



The Corporation of the
City of North Vancouver

2012 Annual Municipal Report

For the year ending December 31, 2012 | **North Vancouver, British Columbia**

the
city
of north
vancouver





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For the year ending December 31, 2012 | North Vancouver, British Columbia

2012 AMR prepared and submitted by:
Finance Department | City of North Vancouver



Government Finance Officers Association

**Canadian Award
for
Financial Reporting**

Presented to

**City of North Vancouver
British Columbia**

For its Annual
Financial Report
for the Year Ended

December 31, 2011

Executive Director

INTRODUCTORY SECTION

Table of Contents	1
Message from the Mayor	2
Message from the Chief Administrative Officer	3
City Profile	4
Organizational Chart	15
City Council	16
Strategic Plan	17
Accomplishments and Goals	18
Sustainability in the City	30

Departmental Overviews

CAO	32
City Clerk's	34
Human Resources	35
Community Development	37
Finance	40
Fire	44
RCMP	46
Engineering, Parks and Environment	48

FINANCIAL SECTION

Letter of Transmittal	53
Auditor's Report	57
Statement of Financial Position	59
Statement of Operations	60
Statement of Change in Net Financial Assets	61
Statement of Cash Flows	62
Notes to the Financial Statements	63

STATISTICAL SECTION

Expense by Function	76
Expense by Object	76
Revenues by Source	77
Surplus, Accumulated Surplus and Net FA	77
Assessed Values – General Taxable Values	78
Taxes, Major Levies and other Government Collections	78
New Construction	79
Acquisition of TCA by Asset Class	79
Demographics	80
Top 10 Property Taxpayers for 2011	80
Permissive Tax Exemptions	81





It is with great pleasure that I present the 2012 Annual Municipal Report for the City of North Vancouver.

2012 marked the start and completion of important changes to key City facilities. In June we celebrated the official re-opening of the newly renovated City Hall. The revitalized space that now connects the original City Hall with the former library building offers a bright and welcoming space for community displays and events, as well as enhanced access to City services. Also in 2012, the City began construction on a new Operations Centre to better accommodate the City's operations functions and provide a new home for the North Shore Rescue team.

We were also pleased to see the completion of a brand new Education Services Centre for the North Vancouver School District on the former Lonsdale School site. This building, which uses geothermal energy through Lonsdale Energy Corporation (LEC), is an excellent addition to our community, and is also home to the Gordon Smith Gallery of Canadian Art.

Sustainability remains a key component of the City's long-term vision. In addition to the expansion of LEC, the City continued to support urban gardening and celebrated the official opening of Charros Community Garden in September. Loutet Farm continued to grow and thrive, with increased production and sales in the 2012 season. Furthermore, the City launched the Living City recycling receptacles in key locations, and the Green Can program for recycling food scraps in collaboration with the North Shore Recycling program.

The City remains committed to providing residents with opportunities to choose active transportation over single occupant vehicles. In 2012, the City expanded its network of cycling routes, and continued work on the North Shore Spirit Trail to encourage an active, healthy lifestyle for residents, and reduce our impact on the environment.

Public engagement remained a priority throughout 2012, particularly for the further development of the City's Official Community Plan (OCP). Through the CityShaping process, the City has valued public feedback and we encourage you to continue to provide input on your vision for the City.

I extend my sincere thanks to Council, staff and residents of the City of North Vancouver for making 2012 another successful year for our community. We all have a role to play in raising awareness and taking action at the local level, and together we can shape our community into an even more vibrant, prosperous and sustainable City.

A handwritten signature in black ink, which appears to read 'Darrell Mussatto'. The signature is fluid and cursive.

Darrell Mussatto, Mayor



On behalf of Mayor Mussatto and members of Council, I am pleased to submit the 2012 Annual Municipal Report for the City of North Vancouver.

In 2012, the City and its community enjoyed another successful year of strong fiscal management, strategically planned development, and sustainability achievements.

The City of North Vancouver continued its role as municipal leader in the area of environmental sustainability, continuing to focus on its Climate Action program and proactive sustainability initiatives. This year saw the implementation and launch of the City's Green Can program, providing single family dwellings with food scrap and yard trimming collection. As well, a new on-street recycling program was introduced with the installation of fifteen large recycling containers in prominent locations throughout City. This was the result of a City waste audit that found a significant volume of recyclable materials being placed in on-street garbage containers.

As well, the City's renowned district energy utility, Lonsdale Energy Corporation continued to grow. The nationally and internationally lauded LEC expanded throughout the City, connecting new developments and older buildings, providing natural heat through underground energy plants. In 2012, LEC began providing geothermal energy to the new Education Service Centre for the North Vancouver School District.

The City also launched its Living City program and brand in 2012, a long-term awareness and engagement initiative aimed at educating the public about the City's climate action efforts and individual 'green living' opportunities.

The City's commitment to its Civic Engagement program continued throughout 2012 as the City launched Twitter, the most recent social media vehicle in its growing outreach inventory. Also, the community was invited to participate in an input process for the design of the new City website which entered the final stage of its construction at the end of the year.

More public outreach was conducted as part of the update of the City's Official Community Plan. The CityShaping process sought community input through a large scale outreach program. Public input was also sought for the future of the Harry Jerome Recreation Centre through an online interactive feedback tool.

By the summer of 2012, the renovation of City Hall was completed and a revitalized atrium and service areas were introduced to the community at celebratory open house event. The successful day-long event drew large numbers to City Hall creating awareness of the building, local government services and engagement opportunities. As well, construction began on a new City Operations Centre slated to open in January, 2013.

The ongoing revitalization of the City's waterfront at the foot of Lonsdale remained a priority in 2012, as the City continued to give careful consideration to what exciting new development should shape the waterfront area.

As we move into 2013, the City will strive to meet the goals outlined in this Annual Municipal Report, honouring its long-term vision to be a vibrant, diverse and highly liveable community. By maintaining current projects, designing new innovative initiatives and making strategic decisions, the City will work to build on its accomplishments of 2012 and ensure the direction for the City's short and long-term objectives are achieved while delivering a balanced budget to our community.

A handwritten signature in black ink, appearing to read 'A. K. Tollstam'.

A. K. Tollstam, Chief Administrative Officer



What began as an exchange of gifts, an overture of friendship between two distinct groups of people, became the founding principles on which the City of North Vancouver was built.

AUSPICIOUS BEGINNINGS

In 1792, Captain George Vancouver and his ships entered Burrard Inlet and were greeted by the First Nations who were settled on the North Shore. The Captain and his crew were bestowed with gifts of fish and, in return, the First Nations people received iron.

The first industry in North Vancouver was a lumber mill around which the company and town of Moodyville grew. Led by Sewell Prescott Moody, the first entrepreneur to export BC lumber on a successful and continuing basis to both the US and overseas, Moodyville became one of the most advanced communities along the Burrard Inlet. Moody's accomplishments nurtured this growing industry and helped to establish the harbour of Burrard Inlet as Canada's principal port on the Pacific coast.



Ferry at foot of Lonsdale – Courtesy of North Vancouver Museum & Archives

Amid rapid development and burgeoning prosperity, the City of North Vancouver was incorporated in 1907. During this time, the municipality's role as the transportation centre of the North Shore expanded. People travelled up and down Lonsdale Avenue using electric streetcars. Ferry service provided access between the North Shore and the Vancouver mainland.

Shipbuilding became a major industry with the First World War. In 1906, Wallace Shipyards was established at the foot of Lonsdale, an important focal point for the City that continues to this day.

HERITAGE

Each neighbourhood and building within the City exhibits a degree of heritage and character unique to itself. No matter its location, age, style, or use, there is a story behind each facade and a history to be preserved. It is partly through the issuance of permits and licences that the City is able to preserve the heritage represented by these mainstays of the community.

ARTS AND CULTURE

The City has long considered arts and culture a priority in supporting the lifestyle and well-being of the community. By providing opportunities to participate in creative or cultural activities, the City promotes a positive environment for community members to interact, contributing significantly to our sense of place and quality of life.

In Lower Lonsdale, the City is working to bring new youth, festival, and public art programs to the North Shore by establishing and revitalizing the Shipyards' historic precinct on the City's historic waterfront.

NORTH VANCOUVER CITY HALL

THE ARTS OFFICE

Established in May 2007, the Arts Office is a bi-municipal office created jointly by the City and District to showcase the thriving, unique talent and creative energy that define arts and culture in North Vancouver.

The Arts Office previously operated as the North Vancouver Arts and Culture Commission. In light of the growing importance of arts and culture to the local economy and social well-being of the community, the Councils for the City and District approved a comprehensive, independent review of arts and culture services in North Vancouver. The result was the Arts Office, which has a mandate to showcase the thriving, unique talent and creative energy that define arts and culture in North Vancouver.

PARKS

The City of North Vancouver enjoys one of the most breathtaking natural landscapes in the Greater Vancouver region. To ensure that its parks and green spaces remain an enduring source of community pride, the City has developed programs that aim to protect and enhance this resource.

Of the City's completed park projects, many key re-developments and enhancements have been recognized at the Provincial and National levels. As the community expands and changes, the City plans to continue making additions to its municipal parks a permanent part of its growth.

ENVIRONMENT

Protection of the environment is integral to the City's vision of a sustainable community. The City of North Vancouver is blessed with a magnificent natural environment, and has developed in a way that allows close linkages between the urban neighbourhoods and forested parkland. As the City matures and develops, there is an opportunity to both conserve existing natural resources and create an improved environment for the City's residents, and the fish and wildlife that also inhabit the area.

In support of this goal, City Council endorsed the Environmental Protection program (EPP) in July 2000. The program balances public and private sector responsibility in implementing environmental stewardship. Because environmental protection is a shared responsibility, the program implements stewardship on projects, in private development, and among homeowners and the public.

The City is currently involved in a number of key projects and initiatives which aim to enhance the existing natural environment, protect sensitive habitats, and promote environmental stewardship among residents, businesses and community groups.

RECREATION

The City sees recreation as an essential component to the overall health and wellness of the community. By providing a wide range of accessible recreational opportunities, the City enhances liveability and the quality of life for its citizens. To encourage active, healthy lifestyles and support the recreational pursuits of all residents, the City and District of North Vancouver established a joint recreation commission in 1970. The North Vancouver Recreation Commission (NVRC) is responsible for delivering a diverse range of indoor and outdoor activities suitable for people of all ages, interests and abilities.



INDOOR RECREATION

Through the NVRC's various recreational facilities, City residents have access to many public amenities, including swimming pools, racquet courts, ice rinks, and multi-purpose program rooms. The NVRC also works with community organizations, businesses, and non-profit societies to enhance the quality and range of programs it can offer to residents.

OUTDOOR RECREATION

The City's many parks, trails, greenways, and natural areas represent numerous other ways residents can enjoy an active lifestyle all year round. Available amenities include all-weather sports fields, picnic facilities, concession services, wilderness parks, tennis courts, baseball diamonds, and water play facilities, as well as biking and hiking trails and parks designated for off-leash dogs. City attractions such as The Pier and City Skate Park also offer unique outdoor recreational opportunities.

HEALTH AND PUBLIC SAFETY

Health and public safety are essential to the City's social sustainability. To ensure the well-being of its citizens, the City works with individuals, community organizations and other municipalities to maximize opportunities for recreation and fitness, health care and medical services, and public safety and security.

PUBLIC SAFETY

The City, including the North Vancouver Fire Department, works closely with the North Vancouver RCMP detachment, North Shore Emergency Management Office, and Lower Lonsdale Community Policing to protect residents, their property, and interests. These organizations support initiatives such as crime prevention and detection, emergency response, victim services, and all areas of fire safety. As well, programs such as Speed Watch, Business Watch, Child Identification, and Citizens on Patrol are managed by these associations.

HEALTH

A healthy community means offering citizens a range of recreational activities, programs and opportunities, but most importantly, a strong infrastructure of health and medical services and resources to ensure quality of life. Accessibility is vital to the City. From seniors to youth and people with disabilities to families with children, the City makes it a priority to create a supportive, safe, sustainable environment for individual and community well-being.

ROYAL CANADIAN MOUNTED POLICE

The North Vancouver detachment of the Royal Canadian Mounted Police (RCMP) plays an integral role in the protection of North Shore residents and their property. As part of Canada's national police service, the North Vancouver RCMP is committed to promoting safe communities through the implementation of viable protection programs. In addition to relying on dynamic education and technology to raise awareness of its public safety initiatives, the RCMP collaborates with key community groups to ensure all North Vancouver citizens enjoy the highest standards of public safety.



NORTH SHORE EMERGENCY MANAGEMENT OFFICE

The North Shore Emergency Management Office (NSEMO) is an inter-municipal agency that works in partnership with the City of North Vancouver and Districts of North and West Vancouver to plan, coordinate, and test emergency and disaster response services. Other NSEMO activities include community emergency preparedness and response.

The NSEMO supports municipal planning initiatives that are required for an advanced level of emergency preparedness. In addition, the agency works with community, regional, and Provincial inter-agency bodies to promote effective risk management practices and safer communities

FIRE DEPARTMENT

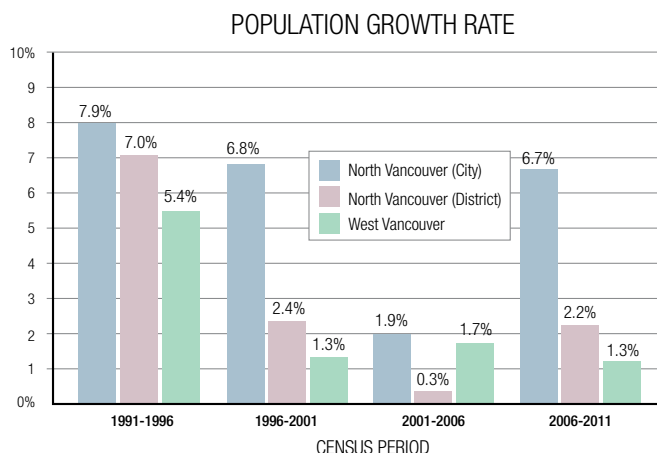
The North Vancouver City Fire Department (NVCFD) is committed to protecting life, property, and the environment. The NVCFD works to ensure the safety of all who work and live in the community.

DEMOGRAPHIC

The City of North Vancouver is a small community located at the base of the North Shore Mountains. It is bounded to the south by Burrard Inlet, and the District of North Vancouver to the east and west. With a land area of approximately 12 square kilometres, the City supports a population of over 48,000 and provides workspaces for more than 23,000 jobs. Due to its central location on the North Shore, relatively high density, transit accessibility and proximity to Vancouver's central business district (SeaBus connection), the City is recognized as a Regional Town Centre within the Metro Vancouver region.

POPULATION

BC Stats reports the 2011 adjusted population for the City of North Vancouver to be 51,083. The 2011 Census count is 48,210 for the City, an increase of 3,045 residents from the 2006 Census. According to the Census, the City experienced 6.7% growth over the previous Census reflecting an annual growth rate of 1.34%. As shown in the chart below, population growth has varied throughout the century. Substantial growth in the 1960s and 1970s was followed by more modest increases over the next two decades.



HISTORICAL POPULATION & GROWTH RATE

YEAR	POPULATION	GROWTH RATE	
		5-YEAR	AVERAGE ANNUAL
1961	23,656	-	-
1966	26,851	13.5%	2.6%
1971	31,847	18.6%	3.5%
1976	31,937	0.3%	0.1%
1981	33,952	6.3%	1.2%
1986	35,698	5.1%	1.0%
1991	38,436	7.7%	1.5%
1996	41,475	7.9%	1.5%
2001	44,303	6.8%	1.3%
2006	45,165	1.9%	0.4%
2011	48,210	6.7%	1.3%

Source: Statistics Canada

YOUTH AND SENIORS

The City of North Vancouver is committed to providing opportunities for seniors to enjoy full and active lives in the community. As well, the City has a vibrant population of young people from a variety of backgrounds and interests. Youth is an important and positive force within our community and the City actively encourages young people to get involved in community initiatives, recreational activities, and volunteer positions.

The City of North Vancouver remains home to fewer youth and more middle-aged adults than Metro Vancouver as a whole. Age groups over 50 have increased or remained stable since 2001.

AGE AND GENDER

The 2011 Census finds that the City's population is aging. The median age increased 1.1 years from 40.1 years in 2006 to 41.2 years in 2011. This is comparable to the 1.9 year increase during the previous Census period and is in keeping with the overall aging trend apparent in the industrialized world as the baby-boom generation grows older.

POPULATION BY AGE & SEX

Age Cohort	2011				2006		
	Male	Female	Total	%	Total	%	% Change
0-4 years	1,200	1,155	2,355	4.9%	2,145	4.70%	0.1%
5-9 years	1,040	1,000	2,040	4.2%	2,010	4.50%	-0.2%
10-14 years	1,130	1,005	2,135	4.4%	2,135	4.70%	-0.3%
15-19 years	1,205	1,155	2,360	4.9%	2,290	5.10%	-0.2%
20-24 years	1,520	1,460	2,980	6.2%	3,030	6.70%	-0.5%
25-29 years	1,845	1,895	3,740	7.8%	3,290	7.30%	-0.5%
30-34 years	1,815	1,950	3,765	7.8%	3,510	7.80%	0.0%
35-39 years	1,825	1,960	3,785	7.9%	4,070	9.00%	-1.2%
40-44 years	1,850	2,155	4,005	8.3%	4,115	9.10%	-0.8%
45-49 years	1,895	2,160	4,060	8.4%	3,995	8.80%	-0.4%
50-54 years	1,640	2,140	4,035	8.4%	3,545	7.80%	0.5%
55-59 years	1,305	1,740	3,380	7.0%	2,890	6.40%	0.6%
60-64 years	885	1,545	2,850	5.9%	2,060	4.60%	1.4%
65-69 years	635	1,075	1,960	4.1%	1,570	3.50%	0.6%
70-74 years	520	850	1,485	3.1%	1,410	3.10%	0.0%
75-79 years	385	735	1,255	2.6%	1,255	2.80%	-0.2%
80-84 years	355	610	995	2.1%	970	2.10%	-0.1%
84 years & over	320	705	1,025	2.1%	870	1.90%	0.2%
Total	22,915	25,295	48,210	100%	45,160	100%	-
Median age	39.7	42.5	41.2	-	40.1	-	-
Youth (under 20)	4,575	4,315	8,890	18.4%	8,580	19.0%	-0.6%
Adults (15+)	19,545	22,135	41,680	86.5%	38,870	86.1%	0.4%
Seniors (65+)	2,745	3,975	6,720	13.9%	6,075	13.5%	0.5%

Source: Statistics Canada

NORTH VANCOUVER CITY HALL

IMMIGRATION

The City has been defined through shifting immigration patterns over the past century. The 2011 Census reports increased overall immigration, this shift was not consistent for all places of birth. Statistics Canada defines immigrants who landed in Canada between January 1, 2006 and May 10, 2011 as recent immigrants.

Although Iran remains the single most significant place of birth for all immigrants, the proportion of recent immigrants originating from Iran has decreased since 2006. For 2006 to 2011 recent immigrants from the Philippines were the largest population group.

Immigration influences the linguistic and national character of the City of North Vancouver. English remains the dominant mother tongue among City residents, although languages such as Farsi, Chinese (Mandarin, Cantonese and dialects), Korean and Tagalog are also prominent.

APPOINTED OFFICIALS

CITY OFFICERS

Chief Administrative Officer	Ken Tollstam – CAO
Corporate Officer	Robyn Anderson (2012), Karla Graham (present) – City Clerk
Financial Officer	Isabel Gordon – Director, Finance

DIRECTORS

Director, Community Development	Gary Penway
City Engineer	Doug Pope
Director, Human Resources	Susan Ney
Fire Chief	Dan Pistilli
Director, Finance	Isabel Gordon

MUNICIPAL AUDITORS

KPMG LLP

MUNICIPAL BANKERS

Royal Bank of Canada

MUNICIPAL SOLICITORS

Bull Housser, and Tupper, LLP

COMMITTEES AND COMMISSIONS

The City of North Vancouver is led by the incumbent Mayor and Council and supported by numerous committees, commissions, and boards, which are in turn made up of dedicated volunteers from the local community. Working together as one cohesive unit, their goal is to ensure the City is continually served by the best policies, services and programs.



ADVISORY DESIGN PANEL

Purpose: Make recommendations to Council on applications for renovation, addition or new construction, usually on three-unit or higher developments, based on building relationship, siting and location within the subject and surrounding property, mass or scale of building, design, landscape, exterior finishes, impact on neighbourhood, crime prevention and environmental impact. The Advisory Design Panel also provides Council with reports on sign applications, and major development proposals such as public streets, parks, or other public properties.

Terms of office: Nine members serve a maximum of two terms of two years each, concluding on January 31st.

ADVISORY PLANNING COMMISSION

Purpose: To advise Council on the community planning aspects of the following:

- Official Community Plan (OCP), including amendments, Federal, Provincial or neighbouring municipal development plans which may affect our OCP
- City plans or strategies such as transportation plans, economic development situations or strategic plans which offset the City's OCP
- Zoning Bylaws, development permits and development variance permits
- Other items directed by Council

Terms of office: Nine members serve maximum of two terms of three years each, concluding on January 31st.

BOARD OF VARIANCE

Purpose: To adjudicate appeals for minor variance to the zoning Bylaw and rule on applications as set out in Section 899 of the Local Government Act (RSBC 1996 c.323 Part 26, Division 6).

Terms of office: Five members serve a three-year term to a maximum of six years.

CEMETERY ADVISORY BOARD

Purpose: To advise Council generally on the operation and management of the cemetery and on matters related to policies affecting the cemetery.

Terms of office: Seven Board members (one City Councillor, one Heritage Advisory Commission Rep, three City of North Vancouver residents and two District of North Vancouver residents) with three members for a one-year term, and three members for a two-year term to a maximum of six consecutive years concluding January 31st.

HERITAGE ADVISORY COMMISSION

Purpose: To advise Council on matters related to the City's Heritage program including:

- Public education and awareness
- Listing of heritage reserves on heritage inventory
- Incentives to encourage conservation
- Regulations and legislation to protect heritage inventory
- Monitoring resources on the inventory

NORTH VANCOUVER CITY HALL

The Heritage Advisory Commission also assists Council through the implementation of public education and awareness activities as part of the Heritage program.

Terms of office: Seven members serve a two-year term to a maximum of six years.

JOHN BRAITHWAITE COMMUNITY CENTRE GOVERNANCE COMMITTEE

Purpose: To foster the long-term success of the centre in meeting the social and recreation needs of Lower Lonsdale, City of North Vancouver and the District of North Vancouver residents (order of priority) consistent with the Lower Lonsdale community centre vision and governance principles. The Committee is responsible for the governance of the centre including ensuring development and implementation of policy and strategic directions of the centre.

Terms of office: Seven members (five Lower Lonsdale residents, one North Shore Neighbourhood House representative, one North Vancouver Recreation Commission representative) for a two-year term to a maximum of two consecutive terms. No Council representative.

NORTH SHORE ADVISORY COMMITTEE ON DISABILITY ISSUES

Purpose: To provide a forum for discussion of issues affecting people with disabilities. To formulate proposals and make recommendations to the three North Shore municipalities (the City and District of North Vancouver and the District of West Vancouver) to provide residents with disabilities with an accessible community, free of physical and social barriers.

Terms of office: Twelve members. All appointees serve two-year terms concluding on December 31st.

NORTH VANCOUVER MUSEUM & ARCHIVES COMMISSION

Purpose: The Museum & Archives Commission employs NVMA staff members, fulfills a governance role and provides strategic direction to NVMA. According to its founding Bylaws, the Museum & Archives acts as the "sole custodian of the City and District of North Vancouver cultural, archival and museum collections." The Museum collects and preserves aspects of the material culture of North Vancouver and cares for approximately 20,000 historic artifacts of local and regional importance. The Archives collects, preserves, and provides access to the documentary heritage of North Vancouver, including public records created by both municipalities, as well as thousands of private records, archival documents, and photographs that document the lives and experiences of residents, business, and community organizations.

The North Vancouver Museum & Archives Commission receives operating support from the City of North Vancouver, the District of North Vancouver, and the Government of British Columbia through the BC Arts Council. Special project funding is regularly received from other sources such as the Federal Department of Canadian Heritage, Young Canada Works, and Service Canada.

Terms of office: 11 members. Two City appointees serve one, two or three-year terms to a maximum of six years.

NORTH VANCOUVER RECREATION COMMISSION

Purpose: The North Vancouver Recreation Commission is dedicated to creating a welcoming and safe environment where everyone can participate in a wide range of recreational opportunities regardless of age, ability, background and economic status. It knows recreation is vital to the overall health, wellness and spirit of our community. That's why we strive to connect people to each other and to their community in a positive way.

The NVRC is funded in part by the District and the City of North Vancouver. With the invaluable assistance of our volunteers, community organizations and partners, the North Vancouver Recreation Commission has served one of Canada's most active communities for more than 40 years. They are proud to provide high quality programs and services that enhance the quality of life for all North Vancouver residents.



Terms of office: Eleven members and one Director serve a maximum three-year term to a maximum of two terms concluding December 31st. The City of North Vancouver appoints two residents of North Vancouver to serve as Commissioners for a three-year term.

PARKS AND ENVIRONMENT ADVISORY COMMITTEE

Purpose: To provide comments, recommendations and advice to Council and staff on parks and environment-related issues in the City of North Vancouver, promoting a balanced community perspective on passive and active recreation, formal and informal parks and natural areas.

This Committee is an advisory committee to Council and as such will report to Council for the purpose of:

- Reviewing and preparing recommendations on various matters related to parks and environment, including development proposals, as referred by Council that may impact the environment and parks
- Advocating responsible environmental practices and promoting sustainable policies
- Providing advice and recommendations on park and environmentally-sensitive areas acquisition, disposition and development
- Providing advice and recommendations on the ongoing development and implementation of the City's Environmental Protection program
- Reviewing nominations and selecting award winners for the annual Environmental Stewardship Award

The Committee may initiate a program of public consultation or education related to parks and environmental matters, providing they have a Council approved work program and budget for such a program.

Terms of office: Maximum of 11 members from City of North Vancouver residents as follows: Eight volunteer residents of the City of North Vancouver, ideally representing or reflecting the demographic composition of the City and with a balance of members with a commitment to environmental issues and members with a commitment to park issues, one from School District #44, one from the North Vancouver Recreation Commission and one Council Liaison (non-voting).

SOCIAL PLANNING ADVISORY COMMITTEE

Purpose: To advise on broad social, cultural and ethnic concerns that affect residents of the City and recommend on matters concerning the planning and development of municipal strategies to meet community social needs.

The City of North Vancouver Social Planning Advisory Committee (SPAC) was established in 1991 with the purpose of advising City Council on broad social, cultural and ethnic concerns that affect residents of the City. The SPAC also makes recommendations to City Council regarding the planning and development of municipal strategies to meet community social needs.

In addition, the SPAC reviews applications for community grants and the Lower Lonsdale Legacy Fund, and makes recommendations to City Council on the disbursement of grant monies. The City's Social plan, adopted in 1998, guides the consideration, advice, and recommendations of the SPAC.

Terms of office: Nine members serve two-year terms to a maximum of six years concluding January 31st.

NORTH VANCOUVER CITY HALL

WATERFRONT INDUSTRIAL NOISE CONTROL COMMITTEE

Purpose: To meet with representatives of Saskatchewan Wheat Pool, James Richardson International (formerly Pioneer Grain), Neptune Bulk Terminals, CN Rail, Port of Vancouver and BC Rail, to identify specific noise sources emanating from these installations and through persuasive and cooperative methods, to develop solutions to the identified noise problems.

Terms of office: Six members serve a three-year term concluding January 31st with no limit on the number of consecutive terms served.

INTEGRATED TRANSPORTATION COMMITTEE

Purpose: The Integrated Transportation Committee shall advise Council and City staff on transportation policy, planning and mobility issues within the City of North Vancouver. Focus will be on active transportation (walking and cycling), transit and the integration of all modes of transportation (walking, cycling, transit, goods movements, and general purpose vehicles).

The Committee will work towards creating, promoting, developing and improving an energy efficient, affordable and safe transportation network in the City of North Vancouver that supports a variety of transportation choices and minimizes environmental impacts, including the reduction of greenhouse gas emissions, energy consumption and potential for noise pollution.

Terms of office: Members are appointed for a term of two calendar years. An individual can serve on the committee for up to two consecutive terms.

NORTH SHORE FAMILY COURT AND YOUTH JUSTICE COMMITTEE

Purpose: To act as a link between the community and the justice system as found in Family Court, Youth Court, and Criminal Court as it pertains to spousal assault aspects of family violence through:

- Awareness of the community needs and resources
- Assistance in the development of services, programs and resources
- Understanding and monitoring of legislation and administration practices related to the justice system
- Recommendations to Council, Attorney General and others as considered advisable

Terms of office: 17 members for one-year term, maximum of eight years concluding December 31st.

NORTH VANCOUVER CITY LIBRARY BOARD

Purpose: To manage, regulate and control the library service and carry out responsibilities associated with maintaining and supporting the existing library.

Terms of office: Eight members serve a two-year term to a maximum of four terms concluding December 31st.

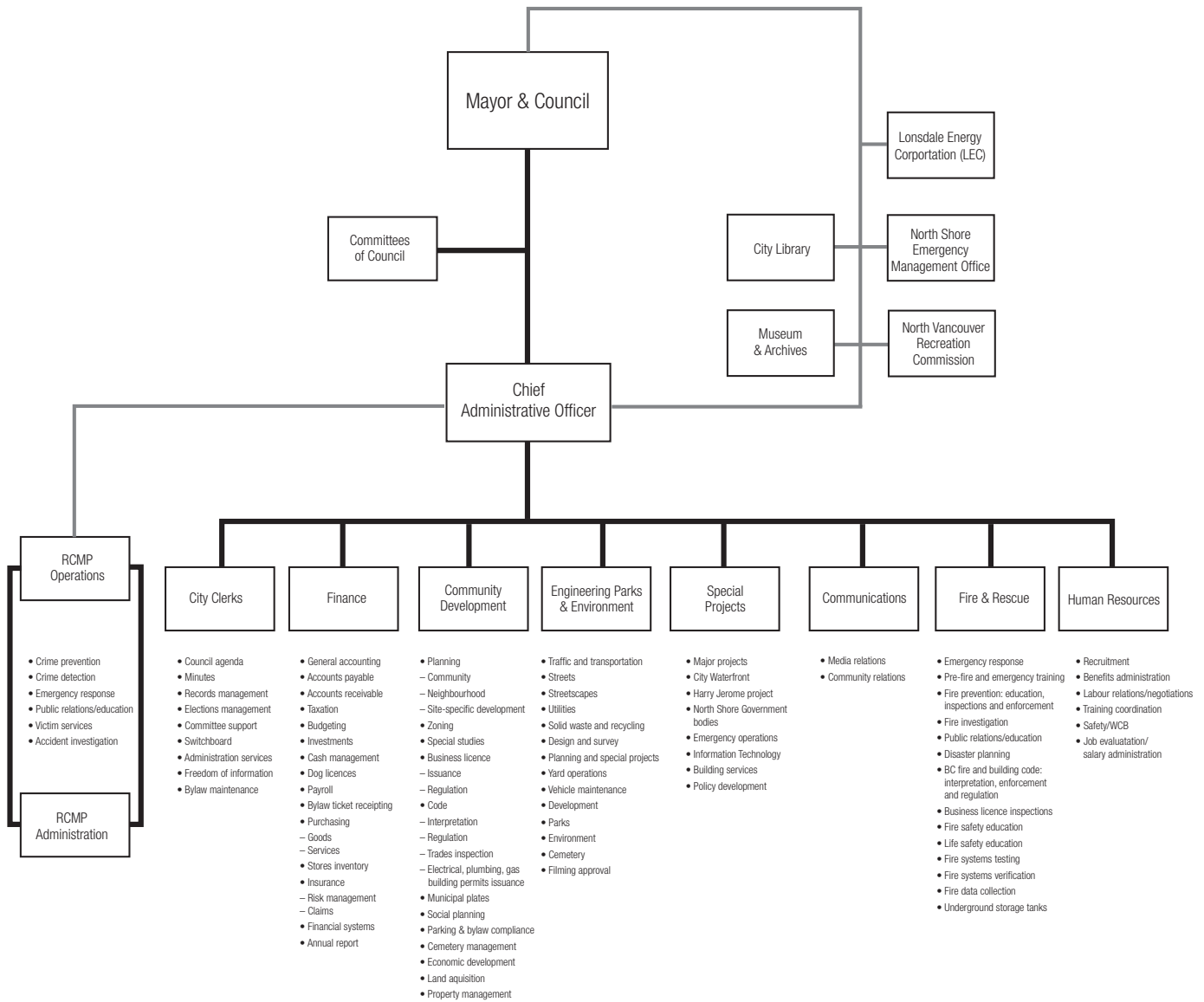


NORTH VANCOUVER PUBLIC ART ADVISORY COMMITTEE

Purpose: The purpose of the NVPAAC is to develop policy, procedures and recommendations for the implementation of a Public Art program for the City of North Vancouver. The committee advises Council, the NV Office of Cultural Affairs, city staff, artists and the public on the policies and procedures in terms of flexibility and adherence to accepted public art procedure. Accordingly, the Committee reviews and advises on all public art projects, proposed public art gifts, inventory management, conservation, maintenance, deaccession, repair or alteration of artworks in the municipal inventory.

Terms of office: Nine members serve two-year terms to a maximum of four years.

the city of north vancouver





Represented by experience and characterized by commitment, your Mayor and Councillors are responsible for providing effective leadership and establishing administrative policies that ensure the social, economic and environmental health of the municipality.



MAYOR: Darrell Mussatto

IN OFFICE AS MAYOR: 2005 to present
COUNCILLOR: 1993 to 2005

COUNCILLOR: Don Bell

IN OFFICE: 2011 to present



COUNCILLOR: Pam Bookham

IN OFFICE: 2005 to present



COUNCILLOR: Linda Buchanan

IN OFFICE: 2011 to present



COUNCILLOR: Rod Clark

IN OFFICE: 1983 to 1985, 1987 to 1993,
2002 to 2005 and 2008 to present



COUNCILLOR: CRAIG KEATING

IN OFFICE: 1999 to present



COUNCILLOR: Guy Heywood

IN OFFICE: 2008 to present



The City's Strategic plan is intended to guide the work of the Corporation. It is the tool by which our resources and energies are focused on issues that are critical to moving the City toward our shared vision. In doing so, the Corporate Strategic plan will act as a linking and coordinating mechanism for other plans, such as the Official Community Plan, the financial plan, Parks and Greenways Master plan, the Social plan and the Environmental Protection program.

The plan recognizes the community aspiration to be more sustainable in all three spheres of sustainability: the environmental, the social, and the economic. From the corporate perspective, we recognize that it is important to ensure that we are appropriately organized and focused to achieve these aspirations. To do so, the plan looks at four sectors:

- Community
- Internal functioning
- Innovation and learning
- Finance

and presents objectives that reflect the philosophy of sustainability.

Mission

As the City of North Vancouver evolves, we are passionate about being a vibrant people place. We will enhance our reputation as the City of Choice – the place to live, work, play and do business. We will vigorously pursue efficiency and effectiveness to achieve service excellence. Our common purpose is to serve our community in a manner that promotes enduring community pride.

Vision

To be a vibrant, diverse, and highly liveable community that strives to balance the social, economic and environmental needs of our community.

Values

- Behavioural excellence – We work with the highest ethical standards of professional behaviours, including honesty, integrity, trustworthiness, respect and humanity
- Service excellence – We value service excellence. We set challenging goals and realistic objectives within a climate of limited resources
- Leadership – We value leadership that inspires the best from everyone
- Accountability – We clearly define expectations and measure results
- Communication – We practice and encourage open communication

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2012 GOALS

PROGRESS MADE TOWARDS GOAL

Introduction of the paperless eAgenda for Council meetings.

This project was successfully implemented in the Spring of 2012. A paperless version of the Council Information Package was also introduced.

Recruitment of Committee Clerk, Clerk Typist 2 and Records Management Coordinator.

All vacant positions were filled.

Review options and process changes required to produce a paperless eAgenda for Council meetings.

Ongoing.

2013 GOALS

- Ensure records management policies are up to date and new policies are developed as required to support records management program objectives while ensuring that the business process needs of the City are being met
- Development of ongoing training program to ensure that City staff have an understanding of the Records Management program and the file classification system
- Review of CityDocs with regards to improving relationship with the business process needs of the City
- Review of various statutory or legal notices (ie Public Hearing) to improve readability and enhance the look



2012 GOALS

Complete a gap analysis for the WorkSafe BC COR program and to prepare the City for COR (Certificate of Recognition) Certification.

PROGRESS MADE TOWARDS GOAL

Completed the gap analysis of the City's occupational health and safety program and stay at work/return to work program in preparation for COR Certification.

Negotiation of a revised IAFF collective agreement with the firefighters.

A revised collective agreement was successfully negotiated with the IAFF.

Negotiation of a revised CUPE collective agreement with the City's inside and outside employees.

The parties are ready to bargain but have not yet opened negotiations; this is now anticipated for the Spring of 2013.

Successful launch of the new HCM project in mid-July 2012.

Although the HCM project is not yet complete, HR is "live" in PeopleSoft and critical changes to pay scheduling were completed in 2012.

Revamp the City's performance management program.

This continues to be a work in progress with considerable one-on-one coaching being undertaken to enhance performance and correct performance issues.

2013 GOALS

- Negotiation of a revised CUPE Collective Agreement with the City's inside and outside employees
- Completion of the HCM Project
- Continued work on the City's performance management program
- Tendering of a City benefit program
- Continued work on preparing the City for COR (Certificate of Recognition) Certification
- Development of a job evaluation program for City-exempt positions



2012 GOALS

PROGRESS MADE TOWARDS GOAL

Assist in the completion of the North Shore Area Transit plan by TransLink.

Completed.

Continue to manage a high-level of building permit activity and a large number of significant development applications.

Total permit construction value rose from \$150 million in 2011 to over \$208 million in 2012. Permit revenues rose from \$2.1 million to over \$3.0 million during this time.

Collaborate on improvements to life safety and security regulations.

CNV requested building code changes for suites in duplexes. This included a meeting with the Minister responsible and discussions with staff. Work is ongoing.

Prepare revisions to the City's low density development guidelines.

Progress made, but work is not complete.

Improve process to integrate sustainability into plans and designs. Designs will be supported by a sustainability review and statement before a permit is issued for construction.

This work was delayed due to the absence of a City planner for most of 2012. A new "Community Capital" model is being introduced in 2013.

Official Community Plan update (City Shaping)

Ongoing. Council directed further public input in 2012 which has extended the process.

Assist in completion of Harry Jerome Master plan, in consultation with stakeholders.

Options were prepared and reviewed by the public. A preferred option was recommended, however, Council has decided to delay a decision to 2014 pending the new OCP.

Maintain the number of rental or affordable housing units through partnerships with developers and property owners.

Several rental projects were approved in 2012. A housing affordability seminar was held. Efforts are ongoing.

Continue to seek greater energy efficiencies in existing buildings.

Feasibility study for a pilot project is underway. The City has partnered with the BC Non-Profit Housing Association to identify cost-effective energy retrofits.

Participate and assist in planning of potential uses of Central Waterfront properties in consultation with stakeholders.

The Central Waterfront process was initiated with a stakeholder workshop and options were generated. Work is ongoing.

Participate and assist in planning potential users of Harbourside in consultation with stakeholders.

An OCP Bylaw was adopted in 2012 to allow for this development. A rezoning application was submitted in late 2012.



2012 GOALS

Continue to seek more effectiveness and efficiencies in Bylaw enforcement.

PROGRESS MADE TOWARDS GOAL

Refinements have been made. The Bylaw Services group has been made into its own division in the Community Development department. Liaison with other divisions/departments is ongoing.

Ensure best potential uses of City-owned properties.

The sale of Site 3B resulted in revenue of \$ 6.13 million. The City's Operations Centre Project was advanced with the new centre substantially built in 2012. This facility has an estimated value of \$22 million, which the City achieved at no cost through an OCP amendment/rezoning and land exchange. Efforts now shift to the land transfer. A density transfer from the Presentation House site secured \$1 million. The sale of a portion of lane was arranged for as part of the 1308 Lonsdale development which will bring \$1 million in 2013. A parcel of land at 605 East Keith was purchased for strategic transportation reasons. A parcel of land at 449 Alder was purchased for future development.

2013 GOALS

Corporate/Administrative

- Finalize staff recruitment to achieve full compliment
- Complete City Hall Phase 2 move with Phase 1 adjustments
- Review of all department fees and revenue collection practices to apply policy priorities and affirm current processes
- Enhance Bylaw enforcement service through integration and expansion of restorative justice mediation
- Support and enhance NSEMO and CD Emergency plan
- Enhance relations with Squamish Nation
- Enhance relations with business community
- Busker policy update

- Zoning Bylaw comprehensive preview parts two and three
- Child Care plan implementation (Council resolution)
- Implement child-friendly, multi-family buildings and neighbourhoods (Council resolution)
- Implement homelessness prevention strategy (Council resolution)
- Grant policy review (Council resolution)
- Cell antenna policy
- Energy efficient buildings (new building, retrofits to existing, including LEC connections) to meet OCP targets as per Bill C-31
- Advisory body re-organization
- Bylaw services policy/operations manual development

Special Projects

- Complete City Operations Centre lands transfer
- Central Waterfront (Lot 5, PHG, Museum, Ft. of Lonsdale, commercial leases)

Cemetery

- Review cemetery long-range plan and business plan
- New crypt system policy

Policy

- Duplex/secondary suite zoning amendment
- OCP update (CityShaping) with interim Metro Regional context statement amendment
- Implement economic development strategy
- Housing action plan (as mandated by Metro Vancouver)

Development

- Further enhance development/permit processing efficiencies
- Harbourside rezoning
- Site 8 and 260 West Esplanade (Polygon)
- Demolition waste recycling Bylaw
- Update Memorandum of Understanding with Port Metro Vancouver to reflect new roles and responsibilities

2012 GOALS

Complete review and update of the City's Development Cost Charge Bylaws and charges.

PROGRESS MADE TOWARDS GOAL

Review of existing DCC program completed. Next step is to revise existing DCC Bylaws to reflect City's current program of growth-related works.

Develop a fiscal sustainability framework.

A new "Community Capital" model is being introduced in 2013, and the fiscal sustainability framework is being integrated with this work.

Complete Human Capital Management (HCM) PeopleSoft Project.

The Human Resources module of the HCM PeopleSoft system has been successfully implemented. Work on payroll module implementation was delayed due to unfilled positions of key payroll staff for most of 2012. Key positions have now been filled, and implementation is underway.

Develop infrastructure gap analysis for asset management plan.

A high-level analysis of the City's infrastructure gap was completed and presented in 2012, and additional 1% levy for infrastructure was supported.

2013 GOALS

- Complete and publish 2013-2022 financial plan
- Complete and publish 2012 Financial Statements and Annual Municipal Report
- Complete payroll module implementation for HCM PeopleSoft Project
- Continue Implementation of City's long-term tax strategy to reduce business taxation
- Develop City user fee policy as part of fiscal sustainability framework
- Develop City asset financing policy as part of fiscal sustainability framework
- Building on existing review, update City's development cost charge Bylaw
- Complete financial evaluation of requirements for investment in City streets assets
- Prepare preliminary risk analysis of City-owned lands to meet requirements of PSAB 3260 (Liability for contaminated sites)



2012 GOALS

Continue to grow the City's social media offerings by implementing a Twitter account in 2012. Create a Twitter strategy and prepare an implementation plan in preparation for launch.

PROGRESS MADE TOWARDS GOAL

Completed. The City prepared a Twitter strategy and an implementation plan in early 2012, and successfully implemented and launched its Twitter account in December 2012. The Twitter account was quickly incorporated into the City's social media inventory, actively promoted and well received by the community.

Continue with process to deliver new Content Management System and new City website in 2012. Determine template pages, colour palette, homepage design, complete a public outreach program, and begin integration and migration process.

Completed. The new Content Management system was delivered in 2012. All elements of the new City website were finalized, such as template page designs, colour palette, homepage design, as well, CMS integration and migration began in 2012. A comprehensive public outreach program regarding input towards the new website was completed as well.

Implement community engagement tactics through a multi-tiered, long-term awareness program promoting civic awareness and engagement as well as local government operations.

Ongoing. The City's community engagement campaign continued throughout 2012, as a proactive awareness program via social media, advertising and the website carried on throughout the year. The City also increased ease of access to Council meetings in 2012, by introducing mobile council meetings, providing convenient access to Council meetings via iPhones and iPads.

Create and deliver a tailored City environmental sustainability brand identity and related marketing campaign. Execute a broad awareness campaign encompassing all City environmental sustainability initiatives.

Completed and ongoing. In 2012, the City created and delivered a tailored City environmental sustainability brand identity, called Living City. Living City was launched in 2012 and continues to be promoted through a variety of sustainability initiatives.

2013 GOALS

- Complete the build of the new City website and launch the new site introducing it to the community, City staff and agency partners. Create an outline and strategy for Phase 3 of the new website
- Begin process of brand re-fresh of the City logo and identity, enhancing and updating the City's current logo
- Conduct an audit and assessment of all City corporate templates in order to re-establish identity standards, colour palette and brand. In most cases, all corporate templates will be redesigned, implemented and introduced to staff
- Continue to implement community engagement tactics through a multi-tiered, long-term awareness program promoting civic awareness and engagement as well as local government operations
- Continue to grow the City's social media inventory, and continue to actively grow followers of the City's Facebook page and Twitter page
- Continue with Phase 2 of delivery of the City's new tailored environmental sustainability brand identity 'Living City' through a marketing campaign. Continue to execute long-term broad awareness campaign encompassing all City environmental sustainability initiatives



2012 GOALS

Continue joint ventures with the two North Shore fire departments.

PROGRESS MADE TOWARDS GOAL

Increased Hazmat awareness through training with both NVD and WV fire departments. Standardized response cards for dispatching apparatus.

Update the City's Fire Bylaw.

Continuing to update Bylaw.

Work with residents on the Fire Life Safety Upgrade program.

Reminder letters sent in February to approximately 200 building owners. Currently we have 100 buildings either completed or in progress.

2013 GOALS

- Finalize organizational structure
- Computer upgrades for staffing and accounting purposes
- Review first responder indemnity agreement

- Fire Boat Services consortium – discussion and resolution
- Training records management system upgrade
- Inventory Tracking System for equipment
- Implement guidelines and standards for movie industry
- Implement wireless technology for fire Inspections

POLICE DEPARTMENT (RCMP'S) GOAL

PROGRESS MADE TOWARDS GOAL

Increase public and police safety by dealing more effectively with mental health and addictions.

A contact was identified to liaise with local Health care providers to spearhead initiatives linked with Mental health. Efforts have been focussed on LGH and North Shore Acute Care services.

Improve traffic safety.

Enforcement of Impaired driving offences has resulted in this detachment being recognized for its hard work. An emphasis has been put on distracted driving resulting in safer roads.

Positively enhance North Vancouver youth to prevent high-risk behaviours.

Peer to peer workshops have proven to be successful in developing self esteem in local youth. Relationships have been enhanced dealing with First Nations youth.

Reduce the incidence and impact of crime in the community.

Operational units have been realigned to focus existing police resources on crime reduction.

Address neighbourhood safety concerns

A crime reduction assessment was completed providing a base line from which to work from. The District Parks Patrol has proven to be a successful program.

Improve the use and application of intelligence-led policing.

Crime reduction bulletins are constantly being improved upon, providing tools for the police.

2013 GOALS

- Increase public and police safety by dealing more effectively with mental health and addiction issues
- Improve traffic safety
- Positively enhance the youth of North Vancouver to prevent high-risk lifestyle
- Reduce the incidence and impact of property crime, drugs and drug related crime in the community
- Address neighbourhood safety concerns by reducing public disorder, nuisance crime and fear of crime issues
- Improve use and application of intelligence-led policing



2012 GOALS

PROGRESS MADE TOWARDS GOAL

Heywood Phase 2 – Trail, parking lot and streetscape improvements.

Constructed a new 900m trail system and restored habitat in Heywood Park, as part of the implementation of the Heywood Park Master plan.

Grand Boulevard trail improvements.

Completed construction of the Grand Boulevard trail improvements at 13th and 15th Streets.

Kings Mill Walk – Complete construction of Spirit Trail and off-leash park.

Completed construction of the Kings Mill Walk section of the Spirit Trail and off-leash dog area.

Complete review of the Parks and Open Space Event policy.

A draft policy has been drafted for consideration by Council in Spring 2013.

Implement sustainable transportation initiatives and build resilient and easily maintained public spaces.

- Completed update to the North Vancouver bicycle master plan
- Completed street and traffic Bylaw amendments to provide preferential parking treatment for car sharing companies
- Developed framework to proceed with updates to the resident parking policy
- Implemented 4.7km of bike facilities in 2012, 4th street bike route from Forbes to Heywood and completed the Esplanade bicycle route between Chesterfield and Lonsdale
- Increased number of accessible bus stops in the City to 80%
- Implemented various neighborhood transportation safety improvements in the Lower Lonsdale and Grand Boulevard areas
- Equipped two, signalized intersections with audible pedestrian devices and installed countdown signals on all signalized intersections in the City

Implement the Zero Waste Challenge.

- Implemented on-street recycling program
- Launched Green Can curbside food scraps collection program
- Implemented pilot community outreach program to increase Green Can participation
- Developing policy for recycling space in new multi-family and commercial developments for Council consideration in 2013

Implement activities to support City's goals to reduce corporate emissions by 25% and community emissions by 15% by 2020.

- Delivered Climate Change Showdown workshops in City schools
- Delivered ClimateSmart energy and carbon management training to City businesses
- Completed community-wide retrofit assessment to identify emission reductions potential; development of pilot program for multi-family buildings
- Launched "Living City" public engagement and awareness program
- Hosted Earth Day public celebration event
- Completed Milestone one of ICLEI climate adaptation program
- Launched North Shore TravelSmart transportation demand management program



2012 GOALS

Implement Hansen as Asset Management System for streets and traffic infrastructure.

PROGRESS MADE TOWARDS GOAL

Ongoing – This will be undertaken in conjunction with other City objectives for the Asset Management program.

Support the design and construction process for our new Operations Centre.

Substantial completion of new Operations Centre.

2013 GOALS

Transportation and Streetscapes Division

- Forbes pedestrian and cyclist improvements project
- Lynn Valley pedestrian and cyclists improvements
- Design of bike facilities on Chesterfield, West Keith and East Keith roads
- Continue to implement neighborhood transportation safety improvements
- Complete resident parking policy updates and start implementing on-street parking changes, including pay parking at the hospital frontage
- Develop an operations strategic work plan for utilities, streets, parks and fleet
- Complete the operations component of the Infor-Hansen streets and transportation asset and work management module
- Develop Engineering operations standard reports within the Infor-Hansen Asset and work management project
- Review the operations components of the Emergency Management Response plan
- Complete assessment of operation's staff – safety and equipment operation training requirements

Engineering Planning, Design and Development Division

- Begin Integrated Stormwater Management plan for submission to Metro Vancouver – expected to take three years
- Update CNV flood policy and mapping
- Implement measures identified in Inflow and Infiltration Management plan submitted to Metro Vancouver in 2012
- Undertake remediation and deck replacement project at foot of Lonsdale
- Continue to refine our infrastructure asset management plans including:
 - Bridge loading assessments on Marine Drive
 - Pavement Management plan
 - Update and calibrate water network model
 - Update and calibrate sanitary sewer network model

- Provide oversight to protect City's interests and mitigate community impacts during construction of Low Level Road

Parks and Environment Division

- Complete Phase 3 of the Heywood Park Master plan improvements (parking lot, trail heads, and habitat restoration)
- Construction of the Fell Avenue to Bewicke Avenue section of the Spirit Trail
- Construction of the Forbes to Lonsdale Quay section of the Spirit Trail
- Planning and design for the Jones Avenue greenway
- Implement the Zero Waste challenge:
 - Based on success of pilot Green Can community outreach program in Fall 2012, expand program City-wide
 - Draft multi-family and commercial recycling space Bylaw for consideration by Council
 - Work with North Shore Recycling program to increase waste diversion in multi-family sector through implementation of Recycling Ambassador program
 - Implement Green Can program for City facilities
- Implement activities to support City's goals to reduce corporate emissions by 25% and community emissions by 15% by 2020:
 - Complete installation of public and fleet electric vehicle charging stations
 - Implement Carbon Fund to support emission reduction projects
 - Complete pilot retrofit project for multi-family buildings
 - Support City departments in implementing measures to reduce corporate and community greenhouse gas emissions
 - Deliver education initiatives to support energy conservation in local schools and businesses
- Complete invasive plant management strategy

Administration

- Complete the update of our workplace climate goals
- Review division priorities to ensure alignment with City priorities



BUILDING SERVICES 2012 GOALS

PROGRESS MADE TOWARDS GOAL

New Operations Centre – PM project to completion and occupancy.

Project completed Feb. 1, 2013.

Central Waterfront Facilities

a) Museum relocation

b) Media gallery

c) Acceptance and Management of Site 3 and 4

These projects have largely stalled while the waterfront area is reconsidered.

Relocation and facilities analysis to be completed on proposed locations, assist the design and implementation process for the museum and media gallery.

Harry Jerome redevelopment or renovation- assist in building option analysis and community engagement.

Options were prepared and reviewed by the public. A preferred option was recommended, however, Council has decided to delay a decision to 2014 pending the new OCP.

Structural upgrade and assessment of Fire Hall – Further structural assessment and remediation plan needs to be completed.

Planned for summer of 2013.

Reassessment of facilities organizational structure and manpower.

Planned for fall of 2013.

2013 GOALS

- Completion of facilities realignment
- Completion of long range asset management plan
- Completion of Phase 2 of Civic Centre project



I.T. 2012 GOALS

Design and develop a replacement for the internal webmap.

PROGRESS MADE TOWARDS GOAL

Completed. StaffMap implemented and multiple staff training sessions were held.

Select and implement a replacement for the Licence Plate Recognition system.

Completed. A new Licence Plate Recognition System is in place and in use.

2013 GOALS

- Implementation of HCM/Payroll Project (See HR and Finance)
- Upgrade of the Library and JBCC Public PC's to Windows 7
- Establish an open data (GIS) strategy

NORTH SHORE EMERGENCY MANAGEMENT OFFICE 2012 GOALS (NSEMO)

PROGRESS MADE TOWARDS GOAL

Maintain frequency and level of Emergency Operations Centre training courses provided.

468 municipal staff and public safety lifeline volunteers participated in nine EOC courses.

Full redesign of the NSEMO Website (www.nsemo.org).

Completed.

Conduct public emergency preparedness training sessions for the North Shore community.

28 preparedness workshops were provided to 546 North Shore residents.

Conduct an Emergency Operations Centre exercise.

Functional EOC exercises with a site component were developed in 2012 for delivery in January of 2013 – one exercise per municipality (three exercises in total).

Update the municipal emergency plan.

Municipal emergency plans were reviewed. Priority shifted to developing departmental emergency plans.

2013 GOALS

- Development and maintenance of relevant emergency plans to help prepare for, respond to and recover from emergencies and disasters
- An informed North Shore community knowledgeable of their personal emergency management responsibilities
- Effectively trained and exercised municipal staff and public safety lifeline volunteers to support planning, response and recovery activities on the North Shore
- Support the municipalities in their emergency response and recovery activities when an emergency or disaster occurs

Sustainability has always been fundamental to our City vision. From urban planning, building design and construction to corporate practices, municipal operations and community outreach, we are continually looking for ways to reduce our carbon footprint and improve the quality of life for our citizens.



VIBRANT. ACCESSIBLE. LIVEABLE.

2012 Successes and Achievements:

CLIMATE ADAPTATION

The City completed the first of five milestones in its climate adaptation planning process, identifying preliminary impacts from climate change and working to prepare for the impacts from expected climate changes.

LOCAL FOOD PRODUCTION

The Loutet Urban Farm enjoyed its second season of operation, offering educational tours and local produce to the community. The City also provided land at the 13th Street frontage of City Hall for a fourth community garden, and supported regular farmers' markets at the Civic Plaza on 14th Street. The City adopted a Food Security and Urban Agriculture strategy and participated in the North Shore Table Matters network in writing a draft North Shore Food Charter.

AFFORDABLE HOUSING

The City initiated the creation of a Housing Action plan to consolidate the City's housing goals and policies and to highlight future directions. The City also brought forward changes to the zoning Bylaw to support housing affordability by reducing minimum unit sizes, permitting boarders outside single-family dwellings, and allowing lock-off units. 37 childcare spaces and 10,000 square feet of affordable housing were secured in the "Centreview" development at 1308 Lonsdale Avenue.

GREEN BUILDINGS

The City initiated the public consultation process to update the energy requirements of new Part 3 buildings, a step taken to ensure continuous improvement of the City's Energy Efficient Buildings Density Bonus Initiative. Since 2011, the award-winning initiative has ensured that over 1 million square feet of new development comprising 850 residential homes are achieving energy efficiency beyond the BC Building Code.

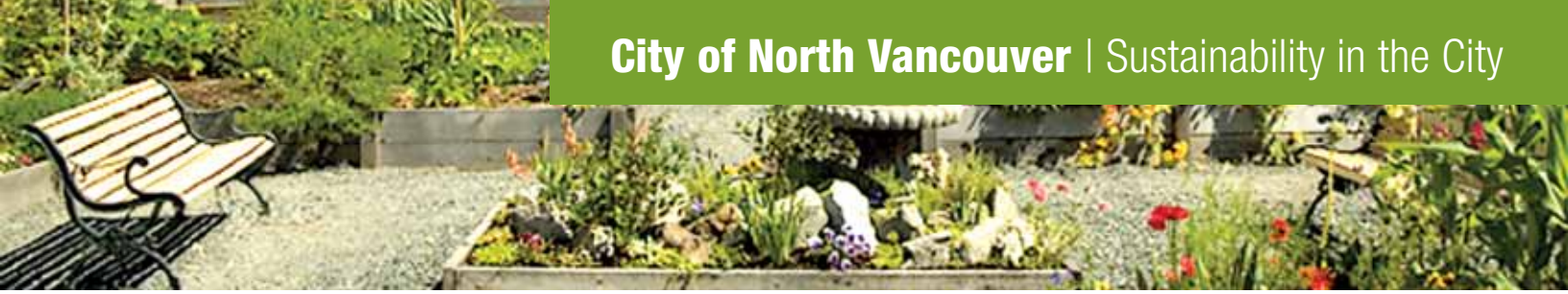
LONSDALE ENERGY CORPORATION (LEC)

In 2012, the City's award-winning district energy system, Lonsdale Energy Corporation (LEC), began providing cooling services using heat pumps from a geothermal field at the new School District administration building. LEC is now serving customers in the Central and Lower Lonsdale and Harbourside/Marine Drive areas. Six new buildings were added to the LEC network which now provides energy to 2.5 million square feet comprising 36 residential, institutional, and commercial buildings throughout the City.

ALTERNATIVE TRANSPORTATION

The City continued to implement its innovative Transportation plan with numerous enhancements to pedestrian routes, bike corridors, greenways and public transit access. The City also partnered with TransLink and the Districts of North and West Vancouver in launching the TravelSmart North Shore initiative aimed at reducing single occupant vehicle trips.





The City also continued to extend the North Shore Spirit Trail, completing the Kings Mill Walk connection and beginning construction on the Bewicke section, both of which will significantly enhance pedestrian and cycling connections within the Harbourside neighbourhood. The City also provided additional cyclist push buttons at key intersections, enabling cyclists to more easily activate traffic signals. In addition, the City continued to implement traffic calming measures such as raised crosswalks, curb extensions, and speed humps to make our streets safer for pedestrians and other road users and enhance the liveability of our neighbourhoods.

ZERO WASTE

2012 was a significant year as the City implemented key programs for diverting waste from the landfill. A 2011 audit of the City's on-street garbage containers had identified many opportunities to divert recyclable materials such as newspapers and beverage containers currently being disposed of in the garbage. In 2012, the City launched a comprehensive on-street recycling program, installing a number of colourfully wrapped recycling and trash receptacle units in prominent locations in the public realm.

The City also launched the Green Can program, allowing residents to include food scraps in the existing yard trimmings residential curbside collection program. The City also continued to partner with Metro Vancouver, the Districts of North and West Vancouver and the North Shore Recycling program to reduce the amount of solid waste generated and disposed of in the community. In 2012, the North Shore Recycling program launched the Compost Coaching program, providing residents with one on one support in using backyard composters to divert organic waste from the collection stream.

COMMUNITY GRANTS

The City awarded \$15,000 to various community-based parks and environment initiatives. Projects included replacing aging composting and recycling equipment at Brooksbank School, supporting community discussions on food security and urban agriculture on the North Shore, creating an outdoor food garden classroom for the Balmoral Community Learning program, and supporting the Cool North Shore speaker series and the Cool Neighbourhoods community home retrofit initiative. The grant also provided funding for native bee nesting boxes and an apiary at Loutet Farm.

COMMUNITY ENGAGEMENT

In 2012, the City also launched the Living City outreach initiative, engaging the community in building a sustainable community for future generations. The City continued to partner with ClimateSmart in providing carbon management and energy efficiency workshops for local businesses. The City also promoted senior government and utility energy efficiency grant opportunities to homeowners, and supported Destination Conservation and the BC Sustainable Energy Association's Climate Change Showdown outreach programs for schools. The City's Evergreen City Park Stewards program provided dozens of opportunities for local residents to contribute to ecological restoration projects in City parks, and the City hosted successful celebratory Earth Day and Rivers Day events.

A LOOK AHEAD

2013 Initiatives:

- Implement an expanded community outreach program to promote the Green Can residential curbside food scraps collection
- Implement a transportation demand management outreach and education program, working with schools, businesses and the wider community
- Install medium and fast charge electric vehicle charging stations
- Continue the Official Community Plan update with a focus on sustainability
- Update energy requirements of the City's Energy Efficient Buildings Density Bonus program
- Work with partners to advance building energy retrofit programs in the community
- Develop an invasive plant management plan to protect the City's natural areas
- Complete construction of the Bewicke section of the Spirit Trail
- Construct the Waterfront Park / Lonsdale Quay area of the Spirit Trail



MISSION

To carry out and promote Council's policies. To guide City departments and department heads to promote leadership and carry out the City's vision in order to enhance our reputation as the City of choice.

CAO'S DEPARTMENT CUSTOMERS

- Council
- General public
- Business liaison
- Departments, department staff
- Outside municipal services
- Committees
- Joint services

CURRENT SERVICES PROVIDED

- Oversee the affairs and operations of the City
- Provide guidance to department heads
- Provide insight to Mayor and Council
- Act as a sounding board for Mayor and Council
- Act as liaison between City staff and Mayor and Council

SIGNIFICANT MANDATES

Internal Departments:

- City Clerk's department
- Community Development
- Engineering, Parks and Environment department
- Finance department
- Fire department
- Human Resources
- Lonsdale Energy Corporation
- Waterfront development
- John Braithwaite Community Centre
- Office of Cultural Affairs

External Departments:

- City Library
- North Shore Emergency Management
- North Vancouver Recreation Commission
- North Vancouver Museum & Archives
- RCMP (Policing)



SIGNIFICANT ISSUES AND TRENDS

The current economic uncertainty has caused the City to rethink how to finance and raise funds for its major capital projects as well as infrastructure and to consider alternative ways of providing facilities for the following services:

1. Harry Jerome Recreation Centre
2. Presentation House Gallery
3. Presentation House Theatre
4. North Vancouver Museum & Archives
5. Waterfront site

Certain significant mandates fall under the umbrella or are overseen by the Chief Administrative Officer:

- Waterfront development
- Police services review
- Port Cities Task Force Advisory Committee
- Joint Services Task Force

STAFFING

Approved Complement:
Regular Full-time 20.0





MISSION

Working together to serve and inform.

CLERK'S DEPARTMENT CUSTOMERS

- Council
- General public
- Committees
- Other departments
- Other levels of government

CURRENT SERVICES PROVIDED

- Information and support are delivered to Council and Committees in the form of agendas, minutes, Bylaws, archives, correspondence, legal documents, public hearings/meetings
- Information provided to the public in the form of agendas, minutes, Bylaws, and reports via the City's website
- Records Management – central filing system; electronic document filing system
- Committee/Council member support
- Freedom of information and protection of privacy
- Election administration
- Main reception and switchboard

SIGNIFICANT ISSUES AND TRENDS

- Development of a corporate-wide strategic plan for records and document management
- Administration of the general local election

Certain significant mandates fall under the umbrella or are overseen by the City Manager:

- Waterfront development
- RCMP contract
- Metro Sewage Allocation Task Force
- Joint Services taskforce
- Integrated Partnership for Regional Emergency Management (IPREM)

STAFFING

Approved Complement:
Regular Full-time 9.0



MISSION

To provide progressive and responsive services to attract, develop and retain a talented, results-oriented workforce. Human Resource's goal is to ensure we have the knowledge, skills and abilities to meet our commitments to the community now and in the future. The services we provide are:

RECRUITMENT AND RETENTION

- Recruitment support for all City departments
- Creation and maintenance of job applicant database
- Promote municipal employment
- New employee orientation and on-boarding
- Assistance with workforce planning
- Auxiliary clerical pool hiring and administration
- Student work experience programs
- Employee recognition program

CORPORATE TRAINING AND DEVELOPMENT

- Provide workplace education programs, courses and training opportunities to enhance employees' professional development
- Coordinate certification programs such as automotive mechanic and gardener apprenticeships
- Coordinate corporate leadership training (BCIT– Associate Certificate in Leadership)

HEALTH AND SAFETY

- WorkSafeBC claims management
- Disability management
- Safety program implementation, coordination, evaluation and promotion
- Safety inspections and investigations
- Safety training
- Safety committee coordination and participation
- Interpretation and administration of Workers Compensation Act, Occupational Health and Safety Act (OHands) Regulations, and related legislation
- Attendance support program
- Emergency preparedness planning
- Pandemic planning



LABOUR RELATIONS

- Employee relations support
- Labour and employment legislation interpretation and administration
- Collective Agreement interpretation and administration
- Collective Agreement negotiations with IAFF Local 296 and CUPE Local 389
- Job evaluation
- Grievance and arbitration management
- Workplace investigations

HUMAN RESOURCES STUDIES

- Review and research human resources trends, practices and benchmarking

ADMINISTRATION

- Personnel file maintenance
- Human Resources policy development, interpretation and administration

BENEFITS ADMINISTRATION

- Benefit plan administration
- Negotiation with benefit plan carriers

Employee Wellness

- Employee health and wellness program

Employee Assistance

- Employee and family assistance program (EFAP)

SIGNIFICANT ISSUES AND TRENDS

- Ongoing review of our Human Resources programs, policies and processes to ensure we continue to provide exceptional service to our community
- Continue to foster a corporate culture that reflects the City's corporate values and strategic plan
- Given our workforce demographics we must position ourselves to continue to attract, develop and retain talented staff

STAFFING

Approved Complement:
Regular Full-time 8.0



The Community Development department takes direction from the 2002 Official Community Plan, 2004 Corporate Strategic plan, and Mayor and Council.

MISSION

The Community Development department implements Council's directives and the goals and objectives of the Official Community Plan into action through work programs and activities of the department. We accept this responsibility with integrity, commitment, reliability and with the highest standard of professionalism. The department reports to the City Manager and through him to the Mayor and City Council. Community Development is committed to the Community Vision of the Official Community Plan to ensure the City of North Vancouver will continue to be "*...a vibrant, diverse and highly livable community that strives to balance the social, economic and environmental needs of our community locally*". Sustainability and customer service continue to be the primary goals of Community Development.

COMMUNITY DEVELOPMENT CUSTOMERS

- City residents
- Development community
- Business community
- Mayor and Council
- City Manager's office
- Civic advisory bodies
- Other City departments and agencies
- Other levels of government, other municipalities, community agencies, boards and commissions

CURRENT SERVICES PROVIDED

- Development planning for the City
- Development planning for City-owned lands
- Community and long-term planning
- Business licencing and compliance
- Permits and inspections
- Parking and Bylaw services
- Cemetery management
- City lands administration
- Real estate appraisal and analysis
- Property negotiation
- Economic and tourism development
- Department management and administration
- Zoning
- Special studies



- Code – interpretation, regulation, trades inspection, electrical, plumbing, gas, building permits issuance
- Municipal plates
- Social planning
- Land acquisition

Development Planning for the City

Development planning functions include: negotiating land use and development proposals received from City's residents and developers, completing long-term development plans, studies and guidelines, and achieving the directives of Mayor and Council, and the goals and objectives of the Official Community Plan.

Development Planning for City-owned Lands

Staff work collaboratively to determine options and preferred development proposals for City-owned development sites.

Community and Long-term Planning

The Community Planning division deals with a variety of evolving current and ongoing issues such as: affordable housing, youth development and programs; seniors' programs, and homelessness.

In addition, Community Planning is responsible for long-term planning and policy making. Staff are currently leading the collaborative process of renewing the City's Official Community Plan.

Permits, Licences and Inspections

Under the supervision of the Manager, of Permits and Inspections, this division is responsible for issuing Business Licences and ensuring compliance to various regulations. This division consistently reviews and implements opportunities to increase efficiencies in its business process such as online payment of business licencing fees.

Permits, Licences and Inspections

This division is accountable for processing applications for building, electrical and plumbing permits. As part of this process, this division completes all compliance inspections according to legislative requirements, regulatory codes and City Bylaws. This division also responds to the directives of Mayor and Council which includes enhanced energy conservation standards. Staff also answers questions and queries from residents and business communities.

Lands and Business Services

This division is in charge of managing and optimizing uses of City-owned lands, Bylaws Enforcement, Animal Control, Business Licencing and Compliance, Cemetery, and Economic Development. This division carries out a wide variety of important functions for the City and the community.

Department Management and Administration

The Director and his Managers provide direction and leadership to the department. The Administrative Support Group provides customer service, clerical and administrative support to the technical and managerial staff. This group maintains various department and corporate business processes including financial, administrative and records management.



SIGNIFICANT ISSUES AND TRENDS

Next Official Community Plan (OCP)

As the “2021 and Beyond” title for the new OCP indicates the vision and focus of the next OCP will be firmly placed in the City’s future and becomes part of the City’s long-term plan, and the new OCP will supplement and possibly help to implement some of the goals of the recently published *The City of North Vancouver’s 100 Year Sustainability Vision*.

Sustainability will remain the overriding principle of the “2021 and Beyond” OCP. However, some of the new sustainability challenges of the next OCP will be in terms of global climate change and the City’s effort to meet the Provincially legislated greenhouse gas emission target; and the new and greater emphasis on energy consumption and emissions.

Part of the process of moving forward is to look back at what we have accomplished since the 2002 OCP by reviewing the targets, goals and objectives of the last plan. In a larger regional context, we also need to take into consideration how the City’s next OCP will complement the goals and aspirations of Metro Vancouver’s regional growth strategy.

The next OCP will once again be a collaborative effort with contributions from community, stakeholders, all of City’s various departments, and Mayor and Council. In 2011, we were able to take significant strides towards accomplishing one of the new goals of the 2021 and Beyond OCP by providing various opportunities and venues for community engagement and participation.

CONSTRUCTION ACTIVITY

2012 was once again a strong year for new construction activity.

BUSINESS LICENCING

Business licencing will remain consistent as it has in the past few years due to a strong business base in the City. The City business base is growing at about 2% per year. The anticipated commercial and institutional construction activities will help keep the level of business licencing activities constant even in the current economic climate.

STAFFING

Approved Complement:

Regular Full-time 38

Regular Part-time 2



MISSION

The Finance department mandate is to protect and promote the City's long-term financial sustainability and to provide financial and corporate leadership for the City while fulfilling our statutory responsibilities.

We ensure that Mayor and Council, the public and departments receive the best possible financial information, support, advice and direction. With professionalism and openness we safeguard the assets of the City, fulfill our responsibilities under the Local Government Act and Community Charter, communicate financial information clearly and plan for the long-term fiscal sustainability of our City.

OUR GUIDING PRINCIPLES

- Play a leadership role in the City of North Vancouver; strive for excellence
- Treat each other and customers with dignity, trust and respect
- Look at all issues with a fresh perspective and develop creative solutions
- Set realistic expectations and deadlines within a climate of limited resources
- Maximize the value of all City resources for the benefit of all

FINANCE DEPARTMENT CUSTOMERS

- Citizens of the City
- Mayor and Council
- Chief Administrative Officer
- Departments of the City
- Outside agencies, boards and commissions
- Other levels of government

CURRENT SERVICES PROVIDED

Financial Planning/Budgeting

- Five-year program planning
- 10-Year Project planning
- Long-term asset management
- Position budgeting
- Budgeting for agencies, boards and commissions
- Fiscal sustainability planning

Purchasing/Risk Management/Vehicle Fleet

- Corporate purchasing
- Insurance claims and risk management
- Management of City pool vehicles

Accounting/Taxation/Internal Reporting

- Financial record keeping, including agencies, boards and commissions
- Creation and monitoring of accounting policies and procedures
- Annual financial statements
- Accounts payable and receivable
- Banking and cash management
- Investment management
- Payroll and benefits accounting
- Property tax calculation, collections, information
- Administration of local services taxation
- Water, Sewer, Solid Waste – shared service agreements, rates, utility modelling, financial management, regional financing issues
- Long-term asset accounting
- GST/PST/HST accounting and issues
- Senior government grants: application, administration, and fulfillment of requirements

General Government Services

- Support for Directors' Team, Civic Projects Team, Major Projects Team
- Participation in Corporate initiatives and task forces
- Council / Public information requests
- Financial reports
- Joint service delivery agreements – negotiation and administration

SPECIAL PROJECTS

Asset Accounting

Finance has completed the process of implementing a fixed asset ledger to meet accounting requirements. With the development of this ledger, we now have, for the first time, an inventory and value (approximately \$250 million) for all assets owned and managed by the City. Further development of an asset management plan will require resources from Finance over the next several years and will be ongoing into the future.

Long-term Tax Strategy

The City's long-term tax strategy needs to be re-evaluated in coordination with the City's Economic Development and Tourism strategy. In 2012, the goal of moving towards a business tax rate multiple that is at or below the median for the region was reconsidered, and alternative metrics that better support a fair share of business taxation will be developed for consideration.



Permissive Tax Exemption (PTE) Policy

The City's new Permissive Tax Exemption policy is now in the implementation phase, with a major review of all current exemptions being coordinated by Finance. Staff will be working with PTE recipients to ensure that they meet the terms for community benefit set out by Council.

Utility Rates Model

Working with Engineering, Finance has developed a new, more equitable rates model for City Utility charges which will be implemented by Council over the next several years. 2012 is the third year of implementation for this model.

Accommodation of regional cost increases will provide a major challenge for the utilities, especially for the Zero Waste challenge, and the treatment of sanitary sewage. Finance is working with the region to investigate Integrated Resource Management (IRM) models, a new sewerage area model, and additional user fees to manage these costs. As a first step, Finance, working with the Engineering, Parks and Environment department, has developed and implemented an Eco-levy charge to help fund solid waste disposal and recycling initiatives.

GHG Accounting

The City is seeking to reduce GHG emissions, both corporately and community-wide, to as close to net zero as possible. To achieve this, the City is developing a corporate culture and community engagement approach that fosters innovation and excellence in climate action. Finance's contribution is to both identify ways in which City assets can be used more effectively to reduce corporate GHG's, and to develop and support mechanisms through pricing and taxation to support community GHG reduction.

The City is also required, through its participation in the Provincial CARIP (Climate Action Revenue Incentive program), to account for all energy use by the City corporately. Finance has already established a corporate offset account for air travel, and is working to identify other potential offset requirements, as well as opportunities.

SIGNIFICANT ISSUES AND TRENDS

The City has experienced significant residential construction growth the past few years. In 2009, this slowed somewhat, but not as much as was seen elsewhere in the Lower Mainland. The construction sector rebounded in 2010, with one of the City's best years ever. 2012 remained positive, but accommodating service costs for new growth will pose significant challenges in future.

The City is in the process of reviewing its service delivery models, particularly with respect to the establishment of appropriate user fees and shared services, and will continue to seek efficiencies in these areas. With the participation of all staff, ideas have been generated for service delivery efficiencies, and new potential revenue sources. The Eco-levy, mentioned above, is an example of this. With Council's support, Finance will continue to research these ideas and bring forward options for change.

New standards for fixed asset accounting, supported by the City's new fixed asset system, have been developed. With approximately \$100m in reserves, supported by an annual contribution of 10% of taxes collected, the City is meeting the challenge of maintaining basic infrastructure, building on the thrift and forethought of previous generations. Greater challenges are expected in funding the renewal of our buildings, including the Harry Jerome Recreation Complex and the City's works yard. New and innovative ways of funding these projects, as well as funding for desired cultural amenities, are being sought.



New standards have also been developed to present the City's financial information in more meaningful functional segments, including:

- Public safety
- Public works
- Leisure, culture, and community services
- General government and support services

STAFFING

Approved Complement:

Regular Full-time 27.0

Regular Part-time 1.0





MISSION

To safeguard and serve our community through the promotion and provision of education, prevention, emergency medical and fire services in protecting life, property and the environment.

FIRE DEPARTMENT CUSTOMERS

- Residents of our community
- Business owners and operators in our community
- Visitors to our community
- Mayor and Council
- All City departments
- Outside agencies, boards and commissions
- Other levels of government

CURRENT SERVICES PROVIDED

North Vancouver City Fire Department is a multi-faceted provider of services that include:

Administration

- Manage all Fire Department functions
- Annual Report
- Quarterly statistical reports
- Training and development
- Recruitment of staff
- Payroll entry and recording
- WCB reporting
- Website and FireNet coordination
- Fire Department policies and procedures

Fire Apparatus

- Maintenance and repair of all fire apparatus and equipment
- Annual government inspection of apparatus
- Research and input on new apparatus and equipment
- Liaison with Facilities manager with regards to facilities for the fire station
- Assisting Purchasing department with the preparation of tender documents
- Annual testing of breathing air
- Annual testing of ladders and fire hose





Fire Operations

- Firefighting
- Emergency medical assistance
- Hazardous material spills and dangerous goods incidents
- High-angle rescue
- Motor vehicle accidents
- Coordination and training of all staff. Some examples are as follows:
 - Installation and training of on-truck computer system
 - In-house Fire Officers course
 - In-house FSI (Fire Service Instructors) course
 - Emergency vehicle operations course
 - In-house Auto Extrication course
 - FMR, AED (automated external defibrillator) and spinal re-certifications
 - Fire Boat Operators course

Fire Prevention

Fire Prevention Inspections are conducted through a regular system of inspections which is established by the Assistant Chief, Prevention, on behalf of Council, as required by the Fire Services Act and modified throughout the year as may be necessary.

- Conduct initial inspection of new business licence applications, new building occupancies, and fire protection systems
- Receive, review and comment on plans for new buildings, occupancies, and alterations, modifications and renovations to structures, including Fire Department access, fire protection and life safety systems
- Provide an inspection program that will meet FSA (Foundation Skills Assessment) requirements
- Conduct initial inspection of complaints
- Conduct follow-up inspections when possible and as necessary

Fire Investigations are conducted as per the Fire Services Act to determine origin and cause and to determine if due to accident, negligence or design.

- Conduct fire investigations of all fires within our municipality within three days
- Obtain Canadian Fire Investigation School Certification for fire investigators
- Continue the North Shore Fire Investigation School, a program started in 1996
- Enforcement is exercised to achieve compliance with codes and ensure fire safety
- Fire code violations are enforced as necessary to gain compliance with the appropriate codes and standards. Enforcement includes violation reports, letters, tickets and orders
- Conduct initial inspection of tenant changes to buildings and occupancies
- Upgrade Bylaws to provide greater enforcement opportunities and cost recovery
- Education is provided to create public awareness and to motivate the proper fire safety behavior. Education is provided to business owners, building owners, elementary school students and the general public
- Conduct an education program within our community attempting to ensure that at least one operational smoke alarm is installed in all residential occupancies
- Visit every public school in the City of North Vancouver and discuss fire and life safety with the over 2,200 students at least once in 2012
- Conduct Town Hall Meetings with business and building owners regarding BC Fire Code requirements, issues, and upgrades

STAFFING

Approved Complement: Regular Full-time 66.0



MISSION

The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.

VISION

We will:

- Be a progressive, proactive and innovative organization
- Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve
- Be accountable and efficient through shared decision-making
- Ensure a healthy work environment that encourages team building, open communication and mutual respect
- Promote safe communities
- Demonstrate leadership in the pursuit of excellence

CORE VALUES OF THE RCMP

- Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development.

We are guided by:

- Accountability
- Respect
- Professionalism
- Honesty
- Compassion
- Integrity

RCMP DETACHMENT CLIENTS

- Residents and businesses of North Vancouver (City, District and First Nations)
- Mayors and Councils
- Community groups, agencies and stakeholders
- Visitors and tourists to North Vancouver
- RCMP 'E' division headquarters
- Other police services
- Other levels of government



CURRENT SERVICES PROVIDED

- Enforcement and investigation (Provincial and Federal statutes/legislation and municipal Bylaws)
- Crime prevention/youth intervention
- Services to victims of crime

SIGNIFICANT ISSUES AND TRENDS

The North Vancouver RCMP detachment is now following their three year Strategic Service plan. The strategic planning process is used to identify the primary areas of concern (issues and trends) for North Vancouver. These issues were identified by conducting ongoing, formal and informal feedback from elected officials, the community, youth, police officers at this Detachment, and both First Nations.

Through consultation, the Service plan aligns the goals and objectives of the detachment with those of the City and District of North Vancouver. The goals are clearly articulated in the Service plan and are measurable allowing for the detachment to gauge progress, successes and identify areas requiring more attention.

North Vancouver detachment strategic directions 2012-2015:

- Targeted, strategic crime reduction and safety enhancement
- More efficient, effective operations
- Support and development for our people
- Stronger internal and external communications and relationships

STAFFING

Police services are shared between the City and District of North Vancouver. As a result, the City and District jointly establish the maximum regular member complement for each budget year. Reductions are made to the maximum complement each year to determine resources available to the detachment. Reductions are made for: a) the regular members previously allocated to the Lower Mainland Regional Police Service Integrated Services (and funded separately by the City/District); and b) the current vacancy rate jointly deemed to align the cost of police services with the current budget. The City's approved (maximum) complement is shown below:

RCMP Approved Complement 64.0

Civilian Approved Complement:

Regular Full-time 76.0

Regular Part-time 1.0

MISSION

The Engineering, Parks and Environment department contributes to the City's mission by caring for our community's natural and built public realm.

VISION

The City's vision is to be a vibrant, diverse and highly livable community that strives to balance the social, economic and environmental needs of our community.

SERVICES PROVIDED

Services are Delivered Through Five Divisions:

1. Transportation, streetscapes and development
2. Public works
3. Engineering, planning and design
4. Parks and environment
5. Administration

TRANSPORTATION, STREETSCAPES AND DEVELOPMENT DIVISION

PROGRAMS:

Transportation Provides Planning, and Administration for:

- Sustainable transportation initiatives
- Mobility of people, goods and services
- On-street parking
- Traffic signals, signage and street lighting
- Traffic calming
- Transportation demand management planning

Streetscapes Provides:

- Streetscape planning and design
- Integration of transportation with land use, parks and greenways and development planning

Development Provides:

- Subdivision application processing
- Coordination and review of all development applications for public infrastructure impacts
- Regulation of City right-of-way use and access
- Liaison with private utility companies including BC Hydro, Telus, Fortis, Shaw Cable, etc.



PUBLIC WORKS DIVISION

PROGRAMS:

Streets Operations Provides Maintenance of:

- 136 kilometres of streets
- 50 kilometres of lanes
- 179 kilometres of sidewalks
- 53 traffic signals
- 1,700 streetlights
- Seven major bridges

Work includes:

- Street cleaning and litter control
- Street maintenance
- Ice and snow control
- Pavement maintenance
- Lane maintenance
- Street sign fabrication and maintenance
- Pavement marking
- Vegetation control in rights-of-way
- Streetlights and signal maintenance
- Graffiti and vandalism repair on City public property



Utility Operations Provides:

- Potable water distribution
- Sanitary sewage collection
- Storm drainage collection
- Solid waste collection

Work Includes:

- Construction and renewal of water, sanitary and storm drainage infrastructure
- Operation, maintenance, and repair of water, sanitary and storm systems
- Installation of new service connections to all new building and land developments throughout the City
- Collection and disposal of refuse, and yard trimmings
- Administration of recycling program

Fleet Operations Provides:

- Management and maintenance of vehicles and equipment for Public Works, Parks, Bylaws, and City pool vehicles

Work Includes:

- Fleet management including inventory, fuel efficiency, cost-effectiveness and safety/regulatory compliance
- Fleet maintenance
- Fleet asset management and timely replacement

Public Works Administration Provides:

- Processing of payroll and Operations Management System (OMS) data
- Response to citizen and internal requests and inquiries
- Dispatch of crews to respond to service requests
- Information and assistance for infrastructure maintenance and service request response
- Budget tracking and analysis for operations

Works Yard Facility Operations Provides:

- Effective workplace facilities and storage for tools, equipment, materials and belongings
- Appropriate emergency equipment for operations
- Maintenance of works yard facility to meet needs

ENGINEERING PLANNING AND DESIGN DIVISION

PROGRAMS

Planning and Design Provides:

- Public infrastructure records management including as-built drawings
- Infrastructure condition assessment
- Planning of advanced asset management and renewal of infrastructure
- Water, sewer and drainage system administration, planning, design and construction contract administration
- Streets design
- Lonsdale Energy system underground piping network design
- Topographic survey for infrastructure projects and spatial location
- Field data collection for traffic, rainfall, etc.

PARKS AND ENVIRONMENT DIVISION

PROGRAMS

Parks Provides Planning, Design, Maintenance and Regulation of:

- Parks, greenways and open space
- Environmentally sensitive areas and natural areas
- Trees on public lands
- Ornamental horticulture on public lands
- Turf grass maintenance on public lands
- Park sports field maintenance
- Park playground maintenance
- Operational support for community events in parks
- Integration of parks and open space planning with land use, transportation and development



- Public engagement for stewardship of the City's cultural and natural heritage within parks and environmentally sensitive areas

Environment Provides:

- Contaminated sites management
- Air quality management
- Habitat restoration and compensation
- Implementation of the Environmental Protection program
- Invasive species management
- Liaison with external environmental agencies such as Fisheries and Oceans Canada, Environment Canada, Ministry of Environment, and Metro Vancouver
- Civic operations environmental performance improvements
- Environmental policy planning and implementation
- Environmental education
- Climate action
- Pesticide reduction
- Coordination of Greenhouse Gas Emissions Reduction Local Action plan
- Solid waste policy planning and waste reduction

Cemetery Program Provides:

- Maintenance of the North Vancouver Cemetery
- Capital improvements

ADMINISTRATION

Administration Provides:

- Departmental leadership and direction
- Inter-departmental and intra-departmental teamwork and coordination
- Administrative, clerical and secretarial support
- Short-range and long-range strategic planning
- Alignment of budget and staff resources with City priorities
- Provision of technical support for planning, design and construction of the Lonsdale Energy Corporation district heating system
- Liaison with relevant external agencies including Metro Vancouver, TransLink, Federal Government, Provincial Government, other local governments, First Nations

SIGNIFICANT ISSUES AND TRENDS

External

- **Severe Weather** – including high winds, snow, and heavy rain is raising need for staff response at all hours and greater emphasis on emergency preparedness
- **Steep Slope Hazards** – recent landslide events in other municipalities has placed greater emphasis on slope assessment and risk mitigation
- **Land Development Activity** – major developments plus many small developments drive demand for design review, inspection, response to neighbourhood concerns, and installation of new services such as water, sewer and storm connections
- **Aging Park Infrastructure** – aging infrastructure in parks such as at, Waterfront Park and Lynn Mouth Park along with rising demand and limited resources for renewal is driving need for interim strategies by staff to maintain safety
- **Asset Management** – The Public Sector Accounting Board requirements coupled with emphasis on proactive management of infrastructure assets including pavement, park structures, sewers, and water system requires asset condition assessment, financial analysis, rate setting and asset management software implementation
- **Integrated Solid Waste and Resource Management Plan** – Increasing diversion of organics from the waste stream via Green Can program and shifting responsibility for recycling costs to industry will be a significant focus over the next year
- **Integrated Liquid Waste and Resource Management Plan** – Acceleration of upgrade to the Lions Gate Wastewater Treatment plant by 2020 will drive staff involvement in planning for this new plant
- **North Shore Transportation** – Broad initiatives such as the Vancouver Port Authority North Shore Trade Area study and TransLink's North Shore Area Transit plan will require substantial staff effort

Internal

- **Succession** – Aging workforce and external opportunities are causing high competition for qualified Engineering and Public Works staff. This trend will continue, placing demands on remaining staff. The aging workforce is also a factor for injuries related to strenuous work, and for vacation coverage for senior workers
- **Enhanced Teamwork** – Delivering the City's Vision in a sustainable way requires enhanced teamwork and a great workplace climate so that seemingly conflicting priorities can be reconciled. This requires enhanced understanding of the City's Vision as articulated in the OCP, and enhanced communication skills by leaders such as managers, foremen and supervisors. This places new demands on all staff to improve communication and understanding

STAFFING

Approved Complement:
Regular Full-time 115.0
Regular Part-time 1.0

The City of North Vancouver
Finance Department



June 30, 2013

Mayor and Council
The City of North Vancouver

Your Worship and Members of Council,

I am pleased to submit the City of North Vancouver's Annual Municipal Report for the year ended December 31, 2012 as required by Section 98 of the Community Charter. The report includes the annual audited financial statements, a listing of permissive tax exemptions, reporting respecting municipal services and operations and other supplementary information for the City of North Vancouver.

The City's consolidated financial statements for the year ended December 31, 2012 were prepared by staff in accordance with public sector accounting standards as prescribed by the Public Sector Account Board (PSAB) and were audited by KPMG LLP, the Council appointed auditors.

1. Consolidated Statement of Financial Position

This statement reports the City's financial assets, non-financial assets and liabilities. The difference between the financial assets and liabilities is the net financial assets. This figure provides an indicator of flexibility. The difference between the total assets and the liabilities is the accumulated surplus which provides an indicator of the resources available for future use. The majority of this number is made up of equity in capital assets and does not represent a source of funding for future operations.

The City's net financial assets at the end of 2012 are \$117.7M an increase of \$5.2 million from 2011. Accumulated surplus at the end of 2012 is \$315.1M.

Financial Assets

Financial assets increased \$12.2M over 2011 primarily due to an increase in receivables of \$4.5M, an increase in cash and investments of \$6.5M and an increase in interest receivable of \$1.0M.

Liabilities

Overall liabilities increased by \$6.9M over 2011 as a result of:

- Deferred revenues in the form of development cost charges collected in excess of expended increased by \$2.5M
- Long-term debt of \$2M

- Advances and liabilities decreased by \$1M relating primarily to performance bonds refunded by the City

Non-financial Assets

Non-financial assets is comprised of the net-book value of tangible capital assets, inventories and prepaid expenses. These represent resources available for future use and do not represent a future funding source.

In 2012 non-financial assets increased by \$7.4M primarily due to the net increase of tangible capital assets of \$7.7M.

2. Consolidated Statement of Operations

This statement reports the changes in economic resources and accumulated surplus compared to budget and prior year. Annual revenues exceeded annual expenses for the year resulting in an annual surplus of \$12.6M increasing the accumulated surplus to \$315.1M.

Revenue

Compared to 2011

Revenues exceeded 2011 by \$9M primarily due to a gain on asset disposal of \$5.7M and other developer contributions of \$1.9M.

Compared to Budget

Revenues exceeded budget by \$16.3M.

Positive variance in interest revenue – actual \$4.4M compared to budget \$2.1M (interest revenue on reserve accounts is included in actual results but not included in the operating budget). The gain on disposal of assets, \$5.7M, and other developer contributions, \$1.9M, are unbudgeted items and contribute to the total revenue variance to budget.

Expenses

Compared to 2011

Consolidated expenses includes the purchase of goods and services, costs for labour, and the annual costs recognized for the use of tangible capital assets (depreciation) . Expenses in 2012 are consistent with 2011.

Compared to Budget

The consolidated expenses for 2012 exceed budget by \$10.1M. This is primarily a result of the depreciation expense of \$8.7M. Depreciation, as a non-cash item, is not included in the budget.

3. Consolidated Statement of Change in Net Financial Assets

This statement is a measure of whether the revenues raised were sufficient to cover spending for the year. The statement begins with the annual surplus from the consolidated statement of operations and adjusts for transactions relating to the acquisition of tangible capital assets and

non-cash transactions such as depreciation, as well as the acquisition and use of inventories and prepaid expenses.

The City's net financial assets increased by \$5.2M.

4. Consolidated Statement of Cash Flows

This statement identifies where cash came from, shows how cash was used and provides details on changes in cash and cash equivalents since the last reporting period. The statement reports cash flows classified as operating activities, capital activities, investing activities and financing activities.

Overall the City's cash position decreased to \$1.9M from \$3.9M in 2011.

Conclusion

The financial results for 2012 continue to reflect Council and staff's commitment to sound financial management, and reflect the City's Strategic Plan long term financial goal of achieving financial sustainability. These results also reflect Community Charter requirements to manage within a balanced budget framework, and the Financial Planning Goal of the OCP which states "To ensure that sufficient funding is provided over the long-term so that services and infrastructure can be sustained at the required level to maximize value to the citizens of the City.

The City's favourable financial position is based on a commitment to these goals, and reflects each department's cooperation and participation in sound financial management.

Sincerely,

Isabel Gordon
Director of Finance

Consolidated Financial Statements | City of North Vancouver
For the year ended December 31, 2012





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INDEPENDENT AUDITORS' REPORT

To the Mayor and Council of the Corporation of the City of North Vancouver

We have audited the accompanying consolidated financial statements of the Corporation of the City of North Vancouver, which comprise the consolidated statement of financial position as at December 31, 2012 and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditors' Responsibility

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

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

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



Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Corporation of the City of North Vancouver as at December 31, 2012, its consolidated results of operations, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Accountants

April 22, 2013

Burnaby, Canada

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

**The Corporation of the City of North Vancouver
Consolidated Statement of Financial Position
As at December 31, 2012 with comparative figures for 2011
(in thousands of dollars)**

	2012	2011
FINANCIAL ASSETS		
Cash	\$ 1,856	\$ 3,960
Temporary investments (note 3(a))	40,962	31,236
Portfolio investments (note 3(b))	117,541	118,637
Investment in Lonsdale Energy Corp. (note 4)	1,831	1,776
Due from other governments	3,285	3,302
Accounts receivable	15,606	11,058
Interest receivable	6,910	5,863
	187,991	175,832
LIABILITIES		
Accounts payable and accrued liabilities	14,054	12,628
Deferred revenue	39,746	35,404
Long-term debt (note 5)	2,000	-
Employee future benefits (note 6)	5,967	6,007
Advances and other liabilities	8,478	9,290
	70,245	63,329
NET FINANCIAL ASSETS	117,746	112,503
NON-FINANCIAL ASSETS		
Tangible capital assets (note 7)	196,272	188,581
Inventories	289	366
Prepaid expenses	873	1,123
	197,434	190,070
ACCUMULATED SURPLUS (note 8)	\$ 315,180	\$ 302,573

Commitments and contingencies (note 9)
See accompanying notes to the consolidated financial statements



Director of Finance

**The Corporation of the City of North Vancouver
Consolidated Statement of Operations
Year ended December 31, 2012 with comparative figures for 2011
(in thousands of dollars)**

	2012 Budget	2012	2011
(unaudited notes 2(f) and 12)			
REVENUE			
Property value tax	\$ 44,614	\$ 44,612	\$ 43,231
Parcel taxes	2,120	2,132	2,148
Licences and permits	3,248	4,313	3,416
Fines and fees	3,750	4,589	4,671
Rent	1,235	1,248	1,193
Interest and penalties	2,066	6,461	6,744
Sale of services	20,827	21,463	20,945
Rebate and recoveries	50	682	86
Grants and other	6,995	7,945	9,671
Gain on disposal of assets	-	5,783	-
Other developer contributions	-	1,968	-
Lonsdale Energy Corp. equity income	-	56	148
	<u>84,905</u>	<u>101,252</u>	<u>92,253</u>
EXPENSES			
General government	11,959	14,234	13,230
Transportation and transit	2,747	4,018	3,760
Health, social services and housing	2,186	2,220	2,262
Development services	4,297	3,956	3,924
Protective services	20,816	21,558	20,513
Parks, recreation and culture	19,011	23,004	22,147
Water utilities	7,022	8,378	6,995
Sewer utilities	6,424	7,424	6,237
Solid waste	4,027	3,853	3,731
	<u>78,489</u>	<u>88,645</u>	<u>82,799</u>
Total expenses (note 11)	<u>78,489</u>	<u>88,645</u>	<u>82,799</u>
Annual surplus	6,416	12,607	9,454
Accumulated surplus beginning of year	<u>302,573</u>	<u>302,573</u>	<u>293,119</u>
Accumulated surplus end of year	<u>\$ 308,989</u>	<u>\$ 315,180</u>	<u>\$ 302,573</u>

See accompanying notes to the consolidated financial statements

**The Corporation of the City of North Vancouver
Consolidated Statement of Change in Net Financial Assets
Year ended December 31, 2012 with comparative figures for 2011
(in thousands of dollars)**

	2012 Budget	2012	2011
	(unaudited note 2(f) and 12)		
Annual surplus	\$ 6,416	\$ 12,607	\$ 9,454
Acquisition of tangible capital assets	(107,012)	(14,791)	(23,203)
Contributed tangible capital assets		(1,968)	-
Proceeds on sale of tangible capital assets	-	6,130	31
Depreciation of tangible capital assets	8,520	8,721	9,095
Loss (gain) on sale of tangible capital assets	-	(5,783)	1,340
	<u>(98,492)</u>	<u>(7,691)</u>	<u>(12,737)</u>
Acquisition of inventories	-	(1,104)	(1,019)
Acquisition of prepaid expenses	-	(837)	(1,150)
Use of inventories	-	1,181	1,052
Use of prepaid expenses	-	1,087	702
	<u>-</u>	<u>327</u>	<u>(415)</u>
Increase (decrease) in net financial assets	(92,076)	5,243	(3,698)
Net financial assets, beginning of year	<u>112,503</u>	<u>112,503</u>	<u>116,201</u>
Net financial assets, end of year	<u>\$ 20,427</u>	<u>\$ 117,746</u>	<u>\$ 112,503</u>

See accompanying notes to the consolidated financial statements

**The Corporation of the City of North Vancouver
Consolidated Statement of Cash Flows
Year ended December 31, 2012 with comparative figures for 2011
(in thousands of dollars)**

	<u>2012</u>	<u>2011</u>
Cash provided by (used for):		
Operating Activities		
Annual surplus	\$ 12,607	\$ 9,454
Items not involving cash:		
Depreciation expense	8,721	9,095
Loss (gain) on disposal of tangible capital assets	(5,783)	1,340
Developer contributions of tangible capital assets	(1,968)	-
Lonsdale Energy Corp. equity income	(56)	(148)
Changes in non-cash operating items:		
Decrease (increase) in due from other governments	17	(232)
Increase in accounts receivable	(4,548)	(1,767)
Increase in interest receivable	(1,047)	(1,443)
Increase in accounts payable and accrued liabilities	1,426	1,741
Increase in deferred revenue	4,342	2,661
Increase (Decrease) in accrued employee future benefits	(40)	239
Increase (Decrease) in advances and other liabilities	(812)	3,019
Decrease in inventories	77	33
Decrease (Increase) in prepaid expenses	250	(448)
	<u>13,186</u>	<u>23,544</u>
Capital Activities		
Cash used to acquire tangible capital assets	(14,791)	(23,203)
Proceeds from sale of tangible capital assets	6,130	31
	<u>(8,661)</u>	<u>(23,172)</u>
Investing Activities		
Increase in temporary investments	(9,726)	(10,894)
Decrease in portfolio investments	1,097	10,883
	<u>(8,629)</u>	<u>(11)</u>
Financing Activities		
Issuance of long-term debt	2,000	-
Increase (Decrease) in cash	(2,104)	361
Cash, beginning of year	<u>3,960</u>	<u>3,599</u>
Cash, end of year	<u>\$ 1,856</u>	<u>\$ 3,960</u>

See accompanying notes to the consolidated financial statements

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)**

1. OPERATIONS

The City of North Vancouver (the "City") was incorporated in 1907 under the Local Government Act of British Columbia. The City's principal activity is the provision of local government services to residents of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water and sanitary services.

2. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the City have been prepared in accordance with Canadian public sector accounting standards, as prescribed by the Public Sector Accounting Board ("PSAB") of the Canadian Institute of Chartered Accountants. The significant accounting policies are summarized below:

(a) Basis of Presentation

The consolidated financial statements include the accounts of all the funds of the City, the accounts of the North Vancouver City Library, which is controlled by the City, the City's 33% proportionate share of the North Vancouver Recreation Commission, and the City's 50% proportionate share of the operations of the North Vancouver Museum and Archives Commission and North Vancouver Office of Cultural Affairs. The City's investment in Lonsdale Energy Corp. ("LEC"), a wholly owned subsidiary considered to be a government business entity, is accounted for using the modified equity method.

The City participates with the District of North Vancouver in the operation and management of the North Vancouver Recreation Commission, and the City includes its proportionate share in the City's consolidated financial statements. The current agreement specifies that the operating costs shall be paid 33% (2011 – 33%) by the City and 67% (2011 – 67%) by the District of North Vancouver. Each municipality is responsible for its own facilities and pays 100% of all capital costs relating to improvement, expansion and replacement of buildings or facility equipment.

The City also participates with the District of North Vancouver in the operation and management of the North Vancouver Museum and Archives Commission, and the City includes its proportionate share in the City's consolidated financial statements. The current agreement specifies that the operating costs shall be paid 50% (2011 – 50%) by the City and 50% (2011 – 50%) by the District of North Vancouver. Each municipality is responsible for its own facilities and pays 100% of all capital costs relating to improvement, expansion and replacement of buildings or facility equipment.

(b) Basis of Accounting

Revenue is recorded on an accrual basis and recognized when earned. Expenses are recognized as they are incurred and measurable as a result of the receipt of goods and services.

(c) Deferred Revenue

Deferred revenue consists of prepaid property taxes, prepaid business licenses, parks development cost charges and fees paid in advance for services yet to be provided.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)**

2. SIGNIFICANT ACCOUNTING POLICIES (con't)

(d) Temporary Investments

Temporary investments include bank issued notes and bonds, and provincial bonds and debentures, which mature in the subsequent year and are valued at the lower of cost or market value.

(e) Portfolio Investments

Portfolio investments include bank issued notes and bonds, and provincial bonds and debentures, which mature after the subsequent year. Securities are recorded at their cost and written down to reflect losses in value that are other than temporary.

(f) Budget Figures

The unaudited budget figures are based on the ten year financial plan adopted on April 16, 2012.

(g) Government Transfers

Unrestricted government transfers are recognized as revenue in the year that the transfer is authorized by the issuing government and any eligibility criteria have been met. Restricted government transfers, in the way of grants or other transfers, are recognized as revenue in the year in which related expenditures are incurred.

(h) Employee Future Benefits

The City and its employees make contributions to the Municipal Pension Plan. The City's contributions are expensed as incurred.

Sick leave and post-employment benefits also accrue to the City's employees. The liabilities related to these benefits are actuarially determined based on services and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefits plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(i) Long-term Debt

Long-term debt is recorded in the consolidated financial statements net of repayments and actuarial adjustments.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)**

2. SIGNIFICANT ACCOUNTING POLICIES (con't)

(j) 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 business.

(i) Tangible Capital Assets

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

Land	Not depreciated	
Land improvements	Straight line over useful life of each asset unit	10 – 20 years
Parks	Straight line over useful life of each asset unit	10 – 50 years
Buildings	Straight line over useful life of each asset unit	10 – 100 years
Machinery & equipment	Straight line over useful life of each asset unit	10 – 12 years
Vehicles	Straight line over useful life of each asset unit	6 – 25 years
Infrastructure	Straight line over useful life of each asset unit	7 – 100 years
Library	Straight line over useful life of each asset unit	2 – 5 years
Work in progress	Not depreciated until put into use	

(ii) Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

(iii) Works of Art and Historic Assets

Works of art and historic assets are not recorded as assets in these consolidated financial statements.

(iv) Natural Resources

Horticultural assets such as treed areas, grassy areas and gardens are not recognized as assets in the consolidated financial statements.

(v) Interest Capitalization

The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)**

2. SIGNIFICANT ACCOUNTING POLICIES (con't)

(j) Non-Financial Assets (cont'd)

(vi) Leased Tangible Capital Assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the payments are charged to expenses as incurred.

(vii) Inventories

Inventories held for consumption are recorded at the lower of weighted average cost and replacement cost.

(viii) Prepaid Expenses

Prepaid expenses are recorded as assets in these consolidated financial statements.

(k) Estimates

The preparation of these consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts in the consolidated financial statements and the disclosure of contingent liabilities. Areas requiring significant estimation are post-employment benefits, compensated absences and termination benefits and estimated useful life of tangible capital assets. Actual results could differ from these estimates.

(l) Segment Disclosure

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information.

3. INVESTMENTS

(a) Temporary Investments

The carrying value of temporary investments at December 31, 2012 was \$40,962,000 (2011 - \$31,236,000) and the market value was \$41,589,000 (2011 - \$31,871,000). These investments range in maturity date from January 10, 2013 to December 21, 2013, and range in yield from 1.55% to 5.25%.

(b) Portfolio Investments

The carrying value of portfolio investments at December 31, 2012 was \$117,541,000 (2011 - \$118,637,000) and the market value was \$130,734,000 (2011 - \$129,313,000). These investments range in maturity from January 20, 2014 to June 20, 2025, and range in yield from 2.00% to 7.52%.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)**

4. INVESTMENT IN LONSDALE ENERGY CORP.

The City owns all the issued and outstanding shares of LEC, which was incorporated under the British Columbia Company Act on July 7, 2003. During 2004, LEC began operations of a hydronic heating system in the Lower Lonsdale area of the City of North Vancouver. In 2008, LEC expanded its operations and began providing hydronic heat in a second services area located in Central Lonsdale.

Summarized financial information relating to LEC is as follows:

	2012	2011
Current assets	\$ 3,294	\$ 1,397
Non-current assets	<u>14,299</u>	<u>10,962</u>
Total assets	<u>17,593</u>	<u>12,359</u>
Current liabilities	7,508	5,054
Long-term liabilities	<u>8,254</u>	<u>5,529</u>
Total liabilities	<u>15,762</u>	<u>10,583</u>
Shareholder's equity	<u>\$ 1,831</u>	<u>\$ 1,776</u>
Total revenue	\$ 1,893	\$ 1,725
Total expenses	<u>1,840</u>	<u>1,574</u>
Net income	<u>\$ 53</u>	<u>\$ 151</u>

Included in Accounts Receivable in the City's Consolidated Statement of Financial Position is a receivable from LEC in the amount of \$8,664,000 (2011 - \$4,376,000).

Also included in the City's Consolidated Statement of Financial Position is "Investment in Lonsdale Energy Corp." in the amount of \$1,831,000 (2011 - \$1,776,000).

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)

5. LONG-TERM DEBT

The City has financed the expansion of LEC by assuming debt through the Municipal Finance Authority in accordance with the Community Charter. Debt principal is reported net of repayments and actuarial adjustments. The City carries no debt for others. The total debt issued and outstanding as at December 31, 2012 was \$2,000,000 (2011 - nil).

Future payments on net outstanding debt over the next five years and thereafter are as follows:

2013	\$ 166,582
2014	173,245
2015	180,175
2016	187,382
2017	194,877
Thereafter	<u>1,097,739</u>
	\$ 2,000,000

Interest expense of \$3,000 (2011 - nil) has been included in the Consolidated Statement of Operations. Interest rate on long-term debt is 3% per annum.

6. EMPLOYEE FUTURE BENEFITS

(a) Sick and Severance

Employees of the City are entitled to payments related to unused sick leave and severance upon retirement or resignation after ten years of service. The amount recorded for these benefits is based on an actuarial valuation done by an independent firm of actuaries using a projected benefit actuarial valuation method pro-rated on services. The most recent actuarial valuation of the City's future benefits was completed as at December 31, 2012.

Information regarding the City's obligations for these benefits is as follows:

	<u>2012</u>	<u>2011</u>
Benefit obligation - beginning of the year	6,241	5,719
Add: Current service costs	482	422
Interest on accrued benefit obligation	221	252
Actuarial loss	782	282
Less: Benefits paid during the year	<u>(764)</u>	<u>(431)</u>
Benefit obligation - end of the year	6,962	6,244
Less: Unamortized actuarial loss	<u>(995)</u>	<u>(237)</u>
Accrued benefit liability - end of the year	<u>5,967</u>	<u>6,007</u>

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)
6. EMPLOYEE FUTURE BENEFITS (con't)

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

	2012	2011
Discount rates	3.40%	3.40%
Expected future inflation rates	3.00%	3.00%
Expected wage and salary increases	.08 % to 2.0%	.08 % to 2.0%

The unamortized actuarial loss is amortized over a period equal to the employees' average remaining service lifetime of eleven years for the City.

(b) Council Retirement Stipend

Starting 2005, Council Members are entitled to a retirement stipend based on 9.3% of the individual's total indemnity received subsequent to 2002 or his or her current term of office. These amounts are accrued as earned.

7. TANGIBLE CAPITAL ASSETS

2012	Land				Machinery & Equipment			Work in Progress		2012 Total
	Land	Improvements	Parks	Buildings	Equipment	Vehicles	Infrastructure	Library		
Costs										
Balance beginning of year	\$ 11,452	\$ 11,195	\$ 18,696	\$ 77,222	\$ 15,714	\$ 7,672	\$ 137,839	\$ 2,113	\$ 12,965	\$ 294,868
Additions	1,644	1,105	528	14,921	1,376	303	4,418	214	5,215	29,724
Disposals	2	-	-	501	1,294	205	491	243	12,965	15,701
Balance end of year	\$ 13,094	\$ 12,300	\$ 19,224	\$ 91,642	\$ 15,796	\$ 7,770	\$ 141,766	\$ 2,084	\$ 5,215	\$ 308,891
Accumulated Depreciation										
Balance beginning of year	\$ -	\$ 4,062	\$ 6,746	\$ 30,353	\$ 8,498	\$ 4,226	\$ 51,175	\$ 1,227	\$ -	\$ 106,287
Depreciation	-	713	770	2,879	1,594	521	1,794	450	-	8,721
Disposals	-	-	-	501	1,294	160	191	243	-	2,389
Balance end of year	\$ -	\$ 4,775	\$ 7,516	\$ 32,731	\$ 8,798	\$ 4,587	\$ 52,778	\$ 1,434	\$ -	\$ 112,619
Net Book Value	\$ 13,094	\$ 7,525	\$ 11,708	\$ 58,911	\$ 6,998	\$ 3,183	\$ 88,988	\$ 650	\$ 5,215	\$ 196,272

2011	Land				Machinery & Equipment			Work in Progress		2011 Total
	Land	Land Improvements	Parks	Buildings	Equipment	Vehicles	Infrastructure	Library		
Costs										
Balance beginning of year	\$ 11,213	\$ 10,971	\$ 14,025	\$ 75,124	\$ 15,059	\$ 7,426	\$ 132,289	\$ 2,129	\$ 6,389	\$ 274,625
Additions	239	224	4,671	2,256	1,069	400	7,540	228	12,965	29,592
Disposals	-	-	-	158	414	154	1,990	244	6,389	9,349
Balance end of year	\$ 11,452	\$ 11,195	\$ 18,696	\$ 77,222	\$ 15,714	\$ 7,672	\$ 137,839	\$ 2,113	\$ 12,965	\$ 294,868
Accumulated Depreciation										
Balance beginning of year	\$ -	\$ 3,409	\$ 5,856	\$ 28,076	\$ 7,321	\$ 3,835	\$ 49,270	\$ 1,014	\$ -	\$ 98,781
Depreciation	-	653	890	2,435	1,591	522	2,547	457	-	9,095
Disposals	-	-	-	158	414	131	642	244	-	1,589
Balance end of year	\$ -	\$ 4,062	\$ 6,746	\$ 30,353	\$ 8,498	\$ 4,226	\$ 51,175	\$ 1,227	\$ -	\$ 106,287
Net Book Value	\$ 11,452	\$ 7,133	\$ 11,950	\$ 46,869	\$ 7,216	\$ 3,446	\$ 86,664	\$ 886	\$ 12,965	\$ 188,581

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)**

7. TANGIBLE CAPITAL ASSETS (con't)

(a) Work in Progress

Work in progress having a value of \$5,215,000 (2011 - \$12,965,000) have not been amortized. Amortization of these assets will commence when the asset is in service.

(b) Contributed Tangible Capital Assets

Contributed tangible capital assets have been recognized at their fair value at the date of contribution. Contributed tangible capital assets of \$1,968,000 (2011 - nil) have been recognized during the year.

(c) Works of Art and Historic Assets

The City manages and controls various works of art and non-operational historic assets including buildings, artifacts, paintings and sculptures located at City sites and public display areas. These assets are not recorded in the consolidated financial statements of the City.

(d) Write-Down of Tangible Capital Assets

There were no write-downs of tangible capital assets during the current or prior year.

8. ACCUMULATED SURPLUS

	2012 Actual	2011 Actual
Current Funds - general, water and sewer	\$ 20,374	\$ 17,929
Reserve fund	88,952	88,140
Capital fund	205,854	196,504
Accumulated surplus, end of year	<u>\$ 315,180</u>	<u>\$ 302,573</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)**

8. ACCUMULATED SURPLUS (con't)

The following reserve amounts are set aside for specific purposes:

(a) Reserve Funds

	Balance December 31, 2011	Contributions & Transfers	Earnings	Less Expenditures	Balance December 31, 2012
Engineering works	\$ 3,113	\$ 456	\$ 141	\$ 211	\$ 3,499
Machinery and equipment depreciation					
Fire	420	-	15	119	316
General	144	15	6	39	126
Computer	347	38	10	250	145
Building reserve	2,911	-	119	344	2,686
Local Improvements	1,474	38	53	434	1,131
Affordable housing	2,106	260	96	55	2,407
Tax sale lands	46,225	2	4,021	6,914	43,334
Waterworks	7,008	-	295	480	6,823
Parking reserve	548	-	31	-	579
Community enhancement	11,706	-	4,010	454	15,262
Justice administration accomodation	314	-	14	-	328
Streets and parks	100	54	5	-	159
Lower Lonsdale amenity	8,028	-	329	937	7,420
Lower Lonsdale legacy	1,882	-	801	76	2,607
Infrastructure reserve	571	400	31	114	888
Public art	289	85	75	114	335
Marine Drive Community Amenity	605	-	22	207	420
Sustainable Transportation	272	88	13	11	362
Climate Action Initiative	77	13	4	(31)	125
Total	\$ 88,140	\$ 1,449	\$ 10,091	\$ 10,728	\$ 88,952

(b) Appropriated and Unappropriated

	2012	2011
Appropriated:		
General funds	8,791	5,755
Water fund	157	207
Sewer fund	6,541	6,047
Capital funds	9,582	7,923
Invested in Tangible Capital Assets	196,272	188,581
Unappropriated:		
General funds	3,911	4,654
Water fund	119	410
Sewer fund	855	856
	<u>226,228</u>	<u>214,433</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)**

9. COMMITMENTS AND CONTINGENCIES

(a) Property Taxes

The City is obliged to levy, collect and remit the property taxes on behalf of, and to finance the arrears of property taxes of, other bodies as follows:

Collections for and remittances to other governments	2012	2011
Provincial Government - Schools	\$ 30,078	\$ 29,395
Greater Vancouver Regional District	929	1,007
Translink	6,942	6,953
British Columbia Assessment Authority	1,082	1,060
Municipal Finance Authority	3	3
	<u>\$ 39,034</u>	<u>\$ 38,418</u>

The above amounts are excluded from the Property Value Tax in the Financial Statements

(b) Pension Liability

The City and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The plan has about 176,000 active members and approximately 67,000 retired members. Active members include approximately 35,000 contributors from local governments.

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

The City paid \$3,286,000 (2011 - \$3,209,000) for employer contributions to the Plan in fiscal 2012.

(c) Contingent Liabilities

The City is currently engaged in or party to certain legal actions, assessment appeals and other existing conditions involving uncertainty which may result in material loss. A reasonable estimate of these future liabilities has been made where possible and is recorded in the financial statements as a liability. Where the outcomes of amounts or losses are uncertain, no amounts have been recorded.

The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)

9. COMMITMENTS AND CONTINGENCIES (con't)

(d) E-Comm

The City is a member of E-Comm, an organization comprised predominately of member municipalities, for the purpose of providing emergency dispatch services. The City is represented on the board and as a class "A" shareholder has voting rights should the organization want to incur additional debt.

The E-Comm facility was constructed using debt as a financing mechanism and members are liable for a proportionate share of that debt. This debt is repaid by members through annual fees charged by E-Comm. Should E-Comm dissolve, the members would be liable for a proportionate share of any residual debt. Alternatively, should members choose to opt out of E-Comm they would be liable for a proportionate share of debt at the time of withdrawal.

The City holds 2 class "A" shares and one class "B" share.

(e) Contractual Obligations

During 2009 the City, in conjunction with the District of North Vancouver and the District of West Vancouver, entered into a contract for recyclables collection, processing and marketing for a period of 5 years commencing July 1, 2009. The City's portion of the annual contract costs is expected to be approximately \$1,400,000 for the years 2013 to 2014.

(f) Royal Canadian Mounted Police

The City has a contract with the federal government whereby the federal government provides Royal Canadian Mounted Police ("RCMP") policing services. RCMP members and the federal government are currently in legal proceedings regarding pay raises for 2009 and 2010 that were retracted for RCMP members.

As the final outcome of the legal action and the potential financial impact to the City is not determinable, the City has not recorded any provision for this matter in the consolidated financial statements as at December 31, 2012.

10. TRUST FUNDS

Certain assets have been conveyed or assigned to the City to be administered as directed by an agreement or statute. The City holds the assets for the benefit of, and stands in a fiduciary relationship, to the beneficiary. The Cemetery Trust Fund, totaling \$1,876,000 (2011 - \$1,701,000), which is administered by the City, has not been included with the City's accounts.

11. SEGMENTED INFORMATION

The City is a diversified municipal government entity in the Province of British Columbia that provides a wide range of services to its citizens. Certain functional areas have been combined and separately disclosed in the segmented information. The segments and the services they provide are as follows:

General Government

General Government provides the administrative and legislative services which support the various sectors of the City. Functions include financial planning and reporting, economic development and legislative services.

The Corporation of the City of North Vancouver Notes to Consolidated Financial Statements Year ended December 31, 2012 (tabular amounts in thousands of dollars)

11. SEGMENTED INFORMATION (con't)

Transportation and Transit

The Transportation department aims to provide enhanced access to public transit, safe pedestrian and cyclist routes, enable accessible transportation for people with limited mobility and maintain existing infrastructure. These goals are achieved through street design, traffic signals and signs, street lighting and road maintenance activities.

Health, Social Services and Housing

Health, Social Services and Housing encompasses a wide variety of City funded initiatives aimed at supporting the social structure and sustainability of the community. Included are cemetery operations, youth and family support services, seniors programs and homeless prevention initiatives.

Development Services

Development Services' focus is community planning which includes land use guidelines, the management of City owned lands, heritage planning and development of the City's official community plan.

Protective Services

Protective Services is comprised of the North Vancouver RCMP detachment, the North Vancouver City Fire Department and bylaw enforcement. The North Vancouver RCMP detachment plays an integral role in the protection of North Vancouver residents and their property through crime prevention and detection, emergency response and victim services. The North Vancouver City Fire Department is responsible to provide fire suppression service, fire prevention services and fire safety education.

Parks, Recreation and Culture

Parks, Recreation and Culture provides access to recreation facilities, the operation and maintenance of the City's many parks and trails, the North Vancouver City Library and the City's participation in the North Vancouver Museum and Archives and the North Vancouver Office of Cultural Affairs.

Water Utilities

The Water Utility, in conjunction with Metro Vancouver, provides safe, clean, reliable water to the residents and businesses of the City of North Vancouver.

Sewer Utilities

The Sewer Utility collects waste water and transports it to trunk water mains and wastewater treatment plants operated by Metro Vancouver. In addition to the collection of wastewater, the Sewer Utility also manages the City's 150km storm sewerage system which diverts rainfall runoff from private property with an emphasis on flood prevention.

Solid Waste

The Solid Waste department provides curbside garbage, recycling and yard trimmings collection to the residents of the City of North Vancouver.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2012
(tabular amounts in thousands of dollars)**

11. SEGMENTED INFORMATION (con't)

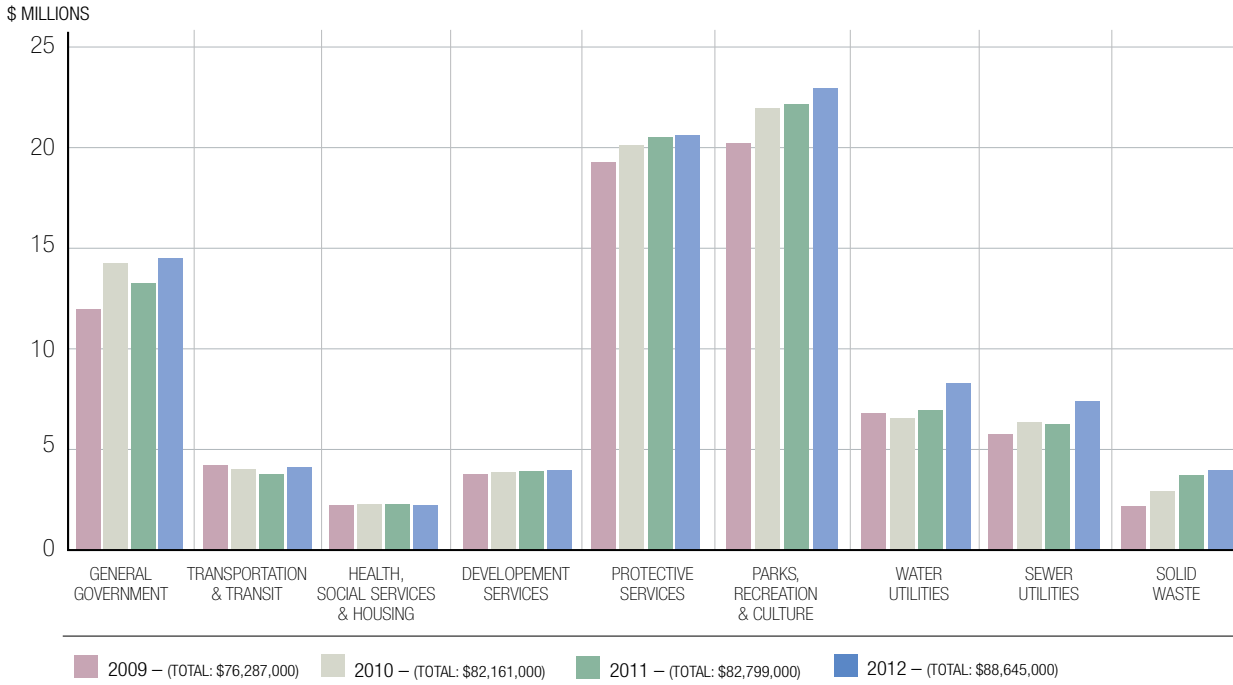
	Revenues	Expenses					Total	Annual Surplus(Deficit)
		Wages & Benefits	Goods & Supplies	Services	Depreciation	Capitalized		
General government	\$ 64,707	\$ 10,460	\$ 6,230	\$ 6,414	\$ 1,978	\$ (10,848)	\$ 14,234	\$ 50,473
Transportation and transit	1,152	2,321	470	2,128	633	(1,534)	4,018	(2,866)
Health, social services and housing	428	485	54	1,681	-	-	2,220	(1,792)
Development services	5,333	3,361	29	566	-	-	3,956	1,377
Protective services	1,464	14,729	656	5,282	1,108	(217)	21,558	(20,094)
Parks, recreation and culture	7,487	11,810	856	7,804	3,680	(1,146)	23,004	(15,517)
Water utilities	8,401	1,781	6,201	1,463	648	(1,715)	8,378	23
Sewer utilities	8,171	1,171	259	6,235	604	(845)	7,424	747
Solid waste	4,109	1,112	55	2,615	71	-	3,853	256
2012	\$ 101,252	\$ 47,230	\$ 14,810	\$ 34,188	\$ 8,722	\$ (16,305)	\$ 88,645	\$ 12,607
2011	\$ 92,253	\$ 45,743	\$ 10,408	\$ 40,756	\$ 9,095	\$ (23,203)	\$ 82,799	\$ 9,454

12. BUDGET FIGURES

The unaudited budget figures presented in these consolidated financial statements are based upon the financial plan approved by Council as the Financial Plan for the Years 2012 to 2021 Bylaw, 2012, No. 8231 April 16, 2012. The chart below reconciles the approved budget to the budget figures reported.

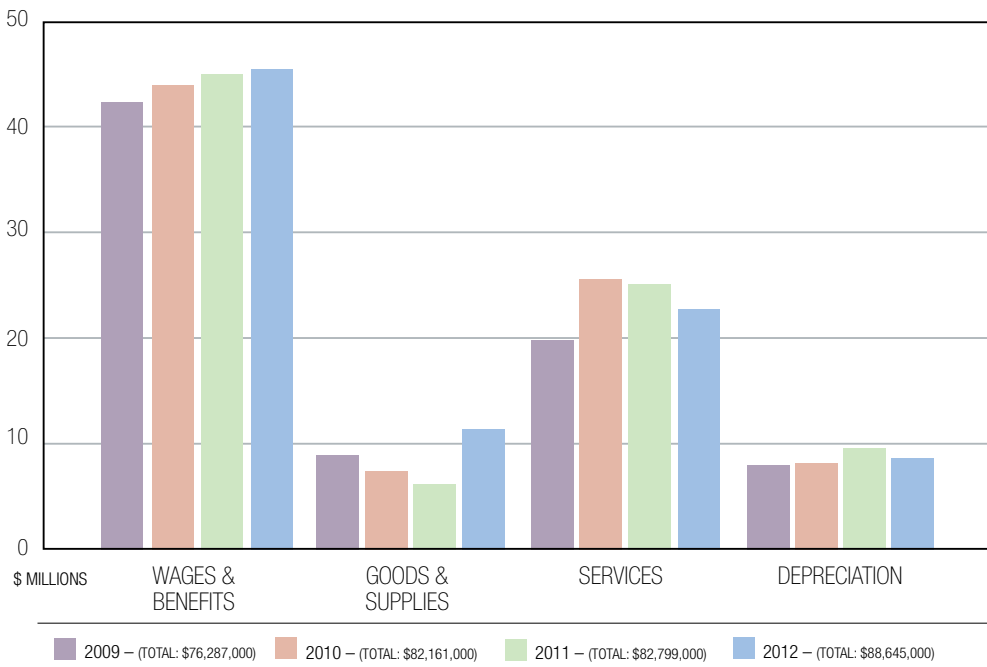
	Financial Plan Bylaw
Revenue per Statement of Operations	\$ 84,905
Add:	
Transfer from other funds	1,103
Less:	
Interagency recoveries	<u>(7,172)</u>
Revenue per financial plan bylaw	78,836
Expenses per Statement of Operations	78,489
Add:	
Depreciation	8,520
Transfer to other funds	11,989
Less:	
Interagency payments	<u>(7,171)</u>
Expenses per financial plan bylaw	91,827
Surplus (deficit) for the year	(12,991)
Reserves and capital:	
Capital expenditures	(107,012)
Depreciation	8,520
Transfers from reserves	58,442
External contributions	53,041
Annual budgeted deficit per financial plan bylaw	<u>\$ -</u>

EXPENSE BY FUNCTION



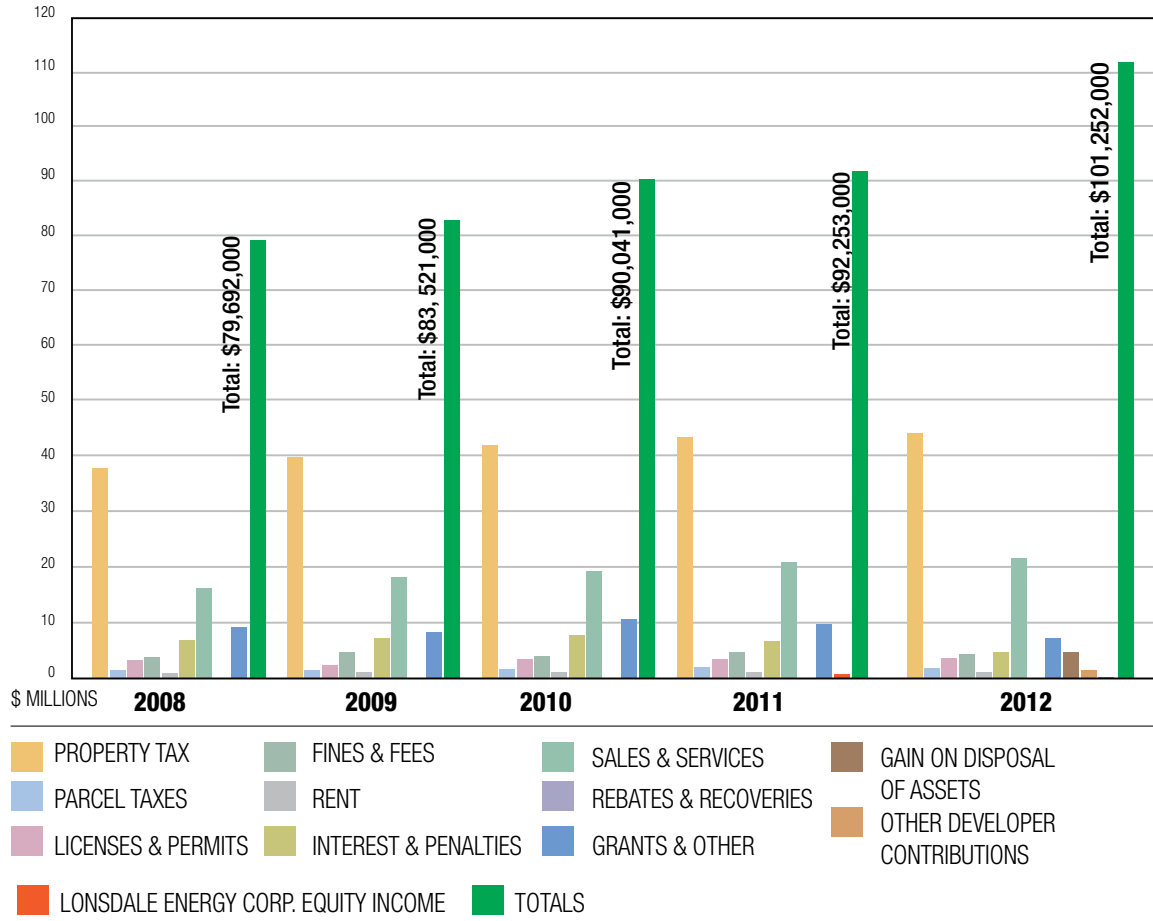
Source: City of North Vancouver Finance Department

EXPENSE BY OBJECT



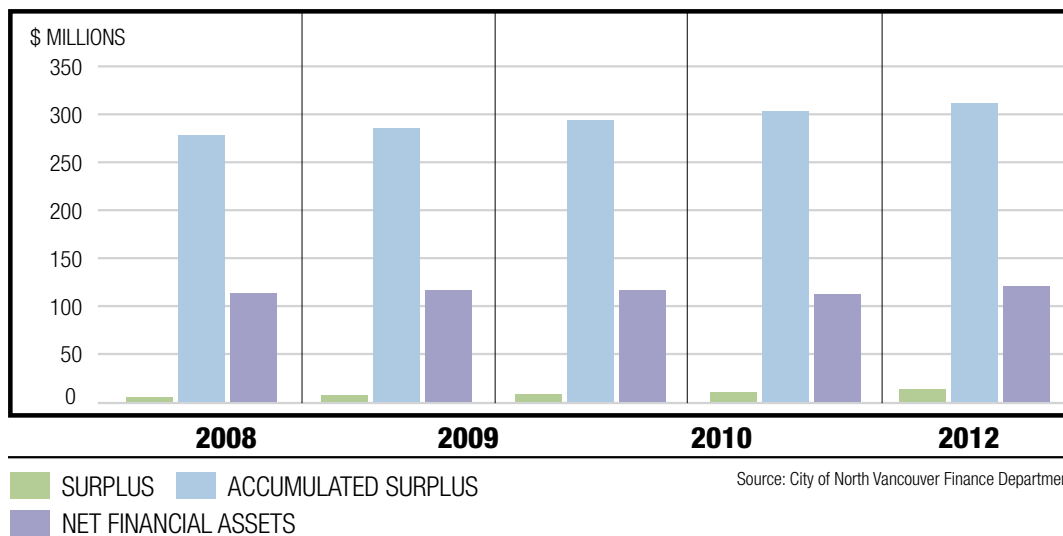
Source: City of North Vancouver Finance Department

REVENUES BY SOURCE



Source: City of North Vancouver Finance Department

SURPLUS, ACCUMULATED SURPLUS AND NET FINANCIAL ASSETS



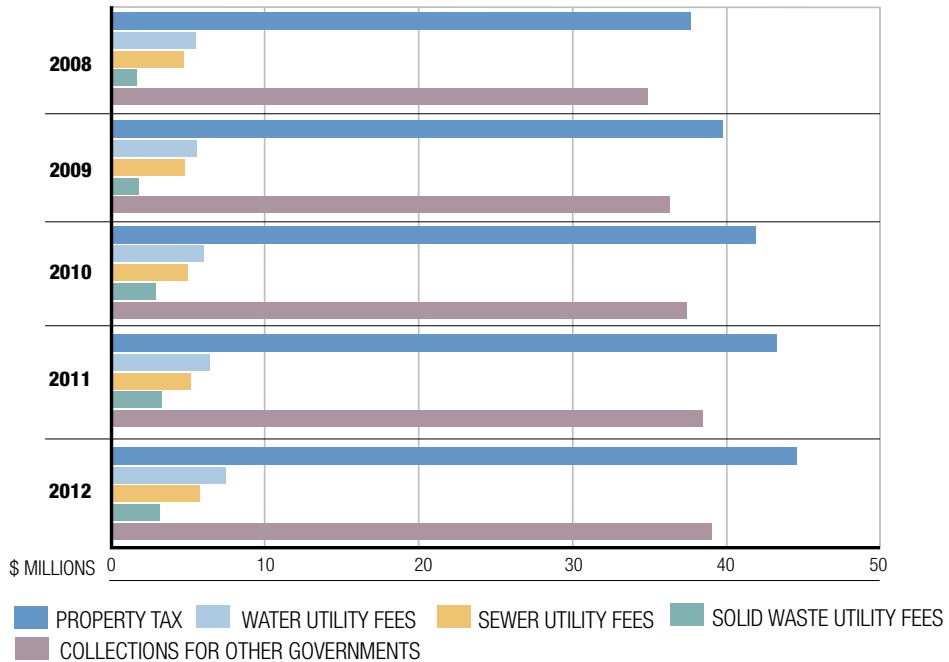
Source: City of North Vancouver Finance Department

ASSESSED VALUES – GENERAL TAXABLE VALUES



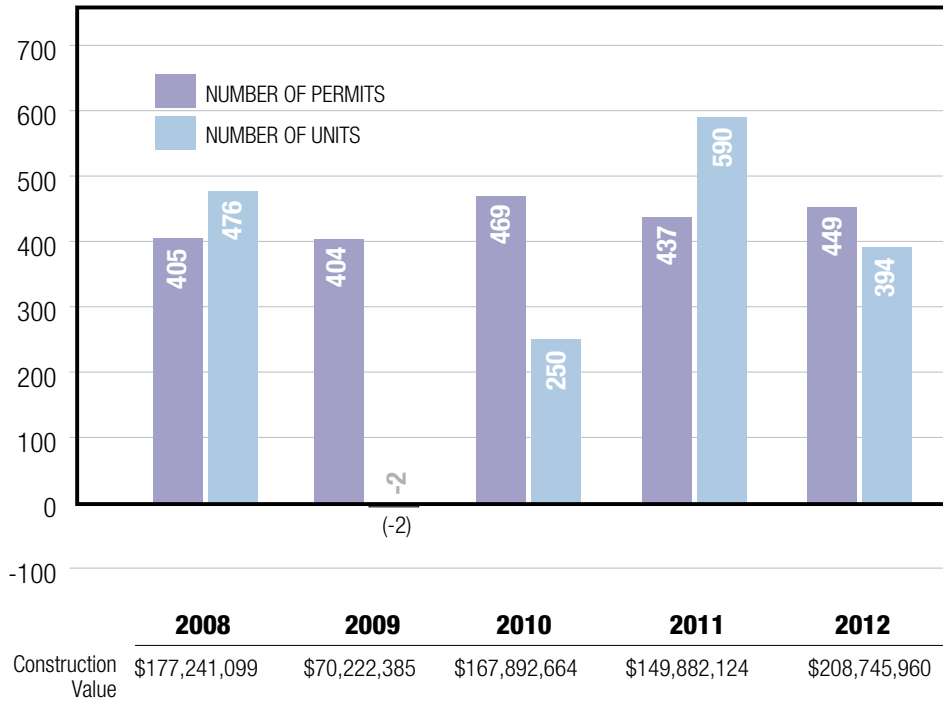
Source: City of North Vancouver Finance Department

TAXES, MAJOR LEVIES AND OTHER GOVERNMENT COLLECTIONS



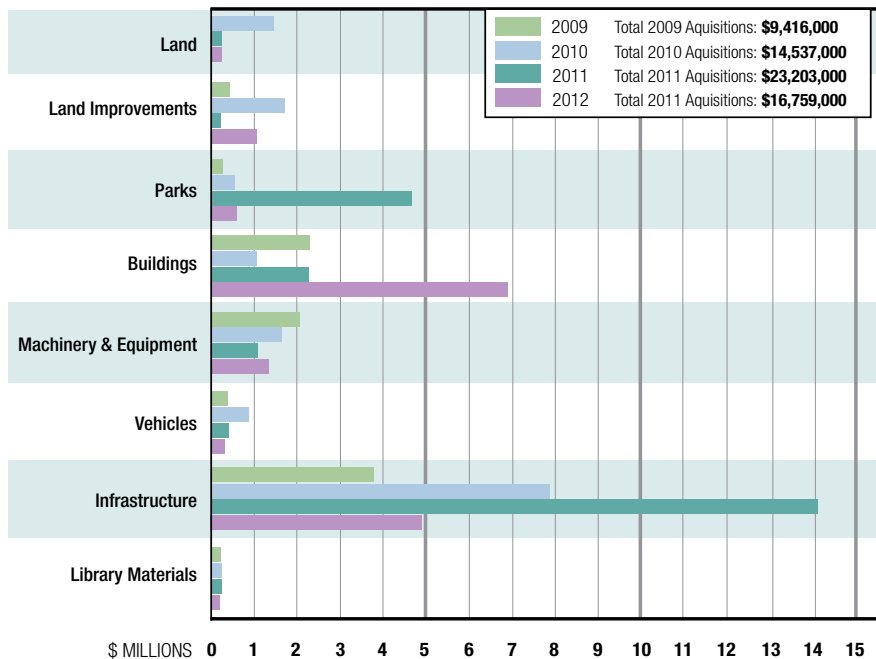
Source: City of North Vancouver Finance Department

NEW CONSTRUCTION



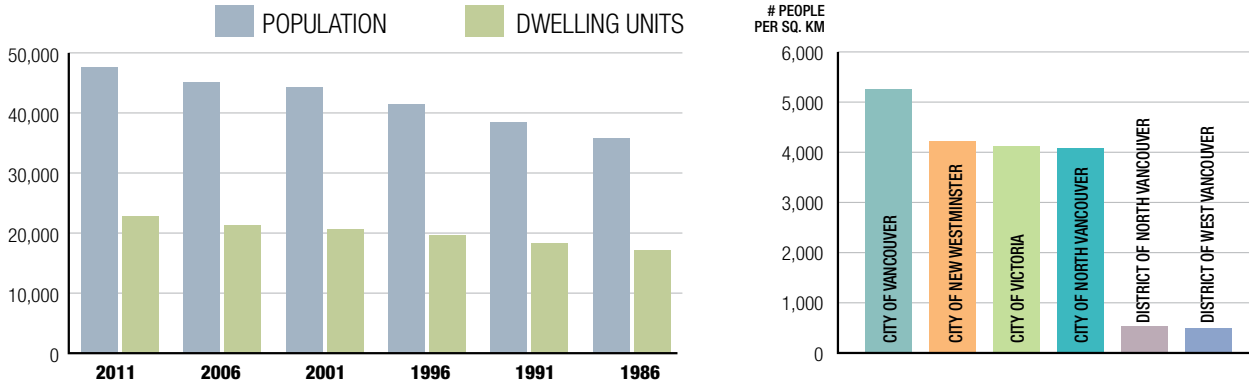
Source: City of North Vancouver Finance Department

ACQUISITION OF TCA BY ASSET CLASS



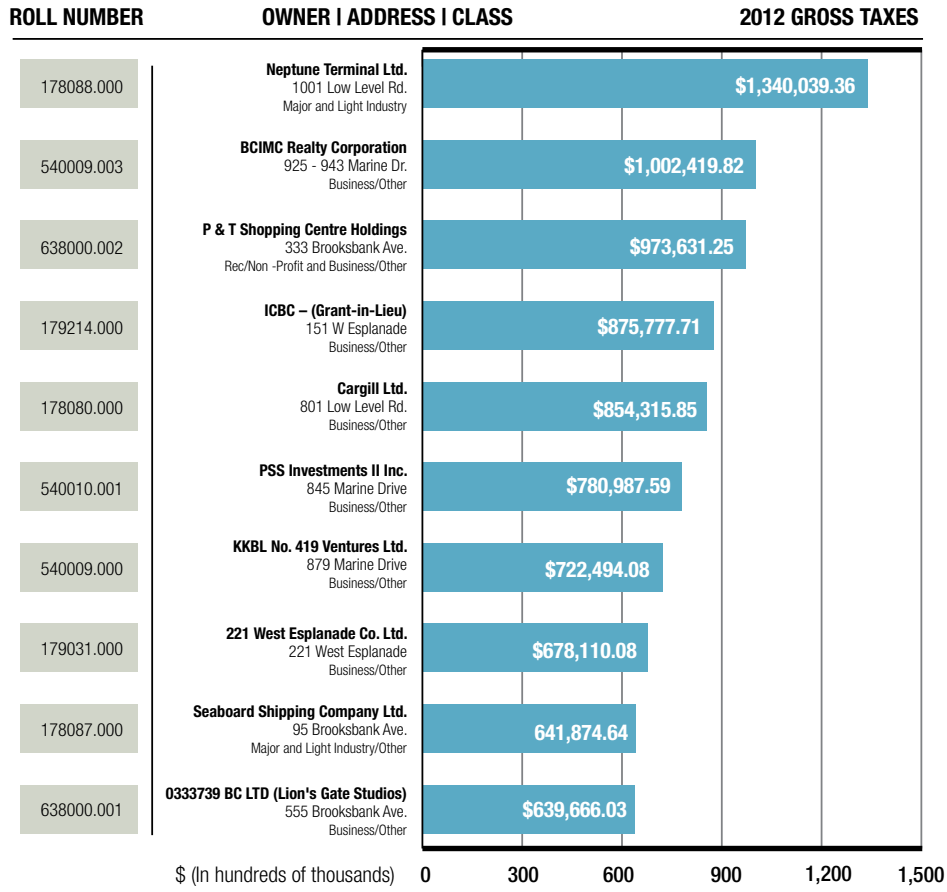
Source: City of North Vancouver Finance Department

DEMOGRAPHICS



City of North Vancouver Community Development Department

TOP 10 PROPERTY TAX PAYERS FOR 2012



Source: City of North Vancouver Finance Department

FOR THE YEAR ENDED DECEMBER 31, 2012

Organization	Property Address	Municipal Taxes Exempt Portion
Anavets Senior Citizen's Housing	245 East 3rd Street	18,920
Army, Navy Air Force Veterans in Canada	119 East 3rd Street	16,271
The Cascadia Society for Social Working	325 West 19th Street	2,690
The Cascadia Society for Social Working	351 West 19th Street	2,737
The Cascadia Society for Social Working	348 West 19th Street	2,311
Community Living Society	317 & 319 East Keith Road	2,594
Community Living Society	1001-555 West 28th Street	1,103
Grand Boulevard Parent Participation Pre-school Society (Pre-school operating in Queensbury Elementary School)	520 East 20th Street	1,505
Kiwanis Senior Citizens Homes Ltd.	170 West 2nd Street	21,198
Kiwanis Senior Citizens Homes Ltd.	1215 St. Georges Avenue	9,861
Kiwanis Care Homes Ltd.	1480 St. Andrews	9,937
Lighthouse Harbour Ministries	1 - 260 East Esplanade	3,759
The Lonsdale Creek Daycare Society (operating in Lonsdale Annex Elementary School)	230 West 21st Street	691
Lookout Emergency Aid Society, North Shore Shelter	705 West 2nd Street	10,982
North Shore Connexions Society	1924 Jones Avenue	1,949
North Shore Crisis Services Society	c/o119 -255 West 1st Street	2,281
The North Shore Disability Resource Centre Association	2412 Wilding Way	2,230
North Shore Neighbourhood House	225 East 2nd Street	48,035
North Shore Neighbourhood House (operating daycare in Ridgeway School)	420 East 8th Street	1,954
North Shore Neighbourhood House operating daycare in Sutherland School	1858 Sutherland Avenue	2,778
North Shore Neighbourhood House operating Out-of-School childcare at Westview School	641 West 17th Street	3,999
North Shore Neighbourhood House (Community Garden)	207 East 2nd Street	4,487
North Vancouver Chamber of Commerce	102-124 West 1st Street	6,438
North Vancouver Lawn Bowling Club	2160 Lonsdale Avenue	101,834
North Vancouver Masonic Temple	1140 - 1144 Lonsdale Avenue	8,331
Presentation House Cultural Society	333 Chesterfield Avenue	61,371
Queen Mary Community Services Association (operating Pre-school care in Queen Mary Elementary School)	721 Chesterfield Avenue	439
North Vancouver Royal Canadian Legion	123 West 15th Street	16,397
North Vancouver Royal Canadian Legion	121 West 15th Street	1,951
Silver Harbour Centre	144 East 22nd Street	20,210
St Leonard's Society of North Vancouver	312 Bewicke Avenue	1,576
Vancouver Coastal Health Authority – Magnolia House Residential Mental Health	720 East 17th Street	2,247
Vancouver Coastal Health Authority – Margaret Fulton Adult Day Care	1601 Forbes Avenue	31,824
Fraternal Order of Eagles, North West Aerie 2638	170 West 3rd Street	15,066
St. Edmond's Parish	613 Mahon Avenue	4,431
North Shore Pacific Grace Mennonite Brethren Assembly of Christians (Gospel Hall)	101-145 West 15th Street	5,432
North Shore Bethel Christian Mennonite Brethren Church	133 East 4th Street	1,888
Hyad Housing for Young Adults with Disabilities	185 East Keith Road	1,975
Holy Trinity Catholic Church	2130 Chesterfield Avenue	2,775
North Shore Alliance Church	2705 Lonsdale Avenue	2,170
King's Temple Missionary Society (North Shore Christian Centre)	201 East 23rd Street	20,547
Parish of St. Agnes Anglican Church	1400 Sutherland Avenue	2,324
Parish of St. John The Evangelist Anglican Church	530 East 12th Street	878
Salvation Army North Vancouver Community Church	209 West 13th Street	7,964
St. Andrew's and St. Stephen's Presbyterian Church	105 West 12th Street	10,594
St. Andrew's United Church	2641 Chesterfield Avenue	5,651
St. Edmund's Parish	1044 St. Georges Avenue	3,142
Sutherland Church	535/545 Mahon Avenue	5,447
	630 East 19th Street	5,121
TOTAL		\$520,295





2012 Annual Municipal Report
The Corporation of the **City of North Vancouver**



2012 Annual Municipal Report

The Corporation of the **City of North Vancouver**



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