

2014 Annual Municipal Report

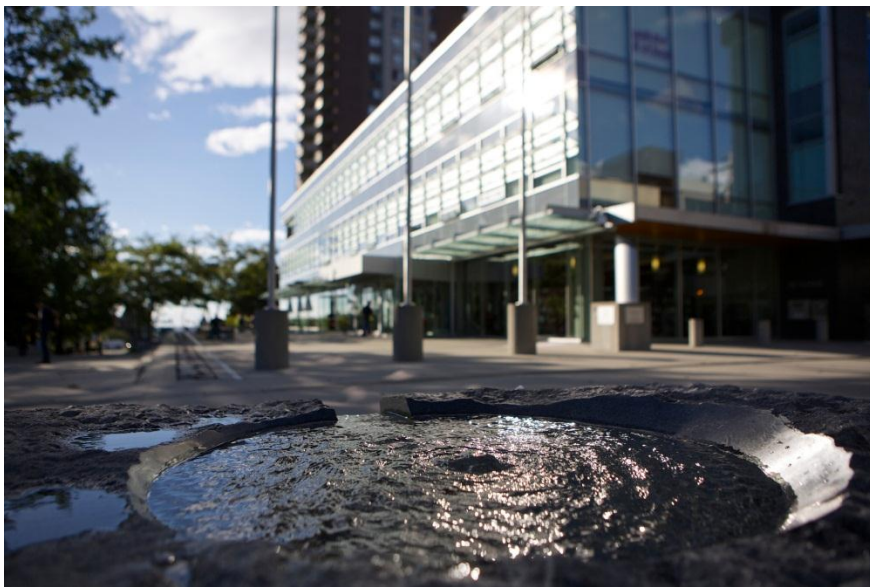


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In accordance with Part 4 Division 5 of the Community Charter, municipalities are required to prepare an annual report before June 30th of each year. The report must include the sections as listed below.

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Chief Administrative Officer (CAO)

Services and Operations

CAO

- ✓ Acts as liaison between Mayor and Council and City staff
- ✓ Advises and assists Council
- ✓ Oversees the affairs and operations of the City
- ✓ Directs City departments in carrying out Council policies
- ✓ Provides leadership for special development projects and corporate initiatives
- ✓ Responsible for relationships with external organizations and shared service agencies

Communications

- ✓ Responsible for external communications from the City to the community
- ✓ Serve as liaison between the City and news media
- ✓ Responsible for City advertising, awareness/outreach programs, special events, and photo opportunities
- ✓ Responsible for management of City website, social media tools and videos
- ✓ Responsible for production of all City materials and photography
- ✓ Responsible for City branding/identity standards, City messaging, media outreach/monitoring
- ✓ Responsible for public information distribution during issues/crisis/emergencies/incidents

Facilities

- ✓ Provides safe and functional civic facilities to support delivery of civic services

Information Technology

- ✓ Manages and administers the City's technology resources
- ✓ Delivers business value through the provision of IT services
- ✓ Provides technical guidance and support to departments and agencies

2014 Objectives and Measures

2014 Objectives

2014 Measures

Communications

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| <p>1. Establish a comprehensive Civic Election awareness campaign strategy. Outline all outreach elements - advertising, City website, materials and production - for a smooth execution in Fall 2014.</p> <p>2. Complete design process of City logo and brand identity refresh refinement. Introduce to the community, and roll-out internally to staff. Incorporate refreshed logo on all City materials and templates.</p> <p>3. Implement the City website phase 3 strategy.</p> <p>4. Conduct a review and audit of the City's social media tools determining effectiveness and opportunities for improvement and growth. Prepare a strategy and action plan for implementation.</p> <p>5. Continue to grow the City's social media inventory, introducing Instagram and continue to actively grow followers of the City's Facebook and Twitter pages using unique and engaging campaigns.</p> | <p>1. Completed a successful, creative and engaging Civic Election 2014 awareness campaign. Created a logo and brand, and produced several engaging information pieces. Developed a multi-tiered campaign that included the City website, social media, advertising, materials and videos. Unique and creative elements were used to add entertainment value.</p> <p>2. The City logo refresh was successfully completed as was the internal rollout to staff and introduction to the community. A variety of City templates have been revised accordingly and deliver a more user friendly, attractive, modernized, appealing and elegant treatment of the City logo without impacting its recognition factor.</p> <p>3. The final and third phase of the City website redesign was completed and included refinements to the website homepage, new features, new webpage treatments, and new sections. Also an audit of our website and a review of new potential website offerings and best practices were conducted. The City's website received many positive reviews from the public and other municipalities for its appearance/design, search function and navigation.</p> <p>4. A preliminary review and audit of the City's Facebook and Twitter accounts was completed such as the addition of Instagram and the implementation of new features and practices. A follow-up in-depth audit and recommendations will be done in 2015.</p> <p>5. The City's social media inventory was expanded to include Instagram and greater use of Instagram for visual events and happenings. New campaigns for Facebook and Twitter were implemented and numbers of followers continued to grow throughout 2014.</p> |
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| <p>6. Coordinate significant awareness events regarding the North Shore Spirit Trail connection and Low Level Road public art unveiling.</p> | <p>6. Due to conflicts of various dignitaries, the Low Level Road grand opening and public art unveiling was rescheduled to 2015. Spirit Trail awareness promotions continued.</p> |
| <p>7. Conduct a review and audit of City brochures, produced for departments and the corporation. Redesign Community Development brochures (approx. 20).</p> | <p>7. Review of Community Development information materials for the public completed. New template drafts completed to update and improve the look and content of the formerly dated and hard to read materials.</p> |
| <p>8. Design and produce the Official Community Plan publication.</p> | <p>8. Due to an extended OCP consultation, the completion of the OCP process was moved to 2015, thus the production of the OCP document was moved to 2015.</p> |

Facilities & Real Estate

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| <p>1. Complete accessibility upgrades to Council Chambers.</p> | <p>1. Completed feasibility study to determine costs and options for improving accessibility to lower portion of Council Chambers. Final option and funding to be determined in 2015.</p> |
| <p>2. Initiate Phase 3 Civic Centre project (final phase).</p> | <p>2. Completed design development with consultant team in 2014. Design and tender to be completed by the end of 2015. Construction to begin and be completed in 2016.</p> |
| <p>3. Complete resource and project management plan.</p> | <p>3. This work is on-going. Change in management team has led to the revision and reconsideration of existing resource and project management plan.</p> |

Information Technology

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| <p>1. Begin process of developing a 3-year Information Technology Strategic Plan.</p> | <p>1. Began the process of developing an overall technology vision for the City, engaging staff from Information Technology as well as all major City departments. Work will continue in 2015.</p> |
| <p>2. Replace and expand wireless infrastructure throughout the City's facilities.</p> | <p>2. Wireless infrastructure upgraded at all major City facilities with the exception of the City Library, which will be done in early 2015.</p> |
| <p>3. Convert archived Council videos (pre-September 2013) to the new customer-friendly format.</p> | <p>3. All Council videos converted and accessible via our website, in a format friendly for all devices.</p> |

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| <p>4. Provide IT support for the 2014 Civic Election, including the introduction of an electronic voters' list.</p> | <p>4. Successfully worked with the Clerks Department to utilize electronic voters' list software in the 2014 Civic Election.</p> |
| <p>5. Research and document a strategy for deploying the City's web maps on mobile devices.</p> | <p>5. Research was undertaken, and work will begin in early 2015. A mobile version of CityMAP will be available by the end of 2015.</p> |
| <p>6. Create a new interactive web map on public artwork in the City.</p> | <p>6. A new web map was completed, and is available at http://www.cnv.org/PublicArtInTheCity</p> |

2015 Objectives

2015 Objectives

Communications

1. Design, launch and execute large and creative advance outreach campaign for Slide the City event, an extremely large-scale event.
2. Design logo, brand identity and successful promotions campaign for Summer Sessions, the City's summer long Shipyards festival, driving strong attendance to the events and building awareness of the City amenities, the Shipyards and the waterfront.
3. Launch new City mobile service reporting app for engineering related issues. This would be the City's first mobile app aimed at creating convenience for citizens and improving service and response efficiency. Design a brand for the app and its service as well as an awareness program to promote the mobile app and its services. Design the app display and icon as well as features and brand identity.
4. Conduct a review and audit of the City's Facebook and Twitter accounts determining engagement patterns, follower growth and new opportunities for enhancement. Introduce new practices and offerings to continually improve and aim to meet public expectations for engagement and communication via social media vehicles. Explore the addition of new social media tools such as Periscope etc. Continue the practice of creative information presentation, strong images, engaging writing style, contests, interactive offerings and up to the minute and timely information.
5. Create a campaign strategy and launch a large scale, long-term, multi-tiered, unique and creative community engagement program encouraging residents and businesses to embrace their City and celebrate its successes, progressive initiatives, strong civic leadership, and positive lifestyle. Create a brand and identity and engage citizens to participate in the awareness program. Aim to use citizens as proud endorsers of their City.
6. Design and produce a detailed and engaging 4-page insert/information piece aimed at informing and educating the community about large City projects underway, detailed information about the North Shore Spirit Trail, new recycling program, events, services etc.

7. Incorporate new features and online services to the City website. Work with the IT Department to deliver Content Management System (CMS) adjustments to deliver a mobile friendly/responsive website version.
8. Create, design and launch a City digital e-newsletter to deliver attractively displayed City information to the community via subscription based direct email to residents. Build the publication and promote it strongly to grow subscribers and deliver tailored City information directly to citizens.

Facilities & Real Estate

1. Development of comprehensive Capital Project Work Plan for Facilities.
2. Conduct an internal review to ensure compliance with workplace safety guidelines and procedures.
3. Conduct a review of all standing contracts for suppliers and for on-going capital maintenance.
4. Develop a comprehensive database for all City owned facilities.
5. Complete departmental reorganization of Facilities and Real Estate (former Lands division).

Information Technology

1. Continue process of developing a 3 year IT Strategic Plan and aligning IT projects with business requirements.
2. Replace the City's wired network infrastructure and begin replacement of the phone system.
3. Begin replacement of the City's permits and licensing software program by going through a Request for Information process.
4. Work with Communications to create a mobile-friendly version of the City's website.
5. Create a mobile-friendly version of CityMap, the City's web maps.
6. Continue upgrading legacy software and applications to modern accessibility and security standards.

Special Projects

1. Completion of Foot of Lonsdale sub-surface works and temporary surface in preparation for final completion in 2017.
2. Continuation of planning for Central Waterfront revitalization, including creation of development principles.
3. Ensure active uses of Central Waterfront buildings, including Coppersmith Shop and Pipe Shop.
4. Develop revitalization plan for the Harry Jerome Community Recreation Centre Complex.

Clerks

Services and Operations

- ✓ Deliver information to Council and Committees in the form of agendas, minutes, reports, correspondence, bylaws, legal documents, and public notices
- ✓ Provide information to the public in the form of agendas, minutes, reports, correspondence, bylaws and notices through the City's website and upon request
- ✓ Deliver and circulate information to City staff in the form of search requests for City documents and records through the City's internet, extranet, and upon request
- ✓ Respond to requests under the Freedom of Information and Protection of Privacy Act and provide information in the form of City records
- ✓ Deliver records management services, including a centralized repository for the City's documents and records, centralized classification system, training program and support to City staff
- ✓ Administration of local general elections
- ✓ Provide initial contact to the public in the form of switchboard operation and main reception

2014 Objectives and Measures

2014 Objectives	2014 Measures
<p>1. Conduct the 2014 General Local Election, including the use of enhanced automatic voting tabulators and election software to manage the voters' list for a more efficient method of administering the election and providing the results.</p>	<p>1. Successfully administered the 2014 General Local Election. Increased efficiency of both the administrative and elector voting processes by introducing the use of an electronic list of electors; modern vote tabulator machines; enhanced reporting of election results and streamlined the election administration/planning process.</p>
<p>2. Review internal Clerks' Department processes and procedures to identify opportunities to streamline and improve the collection and dissemination of information delivered to Council, staff and the public.</p>	<p>2. Continued to improve and streamline departmental processes including: e-Agenda; Council meeting videos; and tasks associated with the planning and administration of the 2014 General Local Election.</p>
<p>3. Continue the development and implementation of a continuous improvement initiative to address the City's records management requirements. The continuous improvement initiatives include implementing enhancements to the City's electronic records and document management system, streamlining the City's records classification system, developing supporting procedures and filing guides, and developing a comprehensive training program for City staff.</p>	<p>3. Designed and implemented a new file structure in the City's electronic records and document management system; reduced the number of records categories in the City's records classification system; drafted a new records management policy.</p>

4. Continue to refresh the appearance (including the addition of colour) and readability of the various statutory and legal notices.

4. Improved the design and format of statutory and legal notices to promote readability and consistency. Reduced mailing costs associated with distribution of legal notices. Streamlined the process of public notifications and newspaper advertisements.

2015 Objectives

2015 Objectives

1. Implement new Council Procedure Bylaw.
2. Continue to review and improve departmental and interdepartmental processes.
3. Continue the development of a records management program to address the City's record-keeping needs.
4. Develop processes and procedures to reduce the City's dependency and storage needs for hard copy records.
5. Create a centralized tracking system to record and manage the City's bylaws, Council resolutions and agreements for the support of Council and City staff.

Human Resources

Services and Operations

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 & Safety (OH&S) Act 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 & Wellness Program

Employee Assistance

- ✓ Employee and Family Assistance Program (EFAP)

2014 Objectives and Measures

2014 Objectives	2014 Measures
1. Negotiation of revised CUPE collective agreements with the City of North Vancouver Inside/Outside and Library employees.	1. Preparation for bargaining with CUPE re expiry of the current collective agreements in December 2015 on target.
2. Implementation of further enhancements to the Human Capital Management (HCM) software system.	2. HCM system implementation of “next steps” continuing to follow project plan.
3. Continuation of the project to develop and implement a job evaluation program for City Exempt employees.	3. Completion of updating of exempt job profiles and preparing for next step of project on target.
4. Tendering of the City’s Benefits Brokerage services.	4. Project completed – New benefits broker services now in place.
5. Continued work towards COR (Certificate of Recognition) certification from WorkSafeBC.	5. Further modules implemented and working on enhanced documentation.
6. Continued work on the City’s Performance Management Program.	6. Current focus on individual performance management.

2015 Objectives

2015 Objectives

1. Negotiation of revised collective agreement with the International Association of Fire Fighters (IAFF).
2. Opening of negotiations with CUPE for revised City and Library collective agreements.
3. Begin tendering process for City and Library Extended Health, Dental, Life Insurance, Optional Life Insurance, Critical Illness and Long-Term Disability benefits coverages.
4. Continued progress towards application for Certificate of Recognition with WorkSafeBC in 2016.
5. Realignment and refreshment of the Disability Management Program to meet COR criteria.

Finance

Services and Operations

Financial Planning / Budgeting

- ✓ 5-Year program planning
- ✓ 10-Year project planning
- ✓ Water, Sewer, Solid Waste – rates, utility modelling
- ✓ 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, regional financing issues
- ✓ Long-term asset accounting
- ✓ GST / PST accounting issues
- ✓ Senior government grants: applications, administration, and fulfillment of requirements
- ✓ Internal Audit

General Government Services

- ✓ Support for Directors' Team, Civic Projects Team, Major Projects Team
- ✓ Participation in corporate initiatives
- ✓ Council / public information requests
- ✓ Financial reports
- ✓ Joint services delivery agreements – negotiation and administration

2014 Objectives and Measures

2014 Objectives	2014 Measures
1. Compliance with all statutory reporting requirements under the Community Charter.	1. All Statutory requirements were met under the Community Charter.
2. Update Development Cost Charge program.	2. Review of the Development Cost Charge Program is in progress.
3. Ongoing risk analysis of City-owned lands to meet requirements of PSAB 3260 (liability for contaminated sites).	3. A list of City-owned lands has been compiled and classified as to intended use and contamination risk. The list will be updated for changes as needed. PSAB 3260 is effective for the 2015 financial reporting year.
4. Ongoing refinement of the City's asset inventory and continued analysis of asset management and infrastructure funding.	4. Asset groups and condition assessments continue to be entered into the Hansen Information Software System. Infrastructure maintenance and replacement funding is incorporated into the 2014 Financial Plan.
5. Consolidation of user fees into one bylaw.	5. An initial review has been completed that accounts for all City fees. Continued development of a consolidated bylaw is in progress.
6. Enhance the internal audit process.	6. Enhanced internal control and risk management procedures and processes have been established.

2015 Objectives

2015 Objectives

1. Transition corporate credit cards to a more secure chip and PIN technology.
2. Continued assessment of the City's Long Term Property Tax Strategy to reduce business taxation.
3. Enhancement of PeopleSoft financial reporting tools.
4. Review of the Development Cost Charge Program.
5. Encouragement of vendor electronic payments supporting the City's environmental and conservation initiatives.
6. Continued assessment of City-owned lands to meet PSAB 3260 (liability for contaminated sites) financial reporting requirements for the year-ended December 31, 2015. Ongoing compliance will be required.
7. Update of Permissive Tax Exemption Policy.
8. Compliance with all statutory reporting requirements under the Community Charter.

Engineering, Parks and Environment

Services and Operations

Transportation & Streetscapes Division

- ✓ Sustainable transportation initiatives
- ✓ Mobility of people, services and goods
- ✓ On-street parking
- ✓ Traffic signals, signage and street lighting
- ✓ Traffic calming
- ✓ Transportation demand management planning
- ✓ Streetscape planning and design
- ✓ Integration of transportation with land use, parks & greenways, and development planning

Operations Division

- ✓ Streets Operations provides maintenance of:
 - ❖ 136 kilometres of streets
 - ❖ 50 kilometres of lanes
 - ❖ 179 kilometres of sidewalks
 - ❖ 53 traffic signals
 - ❖ 1,700 streetlights
 - ❖ 7 major bridges
- ✓ Work includes:
 - ❖ Sidewalk maintenance
 - ❖ Pavement maintenance
 - ❖ Street cleaning and litter control
 - ❖ Ice and snow control
 - ❖ Lane maintenance
 - ❖ Street sign fabrication and maintenance
 - ❖ Pavement marking
 - ❖ Vegetation control in rights-of-way
 - ❖ Street light and traffic signal maintenance
 - ❖ Graffiti and vandalism repair on City public property
 - ❖ On a cost-recovery basis, construction of Lonsdale Energy Corp. underground piping
- ✓ 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 buildings and land development 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:
 - ❖ Vehicle and equipment maintenance and repair
 - ❖ Vehicle and equipment new purchase and replacement
 - ❖ Fleet management including inventory, fuel efficiency, cost effectiveness and safety/regulatory compliance
- ✓ Operations Administration provides:
 - ❖ Processing of payroll and Operations Management Systems (OMS) data
 - ❖ Response to citizens enquires and internal requests
 - ❖ 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, Design & Development Division

- ✓ Planning & Design provides:
 - ❖ Public infrastructure records management including as-built drawings
 - ❖ Infrastructure condition assessment
 - ❖ Planning of advanced asset management of infrastructure
 - ❖ Water, sewer and drainage system administration, planning, design and construction contract administration
 - ❖ Streets design
 - ❖ Under the supervision of Lonsdale Energy Corp. and on a cost-recovery basis, Lonsdale Energy system underground piping network design
 - ❖ Topographic survey for infrastructure projects and spatial location
 - ❖ Field data collection for traffic, rainfall, etc
- ✓ 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, Terasen, Shaw Cable, etc

Parks & Environment Division

- ✓ 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
- ❖ Park facility maintenance on park lands

- ✓ Environment provides:
 - ❖ Climate action and energy management coordination
 - ❖ Climate adaptation coordination
 - ❖ Environmental policy planning and implementation
 - ❖ Environmental education, public engagement, and stewardship
 - ❖ Habitat protection and restoration
 - ❖ Invasive species management
 - ❖ Contaminated sites management
 - ❖ Civic operations environmental performance improvements
 - ❖ Pesticide use reduction
 - ❖ Solid waste policy planning and waste reduction
 - ❖ Liaison with external environmental agencies such as Fisheries and Oceans Canada, Environment Canada, Ministry of Environment, Metro Vancouver, and Port Metro Vancouver
 - ❖ Liaison with North Shore Recycling Program

Cemetery Division

- ✓ Maintenance of the North Vancouver Cemetery
- ✓ Interment process
- ✓ Capital improvements

Administration Division

- ✓ 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
- ✓ Liaison with relevant external agencies including Metro Vancouver, TransLink, Federal Government, Provincial Government, other local governments, First Nations

2014 Objectives and Measures

2014 Objectives	2014 Measures
Transportation & Streetscapes Division	
<ol style="list-style-type: none"> 1. Complete cycling facilities on Chesterfield, from 4th to 13th Streets. 2. Implement pedestrian safety improvements on Lonsdale from Esplanade to 11th Street. 3. Complete pedestrian and cycling facilities on 3rd Street and 2nd Street to Forbes Avenue. 4. 12 new Pattison bus shelters. 5. Complete Lynn Valley pedestrian & cyclist improvements. 	<ol style="list-style-type: none"> 1. Design in progress, construction in 2015. 2. Esplanade to 3rd Street completed. 3. Design in progress, construction in 2015. 4. Completed. 5. City section on Boulevard Crescent complete.
Operations Division	
<ol style="list-style-type: none"> 1. Create a Draft Asset Management Plan that links Operations Work Programs and Engineering Planning. 2. Create an Asset Management Plan for pavements. 3. Create an Asset Management Plan for vehicle bridges. 4. Implement Anti-Whistling Provisions at all rail crossings in the City. 	<ol style="list-style-type: none"> 1. In progress. 2. In progress; anticipate completion Q4 2015. 3. In progress; anticipate completion Q4 2015. 4. Three crossings complete, one crossing in progress.
Engineering Planning, Design & Development Division	
<ol style="list-style-type: none"> 1. Open the new Low Level Road and related Spirit Trail section. 2. Complete technical analysis required for the Integrated Storm-Water Management Plan. 3. Draft a Water Conservation Strategy. 4. Complete the Foot of Lonsdale Deck Replacement and Civil Works. 	<ol style="list-style-type: none"> 1. Completed. 2. In progress in conjunction with DNV. 3. Endorsed by Council. 4. In progress.

Parks & Environment Division

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| 1. Complete Replacement of Confederation Field Playing Surface. | 1. Completed. |
| 2. Complete Jones Avenue section of the Green Necklace greenway. | 2. Completed. |
| 3. Complete Lonsdale Forbes to Lonsdale Quay section of the Spirit Trail. | 3. Completed. |
| 4. Complete renovation of Chief Mathias Joe Park. | 4. Design in progress; construction Fall 2015. |
| 5. Implement bi-weekly Garbage Collection, in partnership with Operations. | 5. Completed. |
| 6. Complete installation of first Level III DC Fast Charger for electric vehicles on North Shore. | 6. Completed. |
| 7. Living City Tree Planting Program: 200-400 Block West 15 th Street. | 7. Completed. |
| 8. Manage transition to Multi-Materials BC Packaging and Printed Paper Recycling Program. | 8. Completed. |

Administration

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| 1. Complete a departmental Strategic Plan. | 1. Completed. |
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2015 Objectives

2015 Objectives

Transportation & Streetscapes Division

1. Complete cycling facilities on Chesterfield, from 4th to 13th Streets.
2. Implement pedestrian safety improvements on Lonsdale from 4th to 11th Street.
3. Complete pedestrian and cycling facilities on 3rd Street and 2nd Street to Forbes Avenue.
4. Complete City-wide Traffic Signal controller replacement.

Operations Division

1. Draft a "Green Fleet" management policy.
2. Implement multi-family food scraps program.
3. Develop a long range Sidewalk Work Program.

Engineering Planning, Design & Development Division

1. Finish the Integrated Stormwater Management Plan.
2. Leverage storm, sanitary, and water models to support long range capital planning.
3. Implement an enhanced Vehicle Bridge Inspection Program.
4. Extend the Community Good Neighbour Construction Agreement for all development – 3 units and up.

Parks & Environment Division

1. Complete Planning and Design for Mahon Park Artificial Turf Field.
2. Complete Planning and Design for Spirit Trail - Heywood Street to Lynnmouth Park.
3. Complete Planning and Design for Green Necklace - East Keith Road and Grand Boulevard.
4. Complete renovation of Chief Mathias Joe Park.

Administration

1. Complete a departmental scorecard to track performance of the Strategic Plan objectives.

Community Development

Services and Operations

- ✓ Long Range Planning
- ✓ Community (Social) Planning
- ✓ Zoning
- ✓ Development Planning for City-owned Lands
- ✓ Heritage
- ✓ Business Licensing and Compliance
- ✓ Economic and Tourism Development
- ✓ Construction Approvals (Permits and Inspections)
- ✓ Code – interpretation, regulation, trades inspection, electrical, plumbing, gas, building permits issuance
- ✓ Parking Patrols
- ✓ Bylaw Enforcement
- ✓ Department Management and Administration
- ✓ Special Studies

2014 Objectives and Measures

2014 Objectives	2014 Measures
1. Finalize staff recruitment to achieve full complement.	1. Full staff complement was achieved.
2. Complete City Hall Phase 2 move with Phase 1 adjustments.	2. This project was deferred by the City.
3. Review all department fees and revenue collection practices to apply policy priorities and affirm current processes.	3. Deferred to 2015.
4. Support and enhance North Shore Emergency Management Office and Community Development Emergency Plan.	4. Ongoing.
5. Enhance relations with Squamish Nation.	5. Ongoing.
6. Enhance relations with business community.	6. Working with the Lower Lonsdale Business Association on potential initiatives and the Chamber of Commerce on economic development.
7. Central Waterfront (Lot 5, Presentation House Gallery, Museum, Foot of Lonsdale, commercial leases, Shipbuilders' Square rental policy).	7. Completed rezoning and preliminary building design and site planning review for Foot of Lonsdale / Presentation House Gallery; Finalized Tap and Barrel lease; Completed contracts for Friday Night Market and Saturday Concert Series;

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| | Completed new layout plan for large events in Shipbuilders' Square; |
| | Participated in the Central Waterfront Committee and Lot 5 Working Group; |
| | Refine economic strategy for Lot 5. |
| 8. Continue to implement Economic Development Strategy. | 8. Meeting individually with business owners as time permits; |
| | Initiated a welcome letter to new businesses; |
| | Completed way finding and new signage for off- street parking in Lower Lonsdale. |
| 9. Child Care Plan implementation (Council resolution). | 9. Presented proposed policy changes for Council consideration. |
| 10. Website redesign with online payments. | 10. Online payments for permits is now available. Development of online fillable pdf applications in progress. Website redesign continues as a work in progress. The test website and framework are complete. |
| 11. Complete business case for the replacement of Bylaw Enforcement Ticketing software and hand-held ticketing hardware. | 11. This item was added to the project to replace the TideMark permits and licensing system. Will be included in the later phases of that project. |

Policy	
1. OCP Update (CityShaping) adoption with Metro Regional Context Statement amendment.	1. Public Hearing September 2014. Deferred by Council.
2. Begin implementation of OCP (Development Permit Areas / Special Studies / etc.).	2. Deferred pending OCP adoption.
3. Social and Active Innovation in Apartment Design to make apartment living healthier.	3. Funding obtained and commenced
4. Adoption and implementation of Density Bonus / Community Amenity Contribution Policy.	4. Draft Policy received by Council with revisions and confirmation anticipated in spring / summer 2015.
5. Zoning Bylaw Comprehensive Review: Supporting affordable housing and green building construction.	5. Completed green building amendments (adopted October 2014).
6. Streamline Outdoor Dining Policy.	6. Referred to Central Lonsdale Development Permit Design Guideline process with date TBD.
7. Adopt a Child, Youth and Family-Friendly City Strategy.	7. Completed. CNV4ME endorsed October 2014. Implementation underway.

- | | |
|---|---|
| 8. Create employment opportunities or a social enterprise to prevent homelessness. | 8. Ongoing collaboration with Lookout Society to develop a social enterprise. |
| 9. Grant Policy Review (Council resolution). | 9. Underway. |
| 10. Cell Antenna Policy – update of guidelines in a new development permit process. | 10. Anticipated completion in 2015. |
| 11. New energy retrofit pilot project for existing rental apartment buildings. | 11. Launched pilot program. |
| 12. Extreme Hot Weather Response (adaptation). | 12. Ongoing |

Development

- | | |
|--|--|
| 1. Further Enhance Development/Permit processing efficiencies. | 1. Reviewed internal procedures manual; initiated review of coach house approvals process; completed pre-zoning of 'mid-block' area to streamline approvals. |
| 2. Multi-Unit Residential Buildings (MURB) Energy Program (with BC Hydro). | 2. Ongoing. |
| 3. Presentation House Gallery rezoning. | 3. Complete. |
| 4. Demolition Waste Recycling Bylaw. | 4. Working with Metro Vancouver to develop a simpler approach for compliance monitoring that would be reflected in a model bylaw created by Metro Vancouver for adoption by local governments. |
| 5. Update Memorandum of Understanding with Port Metro Vancouver to reflect new roles and responsibilities. | 5. A framework for a new MOU has been agreed to and detailed language is now under development. |

2015 Objectives

2015 Objectives

Business and Economic Development

1. Business Licensing and Compliance – New business licensing procedures for food trucks at events.
2. Complete process for use of the Pipe Shop as a special event.
3. New retail strategy for Lot 5.
4. Report on a new tourism strategy for the City.
5. Revised filming procedures and fees.
6. Prepare staff training on Business Friendly Support for business.
7. Prepare a revised Special Occasion Liquor Licensing Policy.
8. Work with LLBA on Car Free Day and Slide the City event.
9. Enhanced programming for Shipbuilders' Square and Civic Plaza.
10. Complete promotional material for Burrard Dry Dock Pier.
11. Negotiate use of St. Roch Dock by Harbour Cruises.
12. Complete a review of the Wharf Bylaw, moorage fees and current ship services contract.

Development

1. Coach House Process Simplification.
2. Revise Planning Application Materials.
3. Sustainable Development Checklist Review.
4. Site 8 Rezoning and Special Study.

5. Harbourside Waterfront Development – Streetscape standards, Development Permit Review.
6. Support Lot 5 Working Group.

Planning Policy

1. Adopt New Official Community Plan.
2. Adoption and implementation of Density Bonus / Community Amenity Contribution Policy.
3. Grant Policy Review.
4. Zoning Bylaw Comprehensive Review Phase 4 - Changes to support design.
5. Gaming Policy Review.
6. East 3rd Street / Moodyville Development Controls – Substantially complete Development Guidelines and Pre-zoning.
7. Social and Active Innovation in Apartment Design to make apartment living healthier.
8. Housing Action Plan.
9. CNV4ME Implementation.

Enforcement

1. Re-write the Bylaw Adjudication Bylaw and bring Squamish into the registry.
2. Initiate temporary enhanced construction site enforcement and determine if this service should be extended.

General

1. Complete City Hall Phase 2 renovation with Phase 1 adjustments.
2. Review all department fees and revenue collection practices to apply policy priorities and affirm current processes.
3. Support and enhance North Shore Emergency Management Office and Community Development Emergency Plan.
4. Enhance relations with Squamish Nation.
5. Tidemark Advantage Replacement (including ticketing system and hand-helds).
6. Cell Antenna Policy – update of guidelines in a new development permit process.

RCMP (Operations / Police Support Services)

Services and Operations

- ✓ Municipal traffic enforcement
- ✓ Investigative services (non-uniformed members)
- ✓ Crime reduction/strike force
- ✓ Community policing
- ✓ Crime prevention
- ✓ Youth intervention
- ✓ Services to victims of crime
- ✓ Criminal record checks
- ✓ Season patrols – Marine Drive and Lower Lonsdale
- ✓ Auxiliary Constable Program (volunteer)
- ✓ Neighbourhood/Block Watch Programs (volunteer)

2014 Objectives and Measures

2014 Objectives	2014 Measures
1. Pilot position for 5 FTE Regular Member Mental Health Co-ordinators.	1. Implementing a Mental Health Police NCO liaison July 2015.
2. Consideration of a full-time car 6/7 (Mental Health).	2. Implementing a Mental Health Police NCO liaison July 2015.
3. Advocate for psychiatric outreach police referral.	3. Implementing a Mental Health Police NCO liaison July 2015.
4. Youth Intervention team up with Transit.	4. Deferred by Transit.
5. Advocate for a second Crime Analyst.	5. Ongoing.

2015 Objectives

2015 Objectives

1. Implement Wisetracker for inventory control.
2. Update North Vancouver Detachment Service Plan.
3. Implement Employee Development for Police Support Services Staff.
4. Improve traffic safety.
5. Reduce crime through targeting prolific offenders.

Fire

Services and Operations

Administration

- ✓ Manage all Fire Department functions
- ✓ Annual Report
- ✓ Quarterly Statistical Reports
- ✓ Training and Development
- ✓ Recruitment of staff
- ✓ Payroll entry and recording
- ✓ WorkSafe BC 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 regard to facilities for the Fire Station
- ✓ Assist Purchasing 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
 - ❖ Fire Officers Course
 - ❖ Fire Service Instructors Course
 - ❖ Emergency Vehicle Operations Course
 - ❖ In-house Auto Extrication Course
 - ❖ FMR (first medical responder), AED (automated external defibrillator) and Spinal re-certifications
- ✓ Fire Behaviour Training

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 necessary
 - ❖ Conduct initial inspection of new business license 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
 - ❖ Conduct initial inspection of complaints, including inspections related to the accumulation of combustible materials within dwelling units (hoarding)

- ❖ Conduct follow-up inspections when possible and as necessary
- ❖ Fire code violations are enforced as necessary to gain compliance with the appropriate codes and standards. Enforcement includes violation reports, letters, tickets and orders
- ❖ Upgrade bylaws to provide greater enforcement opportunities and cost recovery
- ✓ 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 investigations of all fires within our municipality within three days
 - ❖ Obtain Certification for Fire Investigators
 - ❖ Continue the North Shore Fire Investigation School, a program started in 1996
- ✓ Education is provided to create public awareness and to motivate the proper fire safety behaviour. Education is provided to business owners, building owners and occupants, elementary and secondary school students and the general public
 - ❖ Conduct an education program within our community.
 - ❖ Promote the importance of smoke alarms and continue to provide and install free smoke alarms for seniors and others in need.
 - ❖ Visit every public school in the City of North Vancouver and discuss fire and life safety with the students at least once annually.
 - ❖ Attend community events to promote fire safety.

2014 Objectives and Measures

2014 Objectives	2014 Measures
1. Purchase fire apparatus.	1. Took delivery of New Pumper (2014). Ordered New Rescue (Delivery June 2015).
2. Fire Officer development.	2. Fire Officer I (3). Fire Officer II (8).
3. Develop Fire Department succession planning model.	3. Exempt Officer Development Program established.
4. Renew Fire Dispatch contract.	4. Complete.
5. Continue North Shore shared services training.	5. Ongoing.
6. Renew Fireboat agreement.	6. In progress, new agreement July 1, 2015.
7. Fire inspection on Squamish First Nations lands.	7. Prepared the program.
8. Issue spray booth upgrade orders.	8. Orders delivered.

9. Manage Life Safety upgrade program.

9. As of December 31, 2014, we had 93 buildings complete, 191 permits issued and 17 that did not make application.

10. Training Delivery & Records Management (target solutions).

10. Complete. Up and running with great success.

2015 Objectives

2015 Objectives

1. Fire Apparatus delivery (Rescue Truck and New Support Truck).
2. Fireboat Agreement (renewal).
3. North Shore Shared Services – Terms of Reference.
4. Fire Inspections on Squamish First Nations Lands.
5. Fire Officer Development Program.
6. Exempt Officer Development Program.
7. Asset Management Inventory.
8. North Shore Hazmat Preplanning.
9. Incident Safety Officer Training.
10. Manage Life Safety Upgrade.

Shared Services

Services and Operations

Museum and Archives

- ✓ Sole custodian of the City's cultural, archival and museum collections. NVMA preserves historically valuable community records
- ✓ Delivering educational programs
- ✓ Documenting local history
- ✓ Providing access to archival information

North Vancouver Recreation and Culture Commission

- ✓ Responsible for operation of various community centers including: John Braithwaite Community Centre, Harry Jerome Community Recreation Centre, Memorial and Mickey McDougall Centres, Centennial Theatre, Delbrook Community Recreation Centre, Ron Andrews Community Recreation Centre, Karen Magnussen Community Recreation Centre, Parkgate Community Centre, Lynn Valley Centre, Seylynn Centre and the North Vancouver Tennis Centre
- ✓ Delivery of over 17,000 programs annually, including arts, sport, fitness, tennis, swimming, skating, and preschool
- ✓ Support to, and facilitation of, over 130 annual community events/festivals and provision of summer concert series
- ✓ Volunteer program
- ✓ Administration of public amenities

North Shore Emergency Management Office

- ✓ Emergency Preparedness information for residents and businesses through website materials and training workshops
- ✓ Development of relevant emergency plans to help prepare for, respond to and recover from emergencies and disasters
- ✓ An operationally ready Emergency Operations Centre for use by individual or multiple North Shore municipalities as required
- ✓ Emergency Operations Centre training and exercises for staff and NSEMO volunteers
- ✓ Stakeholder engagement to enhance the North Shore emergency management capabilities
- ✓ Management of public safety lifeline volunteers who make themselves available to support the community during emergencies and disasters

2014 Objectives and Measures

2014 Objectives

2014 Measures

Museum and Archives

- | | |
|---|--|
| <p>1. Provide accessible and engaging programs, exhibits, and learning experiences that respond to a wide range of local needs and interests, and invite participation from throughout the community.</p> | <p>1. Completed a community-based oral history project that collected oral histories and arrival stories from Persian immigrants and opened an exhibit based on these stories in November 2014.</p> <p>Organized temporary exhibits in the Museum lobby, the Archives, and in other community facilities including special exhibits in City Hall (spring 2014) and District Hall (fall 2014).</p> <p>Offered specialized educational programs to local children and teachers throughout the school year. Built collaborative partnerships with affinity groups, communities and organizations to provide services and programs that benefit local residents.</p> |
| <p>2. Launch and secure funding for a special community engagement project—to commemorate North Vancouver's 125th anniversary.</p> | <p>2. Secured funding from BC Arts Council to undertake a community engagement project.</p> |
| <p>3. Develop, manage, preserve, and provide access to archival collections that document significant aspects of local history and provide a foundation for the study and understanding of North Vancouver and its residents.</p> | <p>3. Arranged, described and made newly acquired archival materials and photos accessible to the public throughout the year.</p> <p>Continued to develop the North Shore mountaineering collections as a special area of focus and incorporated significant new collections into the holdings.</p> <p>Completed a special summer project to scan materials from the BC Mountaineering Club collections.</p> |
| <p>4. Continue work on a comprehensive, multi-year review and clean-up project focused on downsizing and refining the museum artifact collection.</p> | <p>4. Completed the processing and inventorying of all artifacts in the collection and began the process of deaccessioning and disposing of several thousand unwanted items.</p> <p>Secured a federal grant to hire a move specialist to write a collection move manual.</p> |
| <p>5. Re-design and re-launch the NVMA website using a mobile ready format that can be maintained by staff.</p> | <p>5. Launched an impressive mobile-accessible website (nvma.ca) in July 2014 that is maintained by staff.</p> |

6. Launch and secure funding for an online WWI commemorative project.

6. Completed a special summer project to scan materials from the Walter Draycott collection and secured funding from Veterans Affairs for an online WWI commemorative project.

Launched Walter Draycott's Great War Chronicle website (greatwarchronicle.ca) in fall 2014.

7. Building on previous planning studies, consult with represent-actives of the City and the District of North Vancouver to move forward on plans for an innovative, new-style museum in the Pipe Shop.

7. Completed a professional Fundraising Feasibility Study for the New Museum.

8. Launch a fundraising campaign for the New Museum.

8. Recruited members of a Fundraising Campaign Cabinet. Hired a Campaign Director on contract.

North Vancouver Recreation and Culture Commission

1. Provide recreation service and community centre expertise into work regarding renewal of Harry Jerome Complex.

1. In progress.

2. Fully operationalize newly expanded North Vancouver Tennis Centre.

2. Expanded Tennis Centre in full operation within cost recovery and debt repayment mandate.

3. Integrate Arts Office into NVRC Operations.

3. Staff and services are now combined and communication regarding integration is complete.

4. Implement a new recreation service planning system.

4. Program design and evaluation processes have been implemented.

5. Connect people to nature.

5. New initiatives are planned for summer of 2015.

6. Establish and support a Society to plan 2015 BC Seniors Summer Games.

6. Society in place. Plans on target for August 2015 games.

North Shore Emergency Management Office

1. Development and maintenance of relevant emergency plans to help prepare for, respond to, and recover from emergencies and disasters.
 2. An informed North Shore community with knowledge of their emergency management responsibilities.
 3. Effectively trained and exercised municipal staff and public safety lifeline volunteers to support planning, response and recovery activities on the North Shore.
 4. Support the municipalities in their emergency response and recovery activities when an emergency or disaster occurs.
1. Development of 3 departmental plans which will be used as templates for other municipal departments within the three municipalities. Development of a North Shore Downed Power Line Protocol. Initial development of a North Shore Spill Response guideline.
 2. Conducted 10 public emergency preparedness workshops, 12 requested presentations, childcare preparedness course, and disaster first aid course. Provided emergency preparedness display at School District 44 CUPE Professional day. Utilization of website and social media to provide response information and encourage personal preparedness.
 3. Provided training staff and volunteers: Emergency Operations Centre (14 courses), crisis communications, rapid damage assessment, incident command system, Emergency Support Services group lodging. Conducted a tri-municipal earthquake exercise.
 4. Activated the Emergency Operations centre for the November 3, 4th flooding event on the North Shore, December 8th Seymour River rock fall, and a severe winter storm. North Shore Rescue responded to 92 tasks in the region. Emergency Support Services was activated 15 times on the North Shore - 3 times directly for residents in City of North Vancouver.

2015 Objectives

2015 Objectives

Museum and Archives

1. To secure \$5M in pledges of non-municipal funding (from corporations, foundations, individuals, and senior levels of government) to match the City of North Vancouver's commitment of \$5M for a New Museum on the waterfront.
2. Complete a multi-year museum collection clean-up project resulting in a retained collection that is smaller in size, higher in quality, more relevant to the community, stored in better conditions and more accessible.
3. Continue to develop, manage, preserve and provide access to archival collections that document significant aspects of local history and provide a foundation for the study and understanding of North Vancouver and its residents.
4. Have community members contribute stories, photos, artifacts, archival materials and oral histories for a website and book that will mark North Vancouver's 125th anniversary (in 2016)

North Vancouver Recreation and Culture Commission

1. Revitalize facilities and systems:
 - a) Support decision making and design of new Harry Jerome facility.
 - b) Support and monitor construction of new William Griffin Community Recreation Centre and plan for 2016 opening.
2. Begin implementation of document management system.
3. Fully implement centralized scheduling system.
4. Develop requirements for replacement of CLASS software.
5. Develop and implement new website.
6. Connect people to nature and respond to needs of the underserved and inactive.
7. Work with the City to revitalize Harry Jerome Community Recreation Centre.
8. Support the Society in the 2015 BC Seniors Summer Games.

North Shore Emergency Management Office

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

Audited Financial Statements 2014

**The Corporation of the City of
North Vancouver
Consolidated Financial Statements
For the year ended December 31, 2014**



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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, 2014 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.

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.



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, 2014, 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.

KPMG LLP

Chartered Accountants

May 4, 2015

Burnaby, Canada

**The Corporation of the City of North Vancouver
Consolidated Statement of Financial Position
As at December 31, 2014 with comparative figures for 2013
(in thousands of dollars)**

	<u>2014</u>	<u>2013</u>
FINANCIAL ASSETS		
Cash	\$ 6,067	\$ 4,585
Temporary investments (note 3(a))	43,568	28,667
Portfolio investments (note 3(b))	107,149	121,435
Investment in Lonsdale Energy Corp. (note 4)	1,702	1,689
Due from other governments	3,845	3,725
Accounts receivable	10,120	9,592
Loan to Lonsdale Energy Corp. (note 5)	10,768	9,577
Interest receivable	9,711	7,977
	<u>192,930</u>	<u>187,247</u>
LIABILITIES		
Accounts payable and accrued liabilities	13,388	15,195
Deferred revenue	24,287	21,026
Deferred development cost charges	20,725	20,601
Long-term debt (note 6)	1,660	1,833
Employee future benefits (note 7)	6,616	6,331
Advances and other liabilities	8,097	8,400
	<u>74,773</u>	<u>73,386</u>
NET FINANCIAL ASSETS	<u>118,157</u>	<u>113,861</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (note 8)	254,056	248,860
Inventories	565	410
Prepaid expenses	1,882	1,093
	<u>256,503</u>	<u>250,363</u>
ACCUMULATED SURPLUS (note 9)	<u>\$ 374,660</u>	<u>\$ 364,224</u>

Commitments and contingencies (note 10)
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, 2014 with comparative figures for 2013
(in thousands of dollars)

	2014 Budget	2014	2013
	(notes 2(g) and 13)		
REVENUE			
Property value tax	\$ 48,771	\$ 48,727	\$ 46,835
Parcel taxes	2,379	2,398	2,240
Licences and permits	3,351	3,638	3,415
Fines and fees	4,148	4,575	4,358
Rent	1,321	1,342	1,314
Interest and penalties	2,174	5,796	5,950
Sale of services	23,034	23,993	22,177
Rebate and recoveries	79	93	248
Grants and other	5,615	8,732	8,747
(Losses) gains on disposition of assets	-	(1,864)	20,789
Developer contributions and other transfers	1,248	10,694	15,416
Lonsdale Energy Corp. income (loss)	-	13	(142)
	<u>92,120</u>	<u>108,137</u>	<u>131,347</u>
EXPENSES			
General government	15,971	17,516	16,930
Transportation and transit	3,998	6,219	4,587
Health, social services and housing	2,333	2,353	2,274
Development services	4,541	4,578	4,399
Protective services	23,234	22,584	22,295
Parks, recreation and culture	23,856	24,396	23,417
Water utilities	8,574	7,984	8,177
Sewer utilities	7,286	8,031	7,010
Solid waste	4,198	4,040	4,256
	<u>93,991</u>	<u>97,701</u>	<u>93,345</u>
Total expenses (note 12)	<u>93,991</u>	<u>97,701</u>	<u>93,345</u>
Annual surplus (deficit)	(1,871)	10,436	38,002
Accumulated surplus beginning of year	<u>364,224</u>	<u>364,224</u>	<u>326,222</u>
Accumulated surplus end of year	<u>\$ 362,353</u>	<u>\$ 374,660</u>	<u>\$ 364,224</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, 2014 with comparative figures for 2013
(in thousands of dollars)**

	2014 Budget	2014	2013
	(notes 2(g) and 13)		
Annual surplus (deficit)	\$ (1,871)	\$ 10,436	\$ 38,002
Acquisition of tangible capital assets	(99,519)	(17,322)	(16,953)
Non-cash developer contributed assets and found assets	-	(1,021)	(15,416)
Proceeds on sale of tangible capital assets	-	13	1,117
Depreciation of tangible capital assets	11,000	11,270	10,495
Loss (gain) on disposition of tangible capital assets	-	1,864	(20,789)
	<u>(88,519)</u>	<u>(5,196)</u>	<u>(41,546)</u>
Acquisition of inventories	-	(1,201)	(1,262)
Acquisition of prepaid expenses	-	(1,823)	(1,403)
Use of inventories	-	1,046	1,141
Use of prepaid expenses	-	1,034	1,183
	<u>-</u>	<u>(944)</u>	<u>(341)</u>
Increase (decrease) in net financial assets	(90,390)	4,296	(3,885)
Net financial assets, beginning of year	<u>113,861</u>	<u>113,861</u>	<u>117,746</u>
Net financial assets, end of year	<u>\$ 23,471</u>	<u>\$ 118,157</u>	<u>\$ 113,861</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, 2014 with comparative figures for 2013
(in thousands of dollars)**

	2014	2013
Cash provided by (used for):		
Operating Activities		
Annual surplus	\$ 10,436	\$ 38,002
Items not involving cash:		
Depreciation expense	11,270	10,495
Loss (gain) on disposal of tangible capital assets	1,864	(20,789)
Non-cash developer contributed assets and found assets	(1,021)	(15,416)
Lonsdale Energy Corp. (income) loss	(13)	142
Changes in non-cash operating items:		
Increase in due from other governments	(120)	(440)
Decrease (increase) in accounts receivable	(528)	6,014
Increase in promissory note receivable	(1,191)	(9,577)
Increase in interest receivable	(1,734)	(1,067)
Increase (decrease) in accounts payable and accrued liabilities	(1,807)	1,141
Increase in deferred revenue	3,261	1,881
Increase in deferred development cost charges	124	-
Increase in accrued employee future benefits	285	364
Decrease in advances and other liabilities	(303)	(78)
Increase in inventories	(155)	(121)
Increase in prepaid expenses	(789)	(220)
	19,579	10,331
Capital Activities		
Cash used to acquire tangible capital assets	(17,322)	(16,953)
Proceeds from sale of tangible capital assets	13	1,117
	(17,309)	(15,836)
Investing Activities		
Decrease (increase) in temporary investments	(14,901)	12,295
Decrease (increase) in portfolio investments	14,286	(3,894)
	(615)	8,401
Financing Activities		
Repayment of long-term debt	(173)	(167)
	(173)	(167)
Increase in cash	1,482	2,729
Cash, beginning of year	4,585	1,856
Cash, end of year	\$ 6,067	\$ 4,585

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, 2014
(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 Chartered Professional Accountants Canada. 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 operations of the North Vancouver Recreation Commission, and the City's 50% proportionate share of the operations of the North Vancouver Museum and Archives Commission. The City's investment in Lonsdale Energy Corporation ("LEC"), a wholly owned government business enterprise, 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% (2013 – 33%) by the City and 67% (2013 – 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% (2013 – 50%) by the City and 50% (2013 – 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, 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, 2014
(tabular amounts in thousands of dollars)**

2. SIGNIFICANT ACCOUNTING POLICIES (con't)

(d) Development Cost Charges

Development cost charges collected to pay for future capital projects are deferred upon receipt and recognized as revenue when the capital costs for which they were collected are incurred.

(e) Temporary Investments

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

(f) Portfolio Investments

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

(g) Budget Figures

The audited budget figures are based on the ten year financial plan adopted on April 28, 2014.

(h) 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 the stipulations are met.

(i) 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.

(j) 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, 2014
(tabular amounts in thousands of dollars)**

2. SIGNIFICANT ACCOUNTING POLICIES (con't)

(k) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They may 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, is amortized on a straight line basis over their estimated useful lives as follows:

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 materials	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 or transfers from developers 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, 2014
(tabular amounts in thousands of dollars)**

2. SIGNIFICANT ACCOUNTING POLICIES (con't)

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

(vi) Leased Tangible Capital Assets

Leases that 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 the consolidated financial statements.

(l) Estimates

The preparation of the 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.

(m) 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 fair value of temporary investments at December 31, 2014 was \$45,042,845 (2013 - \$28,867,000). These investments range in maturity date from January 9, 2015 to November 2, 2015, and range in yield from 1.7% to 5.75%.

(b) Portfolio Investments

The fair value of portfolio investments at December 31, 2014 was \$119,750,380 (2013 - \$132,425,000). These investments range in maturity from January 22, 2016 to December 1, 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, 2014
(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. LEC operates a district energy system providing hydronic energy to residential, institutional and commercial buildings in the Lonsdale and Marine Drive – Harbourside areas of the City of North Vancouver.

Summarized financial information relating to LEC is as follows:

	<u>2014</u>	<u>2013</u>
Current assets	\$ 1,989	\$ 2,724
Non-current assets	19,531	17,642
Total assets	<u>\$ 21,520</u>	<u>\$ 20,366</u>
Current liabilities	\$ 2,485	\$ 2,501
Long-term liabilities	17,333	16,176
Total liabilities	<u>\$ 19,818</u>	<u>\$ 18,677</u>
Shareholder's equity	<u>\$ 1,702</u>	<u>\$ 1,689</u>
Total revenue	\$ 2,854	\$ 2,281
Total expenses	2,841	2,423
Net income (loss)	<u>\$ 13</u>	<u>\$ (142)</u>

Included in the City's consolidated statement of financial position is "Investment in Lonsdale Energy Corp." in the amount of \$1,702,000 (2013 - \$1,689,000) and a loan receivable of \$10,768,000 (2013 - \$9,577,000). Also, included in accounts receivable in the City's consolidated statement of financial position is a receivable from LEC in the amount of \$57,000 (2013 - \$114,000).

5. LOAN TO LONSDALE ENERGY CORP.

On December 16, 2013, the City converted amounts due from Lonsdale Energy Corp. to a 5-year loan bearing 2.1% interest. Additional funding may be made available to Lonsdale Energy Corporation under the terms of the agreement to a maximum of \$12,000,000. The balance owing at December 31, 2014 is \$10,768,000 (2013 - \$9,577,000). Interest revenue of approximately \$208,900 (2013 - \$8,800) has been included in the consolidated statement of operations.

6. LONG-TERM DEBT

The City has financed the expansion of LEC by assuming debt on behalf of LEC 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, 2014 was \$1,660,173 (2013 - \$1,833,418).

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2014
(tabular amounts in thousands of dollars)**

6. LONG-TERM DEBT (con't)

Future principal re-payments and actuarial adjustments on net outstanding debt over the next five years and thereafter are as follows:

2015	\$	180,175
2016		187,382
2017		194,877
2018		202,672
2019		210,779
Thereafter		684,288
	\$	<u>1,660,173</u>

Interest expense of \$6,000 (2013 - \$6,000) has been included in the Consolidated Statement of Operations. The interest rate on long-term debt is 0.3% per annum.

7. 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>2014</u>	<u>2013</u>
Benefit obligation - beginning of the year	\$6,260	\$6,962
Add: Current service costs	453	470
Interest on accrued benefit obligation	256	236
Less: Amortization of actuarial loss (gain)	86	(971)
Benefits paid (expected - not charged to liability)	(75)	(101)
Benefits paid during the year	<u>(350)</u>	<u>(336)</u>
Benefit obligation - end of the year	\$6,630	\$6,260
Less: Unamortized actuarial loss (gain)	<u>(14)</u>	<u>71</u>
Accrued benefit liability - end of the year	<u>\$6,616</u>	<u>\$6,331</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2014
(tabular amounts in thousands of dollars)**

7. EMPLOYEE FUTURE BENEFITS (con't)

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

	2014	2013
Discount rates	3.10%	4.00%
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 10% of the individual's total indemnity received subsequent to 2002. These amounts are accrued as earned.

8. TANGIBLE CAPITAL ASSETS

	Land	Land Improvements	Parks	Buildings	Machinery & Equipment	Vehicles	Infrastructure	Library Materials	Work in Progress	Total
2014										
Costs										
Balance beginning of year	\$ 21,687	\$ 13,255	\$ 34,391	\$ 108,173	\$ 16,141	\$ 7,847	\$ 169,526	\$ 969	\$ 7,939	\$ 379,928
Additions	921	2,261	1,149	2,508	1,138	1,276	5,315	224	11,488	26,280
Disposals	-	-	1,389	129	731	142	1,491	220	7,939	12,041
Balance end of year	<u>\$ 22,608</u>	<u>\$ 15,516</u>	<u>\$ 34,151</u>	<u>\$ 110,552</u>	<u>\$ 16,548</u>	<u>\$ 8,981</u>	<u>\$ 173,350</u>	<u>\$ 973</u>	<u>\$ 11,488</u>	<u>\$ 384,167</u>
Accumulated Depreciation										
Balance beginning of year	\$ -	\$ 5,557	\$ 8,446	\$ 34,988	\$ 8,454	\$ 4,769	\$ 68,367	\$ 487	\$ -	\$ 131,068
Depreciation	-	889	1,155	4,214	1,763	469	2,555	225	-	11,270
Disposals	-	-	494	29	731	121	632	220	-	2,227
Balance end of year	<u>\$ -</u>	<u>\$ 6,446</u>	<u>\$ 9,107</u>	<u>\$ 39,173</u>	<u>\$ 9,486</u>	<u>\$ 5,117</u>	<u>\$ 70,290</u>	<u>\$ 492</u>	<u>\$ -</u>	<u>\$ 140,111</u>
Net Book Value	<u>\$ 22,608</u>	<u>\$ 9,070</u>	<u>\$ 25,044</u>	<u>\$ 71,379</u>	<u>\$ 7,062</u>	<u>\$ 3,864</u>	<u>\$ 103,060</u>	<u>\$ 481</u>	<u>\$ 11,488</u>	<u>\$ 254,056</u>

	Land	Land Improvements	Parks	Buildings	Machinery & Equipment	Vehicles	Infrastructure	Library Materials	Work in Progress	Total
2013										
Costs										
Balance beginning of year	\$ 13,094	\$ 12,300	\$ 19,224	\$ 91,642	\$ 15,796	\$ 7,770	\$ 166,490	\$ 2,084	\$ 5,215	\$ 333,615
Additions	8,605	955	15,167	18,427	2,603	453	3,650	168	7,939	57,967
Disposals	12	-	-	1,896	2,258	376	614	1,283	5,215	11,654
Balance end of year	<u>\$ 21,687</u>	<u>\$ 13,255</u>	<u>\$ 34,391</u>	<u>\$ 108,173</u>	<u>\$ 16,141</u>	<u>\$ 7,847</u>	<u>\$ 169,526</u>	<u>\$ 969</u>	<u>\$ 7,939</u>	<u>\$ 379,928</u>
Accumulated Depreciation										
Balance beginning of year	\$ -	\$ 4,775	\$ 7,516	\$ 32,731	\$ 8,798	\$ 4,587	\$ 66,460	\$ 1,434	\$ -	\$ 126,301
Depreciation	-	782	930	3,654	1,914	502	2,325	388	-	10,495
Disposals	-	-	-	1,397	2,258	320	418	1,335	-	5,728
Balance end of year	<u>\$ -</u>	<u>\$ 5,557</u>	<u>\$ 8,446</u>	<u>\$ 34,988</u>	<u>\$ 8,454</u>	<u>\$ 4,769</u>	<u>\$ 68,367</u>	<u>\$ 487</u>	<u>\$ -</u>	<u>\$ 131,068</u>
Net Book Value	<u>\$ 21,687</u>	<u>\$ 7,698</u>	<u>\$ 25,945</u>	<u>\$ 73,185</u>	<u>\$ 7,687</u>	<u>\$ 3,078</u>	<u>\$ 101,159</u>	<u>\$ 482</u>	<u>\$ 7,939</u>	<u>\$ 248,860</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2014
(tabular amounts in thousands of dollars)**

8. TANGIBLE CAPITAL ASSETS (con't)

(a) Work in Progress

Work in progress having a value of \$11,488,000 (2013 - \$7,939,000) has not been amortized. Amortization of these assets will commence when the asset is in service.

(b) Developer Contributed Tangible Capital Assets and Other Transfers

Developer contributed tangible capital assets and other transfers have been recognized at their fair value at the date of contribution. Developer contributed tangible capital assets and other transfers of \$513,000 (2013 - \$15,416,000) 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.

9. ACCUMULATED SURPLUS

	2014 Actual	2013 Actual
Current Funds - general, water and sewer	\$ 22,226	\$ 20,861
Reserve fund	92,205	87,334
Capital fund	260,229	256,029
Accumulated surplus, end of year	<u>\$ 374,660</u>	<u>\$ 364,224</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2014
(tabular amounts in thousands of dollars)**

9. ACCUMULATED SURPLUS (con't)

The following reserve amounts are set aside for specific purposes:

(a) Reserve Funds

	Balance December 31, 2013	Contributions & Transfers	Earnings	Less Expenditures	Balance December 31, 2014
Machinery and Equipment					
Engineering	\$ 3,144	\$ 235	\$ 135	\$ 367	\$ 3,147
Fire	142	518	14	101	573
General	305	292	22	159	460
Computer	167	1,080	12	639	620
Building	2,488	297	92	540	2,337
Local Improvements	1,148	9	44	9	1,192
Affordable Housing	2,763	-	109	25	2,847
Tax Sale Lands	40,163	3	1,577	4,312	37,431
Waterworks	6,486	-	252	106	6,632
Parking	549	-	28	27	550
Civic Amenity	17,007	6,800	893	130	24,570
Justice Administration Accomodation	341	-	13	29	325
Streets DCC	204	36	9	-	249
Parks DCC	3	2,966	27	2,966	30
Lower Lonsdale Amenity	7,126	431	241	2,289	5,509
Lower Lonsdale Legacy	2,620	-	99	119	2,600
Infrastructure	1,385	2,851	58	2,633	1,661
Public Art	245	85	41	-	371
Marine Drive Community Amenity	295	-	11	1	305
Sustainable Transportation	419	88	16	70	453
Carbon Fund	334	81	12	84	343
Total	\$ 87,334	\$ 15,772	\$ 3,705	\$ 14,606	\$ 92,205

(b) Appropriated and Unappropriated

	2014	2013
Appropriated:		
General funds	\$ 9,456	\$ 8,871
Water fund	207	207
Sewer fund	7,710	6,789
Capital funds	6,173	7,169
Invested in Tangible Capital Assets	254,056	248,860
Unappropriated:		
General funds	4,042	4,085
Water fund	-	52
Sewer fund	811	857
	\$ 282,455	\$ 276,890

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2014
(tabular amounts in thousands of dollars)**

10. 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	2014	2013
Provincial Government - Schools	\$ 32,016	\$ 31,763
Greater Vancouver Regional District	1,016	1,070
Greater Vancouver Transportation Authority	7,427	7,254
British Columbia Assessment Authority	1,183	1,152
Municipal Finance Authority	4	4
	\$ 41,646	\$ 41,243

The above amounts are excluded from the Property Value Tax in the consolidated 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 182,000 active members and approximately 75,000 retired members. Active members include approximately 641 contributors from the City of North Vancouver.

The most recent actuarial valuation as at December 31, 2012 indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as of December 31, 2015 with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets of the Plan in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to the individual employers participating in the Plan.

The City paid \$3,392,000 (2013 - \$3,157,000) for employer contributions to the Plan in fiscal 2014.

(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, 2014
(tabular amounts in thousands of dollars)**

10. COMMITMENTS AND CONTINGENCIES (con't)

(d) E-Comm

The City is a member of Emergency Communications for British Columbia, Incorporated ("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 2014 the City, in conjunction with the District of North Vancouver and the District of West Vancouver, entered into a new contract for recyclables collection for a period of 5 years commencing July 1, 2015. The City's portion of the annual contract costs is expected to be approximately \$1,250,000 for the years 2015 to 2020. The City is also eligible to receive an incentive from Multi-Materials BC (MMBC) of approximately \$55,000 per month (\$660,000 annually).

11. 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 \$2,218,000 (2013 - \$2,060,000), which is administered by the City, has not been included with the City's accounts.

12. 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 that support the various sectors of the City. Functions include financial planning and reporting, economic development and legislative services.

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.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2014
(tabular amounts in thousands of dollars)**

12. SEGMENTED INFORMATION (con't)

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, 2014
(tabular amounts in thousands of dollars)**

12. SEGMENTED INFORMATION (con't)

	Revenues	Expenses					Total	Annual Surplus(Deficit)
		Wages & Benefits	Goods & Supplies	Services	Depreciation	Capitalized		
General government	\$ 68,970	\$ 10,961	\$ 4,426	\$ 3,097	\$ 3,393	\$ (4,361)	17,516	\$ 51,454
Transportation and transit	2,931	2,714	798	7,795	1,236	(6,324)	6,219	(3,288)
Health, social services and housing	324	464	50	1,846	-	(7)	2,353	(2,029)
Development services	4,744	3,898	27	653	-	-	4,578	166
Protective services	1,669	15,314	611	5,670	1,107	(118)	22,584	(20,915)
Parks, recreation and culture	6,893	12,801	948	10,530	4,040	(3,923)	24,396	(17,503)
Water utilities	9,230	2,006	6,205	1,110	787	(2,124)	7,984	1,246
Sewer utilities	8,744	1,266	240	6,130	637	(242)	8,031	713
Solid waste	4,632	1,251	28	2,691	70	-	4,040	592
2014	\$ 108,137	\$ 50,675	\$ 13,333	\$ 39,522	\$ 11,270	\$ (17,099)	\$ 97,701	\$ 10,436
2013	\$ 131,347	\$ 49,380	\$ 15,142	\$ 34,991	\$ 10,495	\$ (16,663)	\$ 93,345	\$ 38,002

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2014
(tabular amounts in thousands of dollars)**

13. BUDGET FIGURES

The audited budget figures presented in these consolidated financial statements are based upon the financial plan approved by Council as the Financial Plan for the Years 2014 to 2023 Bylaw, 2014, No. 8364 April 28, 2014. The table below reconciles the approved budget to the budget figures reported.

	<u>Financial Plan Bylaw</u>
Revenue per consolidated statement of operations	\$ 92,120
Less:	
Interagency Funds	(6,569)
Add:	
Transfer from other funds	216
Revenue per financial plan bylaw 8364	<u>85,767</u>
Expenses per consolidated statement of operations	93,991
Add:	
Transfer to other funds	9,290
Less:	
Interagency payments	(6,569)
Expenses per financial plan bylaw 8364	<u>96,712</u>
Deficit for the year	(10,945)
Reserves and capital:	
Capital expenditures	(96,425)
Depreciation	11,000
Transfers from reserves	67,330
External contributions	29,040
Annual budgeted Surplus per financial plan bylaw	<u>\$ -</u>

Permissive Tax Exemptions for the year ended December 31, 2014

Organization	Property Address	Municipal Taxes Exempt Portion
Anavets Senior Citizens' Housing	245 East 3rd Street	\$34,532
Army, Navy, Air Force Veterans in Canada	119 East 3rd Street	16,209
The Cascadia Society for Social Working	325 West 19th Street	2,873
The Cascadia Society for Social Working	351 West 19th Street	2,848
The Cascadia Society for Social Working	348 West 19th Street	2,496
Community Living Society	317 & 319 East Keith Road	2,708
Community Living Society	1003-555 West 28th Street	971
Family Services North Shore	101-255 West 1st Street	10,356
Grand Blvd Parent Participation Preschool Society operating in Queensbury Elem.	520 East 20th Street	1,646
Hollyburn Family Services Society	210 West 13th Street	5,234
HYAD Housing for Young Adults with Disabilities	2130 Chesterfield Avenue	7,603
Kiwanis Senior Citizens Homes Ltd.	170 West 2nd Street	29,952
Kiwanis Senior Citizens Homes Ltd.	1215 St. Georges Avenue	12,038
Kiwanis Care Homes Ltd.	1480 St. Andrews Street	12,048
Lighthouse Harbour Ministries	1 - 260 East Esplanade	3,652
The Lonsdale Creek Daycare Society operating in Lonsdale Annex Elementary	230 West 21st Street	758
Lookout Emergency Aid Society, NS Shelter	705 West 2nd Street	12,550
Metro Vancouver Philippine Art & Culture Exposition Society	113 East 3rd Street	5,126
North Shore Connexions Society	1924 Jones Avenue	2,064
North Shore Crisis Services Society	c/o119 -255 West 1st Street	2,492
The North Shore Disability Resource Centre Association	2412 Wilding Way	2,469
North Shore Multicultural Society	123 East 15th Street	37,093
North Shore Neighbourhood House	225 East 2nd Street	45,055
North Shore Neighbourhood House operating daycare in Ridgeway School	420 East 8th Street	2,144
NSNH operating daycare in Sutherland School	1858 Sutherland Avenue	2,968
NSNH operating Out of School Childcare at Westview School	641 West 17th Street	4,373

N Shore Neighbourhood House (Community Garden)	207 East 2nd Street	3,992
North Vancouver Chamber of Commerce	102-124 West 1st Street	6,035
North Vancouver Lawn Bowling Club	2160 Lonsdale Avenue	100,178
North Vancouver Masonic Temple	1140 - 1144 Lonsdale Avenue	7,349
Presentation House Cultural Society	333 Chesterfield Ave	61,610
Queen Mary Community Services Assoc. operating pre-school	230 West Keith Road	384
North Vancouver Royal Canadian Legion	121/123 West 15th Street	17,063
Silver Harbour Centre	144 East 22nd Street	19,374
St Leonard's Society of North Vancouver	312 Bewicke Avenue	1,725
Vancouver Coastal Health Authority- Magnolia House Residential Mental Health	720 East 17th Street	2,454
Vancouver Coastal Health Authority- Margaret Fulton Adult Day Care	1601 Forbes Avenue	30,389
Fraternal Order of Eagles, North West Aerie 2638	162, 164, 166, 168 170 West 3rd St	14,094
St. Edmund's Parish	613 Mahon Avenue	3,759
North Shore Pacific Grace Mennonite Brethren Church	101-145 West 15th Street	5,204
Assembly of Christians (Gospel Hall)	133 East 4th Street	1,826
North Shore Bethel Christian Mennonite Brethren Church	185 East Keith Road	2,068
Holy Trinity Catholic Church	2705 Lonsdale Avenue	1,933
Holy Trinity Catholic School	6 Western Avenue	22,854
Holy Trinity Catholic School	128 West 27th Street	16,768
North Shore Alliance Church	201 East 23rd Street	18,226
King's Temple Missionary Society (N S Christian Centre)	1400 Sutherland Avenue	2,068
Parish of St. Agnes Anglican Church	530 East 12th Street	783
Parish of St. John The Evangelist Anglican Church	209 West 13th Street	7,092
Salvation Army North Vancouver Community Church	105 West 12th Street	9,308
St. Andrew's & St. Stephen's Presbyterian Church	2641 Chesterfield Avenue	5,029
St. Andrew's United Church	1044 St. Georges Avenue	2,982
St. Edmund's Catholic Church	545 Mahon Avenue	1,776
St. Edmund's Catholic School	535 Mahon Avenue	25,609
St. Thomas Aquinas Catholic High School	541 West Keith Road	85,305
Sutherland Church	630 East 19th Street	4,559
TOTAL		\$744,054

Declaration of Council Disqualifications

No Councillors were disqualified from holding office in 2014 under the provisions set out in the Community Charter.



city
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