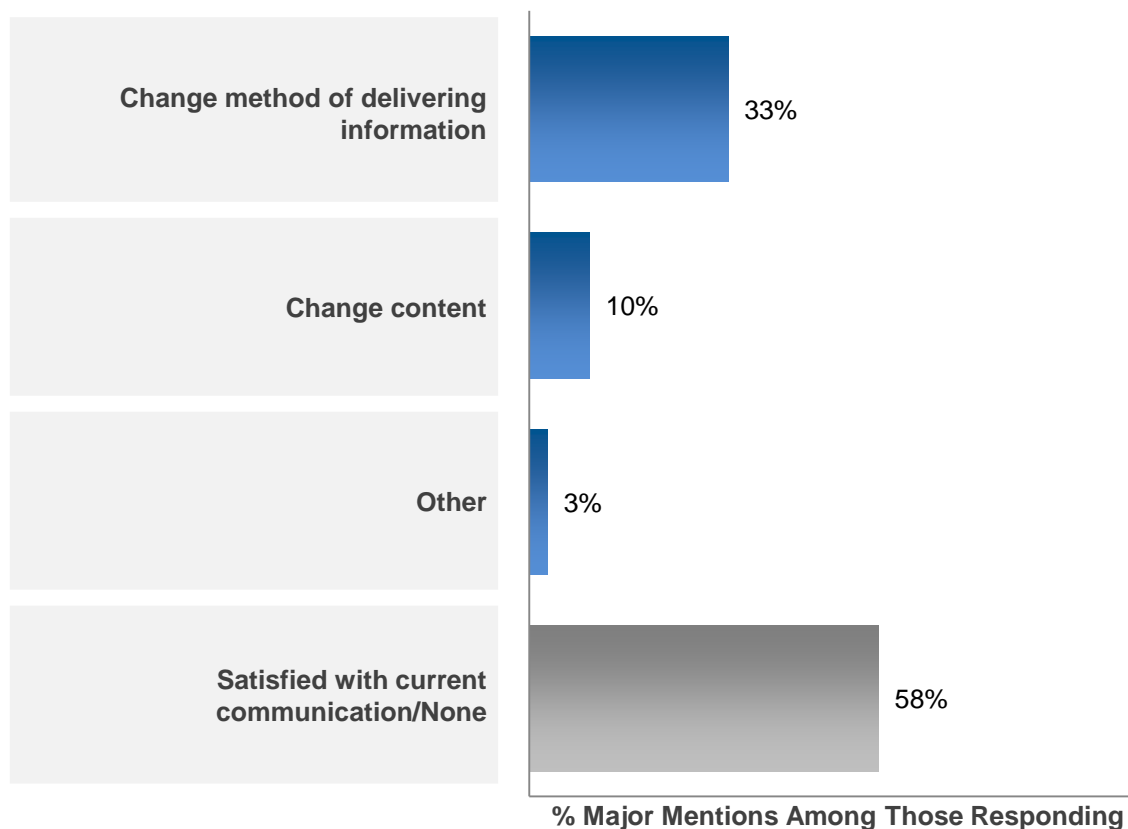
Q12 Which source(s) do you rely on to keep informed about North Vancouver District services, initiatives and events?



- To keep informed about District events, services, etc. residents most widely rely on District newspaper ads, materials that come with property tax notices utility bills, news media or the NorthVanRec Community Rec Guide/eReg.
- District publications that are mailed to homes and the District website are secondary information sources for residents.
- The District website is generally relied on by younger residents (61% of those under 45 rely on it), while those 45 and older are less apt use it (with usage dropping to 25% among seniors). A similar pattern of usage/reliance is evident for the NorthVanRec Community Rec Guide.
- District publications mailed to homes is widely relied on by seniors (62%), but less so among the under 45's (34%).

Desired Changes In District Communications

Q13 What changes in communications, if any, would you like to see from the District that would better suit your needs?



- Most of the suggestions made by residents regarding District communications centre around the method the District delivers information. The primary suggestions are to offer email communication (9%) and to improve/update the website (8%).
- Another 10% gave suggestions regarding the content of District communications.

Profiles

Demographic/Household Profile

(Base)	Region			
	2011 Total	Capilano	Lynn Valley/ Lynn timer	Seymour
	(823-828)	(337-338)	(262-263)	(224-228)
	%	%	%	%
Gender				
Male	47	49	48	43
Female	53	51	52	56
Age				
<35	2	3	2	2
35-44	27	26	31	24
45-54	27	27	29	24
55-64	20	19	20	23
65+	23	25	18	26
Household Composition				
Single with no kids	12	10	13	12
Couple with no kids	26	28	21	28
Family with kids (includes single parent households)	59	58	63	57
Other	3	3	3	3
Home Ownership				
Own	93	95	92	94
Rent	6	5	7	6
Residence Type				
Single family dwelling	82	92	76	75
Town/row house	11	5	15	15
Apartment/condominium	5	2	6	9
Secondary suite	1	1	2	-
Other	-	-	1	-
Years Lived In District Of North Van				
<5	9	13	7	7
6-10	13	14	11	13
11-15	13	13	14	11
16+	64	60	66	70

Appendix

2011 Service Delivery Dialogue Final

Introduction Screen to Backgrounder & Survey:

Thank you for agreeing to participate in the 2011 Service Dialogue Study. The purpose of this study is to explore residents' perceptions of the District of North Vancouver's service delivery, taxation levels, funding approaches and options for service adjustments.

Before you begin the actual survey, we would like you to read the following background information that will help you provide more informed responses to the questions. {FOR ONLINE SURVEY: We encourage you to print out this background information so that you have it handy while you fill out the survey.]

If you have any questions about this study please contact Jeanine Bratina at the District of North Vancouver at 604-990-2459. If you have difficulties while completing the survey, please contact Tracy Tan at Synovate Research at 604-664-2428 for assistance.

Additional information about the District is always available at www.dnv.org or through the 2010 Annual Report, at www.dnv.org/annualreport2010/.

General Perceptions

1. Please rate the District of North Vancouver on the following:

	Very Good	Good	Poor	Very Poor	Don't Know
a. Overall quality of life					
b. As a place to raise a family					
c. As a place to retire					
d. As an affordable place to live					

2. Please rate the North Vancouver District organization's performance on the following:

	Very Good	Good	Poor	Very Poor	Don't Know
a. Overall					
b. General operations					
b. Specific initiatives and projects you are aware of					
c. Resident communications and involvement					
d. Vision and planning for the future					

3. Please rate your satisfaction with:

	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't Know/Not Applicable
a. The municipal services you receive in North Vancouver					
b. The service you received the <u>last time</u> you contacted the District or had contact with one of its employees					
c. What was the reason for your last contact with the District? Select all that apply	1. To get a permit 2. To pay a bill/taxes/fine 3. To get information 4. Other (specify) _____				

Taxation

The role of municipal government is to provide services in accordance with the legislative framework in which we live and to fund its activities by charging property taxes and collecting user fees. In addition, municipal governments act as a collection agent for a number of other jurisdictions like the School Board, Metro Vancouver and TransLink. These external charges represent 33% of the local residential bill for services and are set independently of the municipality.

The average house in the District of North Vancouver is valued at \$905,000 and pays \$2,238 in municipal taxes, \$1,177 in utility fees and \$1,817 to other jurisdictions. [See Exhibit 1 in the background information document for more details on municipal taxes.]

4. Overall, how would you rate the value for the amount of municipal taxes you pay?

Very Good Value	Good Value	Poor Value	Very Poor Value	Don't Know/Not Applicable
-----------------	------------	------------	-----------------	---------------------------

Service Funding Options

Local governments must make choices about which services to provide, at what level and how to fund them. The concept of “public good” is used as a general rule of thumb in choosing between funding options. If a particular service benefits all residents (e.g. policing) it is funded from the tax levy, if it only benefits specific residents (e.g. building permit), it is funded by charging a fee. Many services have attributes of both and the right balance between taxes and fees must be found. [See Exhibits 2 & 3 in the background information document for more details.]

For the services listed below, indicate:

(a) Whether you think each is a service the District must provide, should provide, would be nice for the District to provide or if it is a service that the District should eliminate.

Then, for each service, except for services you think should be eliminated, please indicate:

(b) If the service should be increased or enhanced, maintained at current levels or decreased, and

(c) If you think it should be funded through taxes, user fees, or a combination of taxes and user fees.

In each row, please check off your responses in the appropriate columns. You don’t have to answer parts 5b and 5c for the service(s) that you think should be eliminated. If you do not have an opinion, please leave blank.

	5a. Is this a service the District...?				5b. Do you think this service should be...?			5c. For each service, should it be funded through...?		
	Must Provide	Should Provide	Would Be Nice for the District to Provide	Should Eliminate	Increased or Enhanced	Maintained at Current Levels	Decreased	Taxes	User Fees	A Combination of Taxes and User Fees
Arts & culture (e.g. community programs, public art)										
Recreation facilities & programs										
Specialized park/recreation attractions: Maplewood Farm, Lynn Canyon Ecology Centre & Visitor Centre										
Economic development (including tourism, filming, cooperation agreements)										
Land use planning										
Bylaw enforcement & education										
Animal welfare										
Building inspections & building plan reviews										
Development permitting										

Emergency planning & management										
Fire & rescue (residential & other structures)										
Non-fire rescues (e.g. motor vehicle & technical rescues, such as 'high angle' rescues from creeks, trails)										
Natural hazards management programs (e.g. potential landslide risk studies)										
Police services										
Pedestrian, transit and cycling safety & maintenance										
Road safety & maintenance										
Corporate energy management (e.g. retrofitting District buildings)										
Environmental planning & projects										
Water conservation										
Horticulture/main-tenance of plantings throughout the District										
Trails & natural parkland maintenance										
Urban parks maintenance										
Recycling & green waste collection										
Residential garbage collection										
Water system operations & maintenance										
Sewer system operations & maintenance										
Social planning & other support to seniors, youth & children										
Communications & community engagement										

5d. What other ideas do you have, if any, about how District services should be delivered or adjusted?

[OPEN END]

Service Delivery/Cost Saving Options

Over the last few years, the District has faced the challenge of keeping service levels steady while responding to regional cost pressures and global economic challenges. The municipality responded with various actions and reduced its operating budget by nearly \$4 million over the last two years. [See Exhibit 4 in the background information document for more on the specific actions the municipality has taken.]

While these actions have been helpful, the District must continue to look for ways to generate new revenues, reduce costs and adjust services to an affordable level.

6. Please indicate whether you strongly support, support, oppose or strongly oppose each of the following actions that the District could take to increase revenues, reduce costs, or adjust service levels.

	Strongly Support	Support	Oppose	Strongly Oppose	Don't Know
a. Partner/seek sponsorships with private sector businesses/organizations					
b. Charge non-residents for parking in major parks (e.g. Lynn Canyon, Cates Park, InterRiver)					
c. Increase fees for private encroachments on municipal land (e.g. use of unopened laneways)					
d. Contract out services to private companies where cost savings can be realized and service levels remain acceptable					
e. Partner or consolidate services with the City of North Vancouver					

IF Q6e=Strongly Oppose GO DIRECTLY TO Q7b

Municipalities often enter into cooperation agreements with each other to deliver services to their citizens where it makes sense economically and from a community benefit perspective. The nature of these arrangements can go from simple shared service agreements to full consolidation of operations. The District currently has a number of shared service agreements with the City of North Vancouver in the areas of recreation, emergency management, museum and archives, arts and policing, among others. Deciding on which services to offer jointly, which level of service to aim for and how to fund these services equitably is always a challenge.

7. Please indicate whether you strongly support, support, oppose or strongly oppose the District partnering or consolidating with the City of North Vancouver in the following specific service areas:

	Strongly Support	Support	Oppose	Strongly Oppose	Don't Know
a. Administration & governance					
b. Fire services					
c. All aspects of recreation, arts and culture					

- 7b. What concerns, if any, do you have about partnering or consolidating services with the City of North Vancouver?

[OPEN END]

8. The following is a list of outcomes that may be achieved by amalgamating the District and City of North Vancouver. Please indicate which ones are most important to you. **Select all that apply**

1. Cost savings
2. Efficiencies in operations
3. Improved services
4. Less government/administration
5. Other (specify)

OR

6. There are no circumstances in which you support amalgamation

9. The District provides financial assistance for recreational, social and artistic purposes by way of subsidies, grants, below-market rent and property tax exemptions. For each of the following, indicate if you think the municipality should increase its financial assistance, maintain its financial assistance at current levels, decrease its financial assistance or completely eliminate it.

	Financial Assistance by the Municipality Should Be:			
	Increased	Maintained at Current Levels	Decreased	Eliminated
a. Grants given to community arts and culture groups				
b. Grants given to community groups providing social services to groups such as seniors, youth, disadvantaged				
c. Below-market rent to community groups occupying municipal facilities				
d. Tax exemptions to not-for-profit organizations that provide community benefits to residents (e.g. churches, daycares, social service or cultural groups)				

Going Green

The District of North Vancouver has committed to become a more sustainable community through land use planning, transportation projects, fleet management practices and energy initiatives. However, some of these “green” initiatives and actions require additional funding which may not completely align with one of the District’s other commitments, which is to be “value focused” and diligent about cost savings.

10. In general, when the municipality is reviewing service options and making purchasing decisions, which direction do you think they should lean towards:

1. Trying to buy “green” or make “green” purchasing decisions whenever possible, even if there may be some additional costs?

OR

2. Only making “green” purchasing decisions if they are cost neutral or provide a cost benefit?

GO TO Q.12

3. Neither/None

GO TO Q.12

11. In general, what additional percentage increase in cost do you think is acceptable when making “green” purchasing decisions?

Enter in additional percentage increase in cost: _____ %

Communications

12. Which source(s) do you rely on to keep informed about North Vancouver District services, initiatives and events? **Select all that apply**

- 1. District newspaper ads
- 2. District open houses
- 3. District website
- 4. Online streaming video of Council meetings
- 5. NorthVanRec Community Recreation Guide/eReg (District online recreation registration)
- 6. District publications mailed to your home
- 7. District materials that come with property tax notices, utility bills, etc.
- 8. District social media (District Facebook pages, Twitter feeds, etc.)
- 9. News media (newspapers, radio, TV, web and other non-District sources)
- 10. Other (please specify)_____

13. What changes in communications, if any, would you like to see from the District that would better suit your needs?

[OPEN END]

Demographics

The following questions are for classification purposes only. All information will be kept confidential.

D1. You are:

1. Male
2. Female

D2. Your age group is:

1. Under 35
2. 35-44
3. 44-54
4. 55-64
5. 65+

D3. Your household composition is best described as:

1. Single with no kids
2. Couple with no kids
3. Family with kids (includes single parent households)
4. Other (specify)

D4. Do you currently own or rent your residence?

1. Own
2. Rent

D5. Your current residence is a:

1. Single family dwelling
2. Town/row house
3. Apartment/Condominium
4. Secondary Suite
5. Other (specify)

D6. Number of years you have lived in the District of North Vancouver:

_____ years

D7. So we can group responses by neighbourhood, please provide your full postal code:

___ - ___ - ___ - ___ - ___

2011 Service Delivery Dialogue: Background Information

The following background information will help you provide more informed responses to a number of the survey questions.

EXHIBIT 1: Municipal Property Tax and Utility Fees – Residential Class (Survey question 4)

Average homes and taxes

The average home assessments for property tax purposes in 2011 were \$905,094 for single family detached and \$467,544 for multi-family (strata units). Total taxes and utility fees payable on these homes were \$5,232 for single family and \$2,939 for multi-family. Detailed breakdowns are shown in the table on the right. *Note: Solid Waste services are not provided to multi-family homes.*

Average Taxes and Fees	Single Family	Multi Family
Average home assessment	\$905,094	\$467,544
Municipal property taxes	\$2,238	\$1,156
Utility fees		
- Water	\$509	\$433
- Sewer and drainage	\$398	\$331
- Recycling and solid waste	\$270	\$80
	\$1,177	\$844
Other tax authorities		
-School Tax	\$1,383	\$715
-TransLink	\$317	\$164
-Other	\$117	\$60
	\$1,817	\$939
Total taxes and utility fees	\$5,232	\$2,939

Where does a dollar of local taxes go? On average, a dollar of local residential taxes is split two-thirds for municipal property taxes and utility fees (which include both municipal and regional charges), and one-third for other tax authorities, primarily schools and transit.

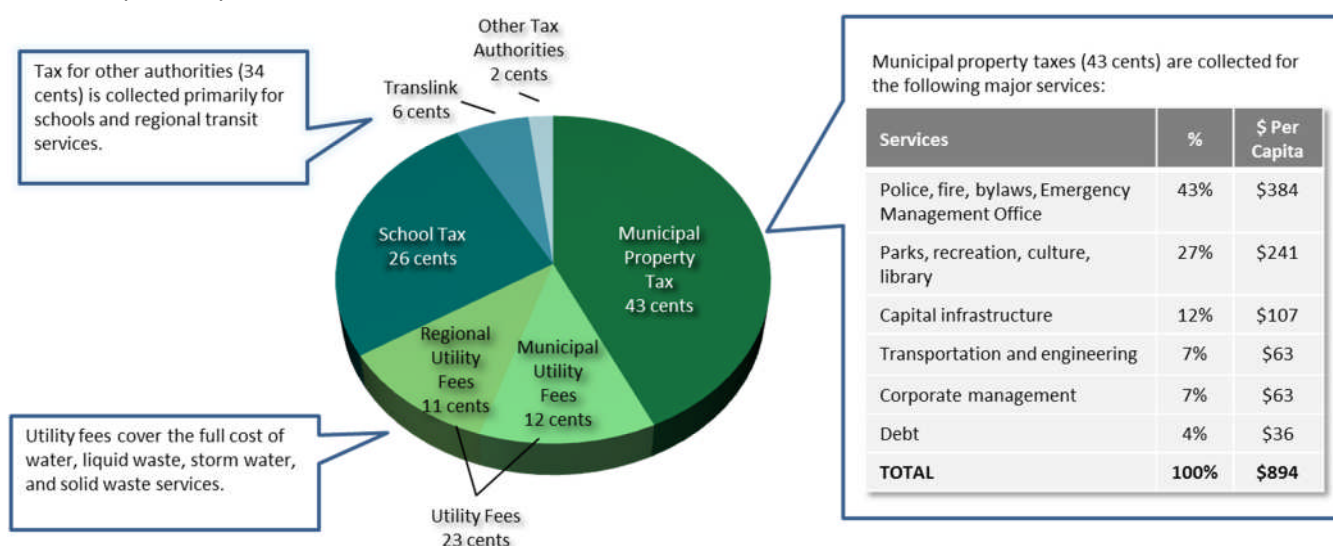


EXHIBIT 2: Service Descriptions (Survey question 5)

The following shows the broad range and quantity of services delivered by the District. Each service delivery area includes several specific activities.

Arts and Culture:

Services in support of the cultural life of the District are delivered through various providers such as the Arts Office and through the activities of the Recreation Commission, Library and Museum and Archives. Services include:

- Community arts grants
- District Archives
- Arts and culture exhibits
- Public art
- Museum collections

Recreation Facilities and Programs:

Recreational and leisure opportunities in the District include outdoor and indoor activities. The Recreation Commission manages and operates eleven public recreation centres, one theatre and an indoor tennis centre for the benefit of North Vancouver City and District residents. Beyond this, parks, trails and specialized attractions offer additional options for residents and visitors. Services span:

- Aquatics
- Arenas
- Fitness and wellness
- Recreation access and recreation facilities
- Recreation support to children, youth, seniors and others
- Sports programs
- Sports fields
- Financial support (e.g. access to recreation programs)
- Municipal support to senior/youth/children, including organizations serving these groups
- Special events
- Volunteer opportunities and community group support

Other services also include specialized park & recreation attractions such as:

- Lynn Canyon Ecology Centre and Visitor Centre
- Maplewood Farm
- Public golf

Library Facilities and Programs:

Through its three library branches, and increasingly through its website, outreach and other means, the Library offers a range of reference and information services, collections of books, magazines, DVDs, CDs, and a variety of other information resources, programs, meeting and study spaces. Services include:

- Library collections and circulation
- Library facilities
- Library programs information and outreach services
- Virtual library

Economic Services:

Strategic economic services include activities to ensure a vibrant District economy, such as:

- Business licensing
- Economic development and tourism
- Movie filming

Land Use Planning:

Land use planning services include creating long-term, integrated community policy and planning for land use, transportation, environment, and social uses. Advisory support services are provided through implementation and the management of development processes.

- Community planning
- Development services
- Public lands management

Protective Services:

Services which support the safety and well-being of the community span several departments and meet a range of needs, including building safety, animal services, emergency and natural hazards management, and fire and police activities.

- | | |
|---|--|
| • Local bylaw enforcement and education | • Fire prevention and inspections |
| • Animal welfare | • Fire public education |
| • Development and permitting services | • Fire suppression and rescue response |
| • Community policing | • Natural hazards |
| • Emergency management | • Police general duty and traffic |
| • Fire first responder/Emergency Medical Services | • Police plain clothes |
| • Fire other rescue, including motor vehicle incident and technical rescues | • Police regional teams |

Transportation:

Transportation-related services span planning, construction, maintenance and repair activities in different areas. Examples of roadway services include pavement resurfacing, repairs, cleaning, vegetation and snow and ice control. Alternative transportation services relate to cycling infrastructure, traffic calming and pedestrian improvements.

- Pedestrian, transit and cycling safety and maintenance
- Road safety and maintenance
- Snow and ice control
- Street lighting
- Marine commuting
- Transportation planning

Environmental Projects & Programs:

Services that support protection and improvement of the natural environment are the responsibility of several departments, often working with other agencies, including Metro Vancouver. Environment-related services include land fill maintenance and water conservation programs, as well as specific projects and corporate energy retrofit and management efforts.

- Energy management
- Environment projects & planning
- Landfill maintenance
- Recycling community education programs
- Water conservation

Parks & Open Spaces:

Service delivery regarding parks and open spaces comprises: planning and construction of parks and natural parkland amenities, day-to-day maintenance of urban parks grounds, plantings in gardens, medians and boulevards, street trees, buildings, structures, fields and courts, maintenance of the District's forests, natural parklands, greenbelts, trails and managing wildlife and habitat issues.

- Horticulture
- Trails
- Natural parkland
- Parks planning
- Marine services
- Urban parks

Water, Waste and Recycling:

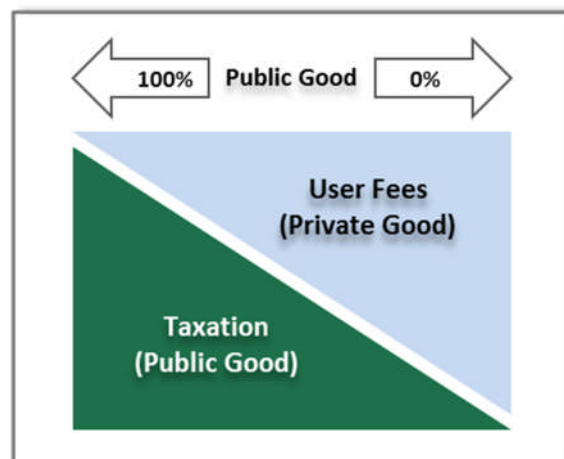
Waste services include the collection and disposal of household waste and yard trimmings for both commercial and residential customers. Water and sewer and drainage service are delivered through self-financed utilities. Activities include maintenance, pump station and systems operations, construction and management of work performed by others. All recycling services, including collection, processing, marketing and education, are provided for the entire North Shore through the North Shore Recycling Program.

- Commercial solid waste collection
- Recycling collection & processing
- Residential solid waste collection
- Other solid waste services (such as green waste)
- Operation and maintenance of sewer collection system
- Storm sewer system
- Water supply system operations and maintenance

EXHIBIT 3: Service Funding Options (Survey question 5)

How municipal services are paid for

As a general guideline, a service that benefits the public good is paid for through taxation and a service that benefits the individual (private good) is paid for through user fees. A service can also have a mix of public and private benefit. The table below shows, in general, where some services currently reside on this continuum between public and private benefits.



FOR ILLUSTRATIVE PURPOSES ONLY

100% Taxes	75% Taxes	50% Taxes	25% Taxes	0% Taxes
0% User Fees	25% User Fees	50% User Fees	75% User Fees	100% User Fees
Police*	Engineering	Fire Inspections		Building/ Development Services
Fire	Parks	Recreation*		Water**
Emergency Planning*	Community Planning			Liquid Waste (sewer)**
Arts and Culture				Solid Waste/ Recycling**
Libraries				
General Government				
Transportation**				

*Shared with North Shore municipalities

**Responsibility shared with Metro Vancouver and/or TransLink

EXHIBIT 4: Budgetary Pressures and District Responses (Survey question 6)

Budgetary Pressures

Like most municipalities, the pressures on the District's property taxes and utility fees come from several main sources:

- Substantial costs (e.g. labour agreements, RCMP contract, energy costs) are largely outside of management control and have been exceeding inflation.
- Revenue sources are limited: 74% of total revenue comes from property taxes and utility fees.
- Planned major capital replacements (buildings) and a backlog of infrastructure maintenance which will continue to put pressure on the budget over the next 10 years.
- Regional charges represent 63% of utility operating costs and have exceeded inflation as new infrastructure investments are implemented. Water has been the major cost driver over the last 5 years but this will shift to waste as management plans call for new investments in solid waste facilities and a waste water treatment plant over the next 10 years
- Growth places additional demands on municipal services and careful planning is required to anticipate and provide for the impacts from change.

District Responses To Date

Through careful management and a closer examination of select programs in 2010, the District has achieved efficiencies and cost savings over the last two years totalling close to \$4 million (see table below for details).

Sources of savings	2011 (\$'000)	2010 (\$'000)	TOTAL 2011/2010 (\$'000)
New revenue sources	\$387	\$183	\$570
Savings through efficiencies in ...			
Human Resources	\$747	\$689	\$1,436
Operations	\$617	\$812	\$1,429
Services	\$94	\$191	\$285
Total	\$1,845	\$1,875	\$3,720