

2015 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 and 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

2015 Objectives and Measures

2015 Objectives

2015 Measures

Communications

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| <p>1. Design, launch and execute large and creative advance outreach campaign for Slide the City event, an extremely large-scale event.</p> <p>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.</p> <p>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.</p> <p>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.</p> | <p>1. Completed. Extremely robust, creative, fun spirited and lengthy promotions campaign was designed and executed to promote Slide the City and was a success. Elements included photography, videos, contests, web, social media, ads, signage and a whimsical and informative site map which was widely used and the primary information piece for the entire event.</p> <p>2. Completed. New logo, brand and campaign strategy for Summer Sessions were completed and implemented. The campaign ran through the summer months promoting and building awareness of the City's summer long music festival in the Shipyards.</p> <p>3. Completed. New service reporting app was secured, installed, staff training completed and a brand created for the app. 'CityFIX' has been a success. Promotions began with the launch of the app and continue currently. Other municipalities have contacted the City requesting information about the app and implementation process.</p> <p>4. Completed. Two in-depth reviews and audits of the City's Facebook and Twitter accounts were done in 2015. The audits studied the City's social media standing compared to other municipalities across the region, identified our strengths and opportunities for growth. Overall, both audits demonstrated the City's social media vehicles lead most municipalities in the areas of engagement, offerings, interactivity, creativity, growth and style.</p> |
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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.
5. Completed. A community engagement campaign were created and branded ' I Love My City'. A logo and brand was designed and utilized widely in a variety of ways that have been well received by the public (expression boards, photography, logo'd items, ads, videos, web, social media, bus shelters, contests, presence at events, etc.) . The campaign promotes citizens' pride in the City, their love for the community and appreciation of what City Council delivers. The campaign is based on testimonials from residents about their passion for the City. The campaign has been a success, has resonated with the community and continues. The I Love My City brand has been embedded in almost all of the City's promotional vehicles.
6. Completed. The design and production of a large community update information piece distributed as a North Shore News insert as well as other distribution methods. The 4 page piece contained information about the Central Waterfront Project progress, the Spirit Trail and several other City initiatives. The design of the piece was graphically and visually appealing, aimed at citizens to provide them with a robust update on key projects. The highlight feature of the piece was a hand-drawn map of the Spirit Trail.
7. The technical build and design is nearing completion, launching May 2016. Under construction is a new Council Meetings feature for the City website which will house minutes/meetings/videos/agendas all on one webpage in an easy to use, intuitive format, replacing the current format of each item on a different webpage. Have also completed the technical backend build of a mobile responsive feature which will launch May 2016. This will allow the website to be viewed and navigated with ease on mobile devices and tablets.
8. Completed. 'CityView', a digital e-newsletter was designed and launched. The weekly (Fridays) subscription based direct email publication delivers updates and information from City Hall/City Council directly to citizens in an easy to read, content appropriate and visually appealing layout. Subscription continues to grow. Other municipalities have expressed interest and inquired about the City's experience with this community engagement initiative and process.

Facilities & Real Estate

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| <ol style="list-style-type: none">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). | <ol style="list-style-type: none">1. A comprehensive 2016 Capital Project Work Plan has been completed for Facilities. This plan includes outstanding works and deferred maintenance from previous years as well as newly identified projects.2. Completed in December 2015. Facilities worked directly with HR's Health and Safety Officer to complete a COR Gap Analysis.3. Initial planning and information gathering is underway. Facilities will continue to work with the City's Purchasing Manager to prioritize the tendering of service and supply contracts.4. The framework for a comprehensive database for all City owned facilities was completed by end of Q3 2013. A review of all of the facilities was conducted and DCIs (development category indicators) were assigned to each facility that considers building condition, functionality and site development pressures.5. The Facilities and Real Estate departmental reorganization has been completed. 6 new positions were created and approved. The former Lands division is now fully amalgamated with Facilities. |
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Information Technology

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| <ol style="list-style-type: none">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. | <ol style="list-style-type: none">1. Initial planning and information gathering underway; adoption expected in early 2016.2. Initial planning and information gathering underway; design and implementation scheduled for Q2 2016.3. A Request for Information process was completed and the CityPAL project team recommended 3 short-listed applications to move forward to the Request for Proposals process in 2015. |
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| <p>4. Work with Communications to create a mobile-friendly version of the City's website.</p> | <p>4. Initial planning and information gathering conducted; design and implementation scheduled for Q2 2016.</p> |
| <p>5. Create a mobile-friendly version of CityMap, the City's web maps.</p> | <p>5. A mobile-friendly version of CityMap has been developed and moved to the testing phase; public release is expected in the first-half of 2016.</p> |
| <p>6. Continue upgrading legacy software and applications to modern accessibility and security standards.</p> | <p>6. A number of smaller single-use legacy applications were retired and/or upgraded in 2015. This project will continue throughout 2016.</p> |

Special Projects

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| <p>1. Completion of Foot of Lonsdale sub-surface works and temporary surface in preparation for final completion in 2017.</p> | <p>1. Subsurface works completed in 2015.</p> |
| <p>2. Continuation of planning for Central Waterfront revitalization, including creation of development principles.</p> | <p>2. Principals approved in April 2015 by Council. Request for Proposal issued for Lot 5 in 2015.</p> |
| <p>3. Ensure active uses of Central Waterfront buildings, including Coppersmith Shop and Pipe Shop.</p> | <p>3. Both buildings were actively leased and used in 2015.</p> |
| <p>4. Develop revitalization plan for the Harry Jerome Community Recreation Centre Complex.</p> | <p>4. Project was rated a "B" in 2015 Project Prioritization Process, moving project to later years of 10 year planning cycle.</p> |

2016 Objectives

2016 Objectives

Communications

1. Waterfront progress campaign: Develop and implement a multi-tiered awareness strategy and campaign to provide continued updates and information to the community about the Central Waterfront project and its progress through 2016, profiling Lot 5, Foot of Lonsdale, Spirit Trail Connection, Polygon Gallery, etc. The campaign will include announcements, a video, photography, web section, ongoing image updates via social media, news releases, photo ops, e-newsletter, ads, North Shore News insert publication, etc.

2. Slide the City/CarFree Days campaign: Drawing on the success of the promotions of 2015's Slide the City/CarFree Day event, an even larger campaign will be launched in 2016 to promote the returning event which is now 2 days and will require even greater outreach and media management. 2016's campaign will include a rebrand of the event as well as a creative and whimsical marketing approach. Another detailed site map will be designed and widely distributed.

3. City Successes campaign: Create and launch campaign to inform the community about City/City Council achievements, plans, successes that may not be commonly known, understood or appreciated by the general public. This will also include a 'Government 101' education component.
4. I Love My City campaign Phase 2: Continuing with the success of the I Love My City engagement campaign launched in 2015, the second phase in 2016 will elevate the program including even more outreach elements. A new series of citizen testimonials via videos, photography, expression boards, online comments, etc. will be created and promoted. Presence at community and City events will be programmed and new features will be added to the campaign.
5. Promotion of Housing Action Plan, CNV4me and Vision Zero: Individual outreach campaigns for each will promote these three initiatives, engaging and informing the community of their existence and benefits as well as encourage public input.
6. Family Map: Design and creation of a detailed, informational and whimsical City map aimed at families and young children, identifying all family-friendly sights, locations, public art, amenities, features and activities throughout the City. Part of the CNV4me campaign.
7. CityFIX, City Collect, City View: Continue to grow awareness of and subscriptions to CityFIX and CityCollect apps as well as CityView digital e-newsletter via campaign strategies for each and implementation of those campaigns throughout 2016.

Facilities & Real Estate

1. Develop a manual for policies and procedures for Facilities Project Management.
2. Develop a Service Level Agreement between Community Development and Facilities and Real Estate.
3. Develop a manual for departmental policies and procedures for Facilities Operations.
4. Conduct an internal review of the North Vancouver Municipal Cemetery Operations.
5. Develop a manual for departmental policies and procedures for the Real Estate division.

Information Technology

1. Finalize the 2016-2019 Corporate Technology Strategic Plan and present to senior management for adoption; complete a departmental scorecard to track performance of the strategic plan objectives.
2. Develop business intelligence through enhanced reporting capabilities.
3. Raise knowledge worker competencies through training and application consolidation.

4. Increase connectivity by adopting a “DigOnce” standard for communications conduit and connection to the Western Canada Internet Exchange.
5. Facilitate highly connected departments through the expanded use of online, mobile-friendly services and an improved unified communications system.
6. Increase the maturity of IT’s processes and services through the adoption of ITIL, Lean and Agile methodologies.
7. Continue the replacement of legacy technology including network and telephony infrastructure, legacy permits and licensing software and single-use Access-97 based legacy applications.

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 public notices
- ✓ Deliver and circulate information to City staff in response to search requests for City documents
- ✓ Respond to requests under the Freedom of Information and Protection of Privacy Act
- ✓ Deliver records management services including a centralized repository for the City's documents and records, centralized classification system, procedures, training program and support to City staff
- ✓ Administration of local general elections
- ✓ Provide initial contact to the public through City Hall reception

2015 Objectives and Measures

2015 Objectives	2015 Measures
1. Implement new Council Procedure Bylaw.	1. Procedure Bylaw has been implemented to facilitate effective meetings of Council in order to carry out the business of the City.
2. Continue to review and improve departmental and interdepartmental processes.	2. Streamlined and documented the Public Hearing and Public Meeting processes.
3. Continue the development of a records management program to address the City's record-keeping needs.	3. Completed digitization and indexing of specific records series for Cemetery, Engineering, City Clerks and Community Development.
4. Develop processes and procedures to reduce the City's dependency and storage needs for hard copy records.	4. Created a draft document scanning standard to digitize hard copy documents to reduce the storage of 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.	5. Developed and implemented a centralized registration and tracking system for all City bylaws, Council resolutions and legal agreements.

2016 Objectives

2016 Objectives

1. Continue the development of a City-Wide Protection of Privacy Program.
2. Create a digital archive of Council Reports and Council Resolutions to promote greater accessibility of the City's information assets.
3. Ongoing development of a records management program to address the City's record-keeping needs.

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)

2015 Objectives and Measures

2015 Objectives	2015 Measures
1. Negotiation of revised collective agreement with the International Association of Fire Fighters (IAFF).	1. Negotiations completed in 2015. New collective agreement expiry date December 31, 2019.
2. Opening of negotiations with CUPE for revised City and Library collective agreements.	2. Preparation for opening of negotiations for the two collective agreements completed and both organizations ready to begin bargaining once notice to bargain received from CUPE.
3. Begin tendering process for City and Library Extended Health, Dental, Life Insurance, Optional Life Insurance, Critical Illness and Long-Term Disability benefits coverages.	3. Tendering process and expected milestones for the year 2015 met; project on target.
4. Continued progress towards application for Certificate of Recognition with WorkSafeBC in 2016.	4. Programs and progress expected for 2015 on target towards application for COR certification.
5. Realignment and refreshment of the Disability Management Program to meet COR criteria.	5. Disability Management program now in alignment with COR criteria. Goal met.

2016 Objectives

2016 Objectives

1. Negotiation of a revised collective agreement for the City's Inside/Outside employees and the North Vancouver City Library's employees with CUPE.
2. Benefits tendering process completed and any changes decided upon through this process will be fully implemented.
3. Complete COR audit documentation project.
4. City Labour Relations legal support tendering process completed and any changes decided upon through this process will be implemented.

Finance

Services and Operations

Financial Planning / Budgeting

- ✓ 5-Year Operational Program planning
- ✓ 10-Year Capital Project planning
- ✓ Budgeting for agencies, boards and commissions
- ✓ Long Term Financial Plan
- ✓ OCP Finance Goals and Objectives development and monitoring

Accounting / Accounts Payable / Taxation / Internal Reporting / Payroll

- ✓ Corporate accounting
- ✓ Financial record keeping including agencies, boards and commissions
- ✓ Property taxation – policy establishment and monitoring
- ✓ Accounting policy development and monitoring of compliance
- ✓ Annual financial statements
- ✓ Banking and cash management
- ✓ Investment policy development and management of invested funds
- ✓ Accounts payable and receivable
- ✓ Payroll, benefit and tax remittances
- ✓ Property tax collection – information, notices, Home Owner Grants, deferrals, payments
- ✓ Water, Sewer, Waste – utility rate modeling, rates collections
- ✓ Compliance with Public Sector Accounting Board (PSAB) standards
- ✓ Internal audit

Risk Management / Purchasing / Pool Vehicle Fleet

- ✓ Corporate purchasing
- ✓ Purchasing card management
- ✓ Risk management
- ✓ Insurance claims management
- ✓ Management of City pool vehicles

General Government Services

- ✓ Support for Directors Team, Civic Projects Team, Major Projects Committee
- ✓ Participation in Corporate initiatives and task forces
- ✓ Council / Public information requests
- ✓ Financial reports
- ✓ Joint service delivery agreements
- ✓ Departmental HR services – performance reviews, job descriptions, staff support, training and development
- ✓ Leadership, management, coordination of departmental work program

2015 Objectives and Measures

2015 Objectives	2015 Measures
1. Transition corporate credit cards to a more secure chip and PIN technology.	1. Transition of corporate credit cards to a more secure chip and PIN technology is in progress and will be completed in 2016.
2. Continued assessment of the City's Long Term Property Tax Strategy to reduce business taxation.	2. The Business to Residential Property tax rate ratio was reduced in 2015 with a shift in the amount of taxes from non-residential properties to the Residential Class.
3. Enhancement of PeopleSoft financial reporting tools.	3. Enhanced PeopleSoft financial reporting tools have been implemented in 2015 and staff training was provided. Continued improvement in tools is in progress.
4. Review of the Development Cost Charge Program.	4. Review of the Development Cost Charge Program is scheduled to be completed in 2016.
5. Encouragement of vendor electronic payments supporting the City's environmental and conservation initiatives.	5. As part of the 2015 year-end close process, letters were sent to vendors notifying them of the option to receive payments electronically. Further reminders will be sent in 2016.
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.	6. PSAB 3260 financial reporting requirements were met for the year-ended December 31, 2015. Ongoing compliance will continue.
7. Update of Permissive Tax Exemption Policy.	7. The Permissive Tax Exemption Policy was reviewed and updated in September 2015.
8. Compliance with all statutory reporting requirements under the Community Charter.	8. All statutory reporting requirements under the Community Charter were met.

2016 Objectives

2016 Objectives

1. Review of signing limits and PeopleSoft approval framework.
2. Consolidation of user fees and bylaws.
3. Perform risk-based internal reviews of departmental controls and processes.
4. Review of the Utility Rate Model.
5. Subject to Council's endorsement, review the financial implications of a Lower Lonsdale Business Improvement Area.
6. Complete the transition of corporate credit cards to a more secure chip and PIN technology.
7. Continued assessment of the City's Long Term Property Tax Strategy to reduce business taxation.
8. Complete the review of the Development Cost Charge Program.
9. Adoption of a Contaminated Sites Policy concerning PSAB 3260 (liability for contaminated sites) financial reporting requirements.
10. Compliance with all statutory reporting requirements under the Community Charter.

Engineering, Parks and Environment

Services and Operations

Transportation & Streetscapes Division

- ✓ Sustainable transportation initiatives and projects
- ✓ Mobility of people, services and goods
- ✓ On-street parking
- ✓ Traffic signals, signage and street lighting
- ✓ Traffic calming
- ✓ Transportation demand management planning and outreach
- ✓ Streetscape planning and design
- ✓ Integration of transportation with land use, parks and greenways, and development planning
- ✓ Traffic management planning during construction and events
- ✓ Liaison with DNV and Ministry on transportation projects

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
- ✓ 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
 - ❖ On a cost-recovery basis, construction of Lonsdale Energy Corp. underground piping

- ✓ 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 activities and interdepartmental coordination
 - ❖ Climate adaptation activities and interdepartmental 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 management policy planning and implementation
 - ❖ Recycling collection contract and recycling depot administration through tri-municipal liaison
 - ❖ Fulfillment of statutory reporting obligations to the Province, Multi-Materials BC and Metro Vancouver
 - ❖ Liaison with external environmental agencies (Fisheries and Oceans Canada, Environment Canada, Ministry of Environment, Metro Vancouver, Multi-Materials BC and Port Metro Vancouver)

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

2015 Objectives and Measures

2015 Objectives	2015 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 4th to 11th Streets. 3. Complete pedestrian and cycling facilities on 3rd Street and 2nd Street to Forbes Avenue. 4. Complete City-wide Traffic Signal controller replacement. 	<ol style="list-style-type: none"> 1. Substantially completed. 2. Completed. Traffic signal at Keith and Lonsdale and corner bulges at Lonsdale and 6th have been installed. 3. Completed. 4. Controllers have been replaced. Final phase – programming planned for completion in Q3 2016.
Operations Division	
<ol style="list-style-type: none"> 1. Draft a “Green Fleet” management policy. 2. Implement multi-family food scraps program. 3. Develop a long range Sidewalk Work Program. 	<ol style="list-style-type: none"> 1. In progress. Corporate review of green fleet programs and policy underway. 2. Complete. City provides service to buildings with less than 10 units; private sector provides service to the rest. 3. Complete. Yearly work program focuses priority on building development funded sidewalks and to infill gaps in sidewalk network on priority basis.
Engineering Planning, Design & Development Division	
<ol style="list-style-type: none"> 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 – three units and up 	<ol style="list-style-type: none"> 1. On-going in coordination with DNV – target completion Q3 2016. 2. City wide planning on-going; utility planning for Moodyville redevelopment complete. 3. Complete. 4. Fully implemented. All developments are now subject to the Community Good Neighbour Construction Agreement.

Parks & Environment Division

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| 1. Complete Planning and Design for Mahon Park Artificial Turf Field. | 1. Planning and design complete. Construction in progress; scheduled for completion in Fall 2016. |
| 2. Complete Planning and Design for Spirit Trail - Heywood Street to Lynnmouth Park. | 2. Planning and design in progress. Construction planned for 2017. |
| 3. Complete Planning and Design for Green Necklace - East Keith Road and Grand Boulevard. | 3. Planning and design complete. Construction to commence June 2016. |
| 4. Complete renovation of Chief Mathias Joe Park. | 4. Construction in progress. Scheduled for completion May 2016. |

Administration

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| 1. Complete a departmental scorecard to track performance of the Strategic Plan objectives. | 1. Completed. Current scorecard contains 34 metrics used to track progress towards strategic plan objectives. |
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2016 Objectives

2016 Objectives

Transportation & Streetscapes Division

1. Complete the Road Safety Strategy – Vision Zero.
2. Complete Phase 1 of Pedestrian Plan (data gathering & analysis).
3. Complete Cloverley short-cutting prevention plan.
4. Complete Lower Lonsdale on-street parking management plan.

Operations Division

1. Implement Level 1 DOC activation protocol
2. Create three year Operations Fleet right sizing strategy.
3. Expand the use of Infor-Hansen for work management.

Engineering Planning, Design & Development Division

1. Transition to MMCD Platinum contract documents and CAD standards.
2. Update CNV Design Manual (Subdivision and Development Control Bylaw).
3. Implement Anti-whistling for Bewicke Avenue Rail Crossing.

Parks & Environment Division

1. Complete construction of the East Keith Road and Grand Boulevard Sections of the Green Necklace Greenway.
2. Complete construction of the Mahon Park Artificial Turf Field and Track.
3. Complete the renovation of Chief Mathias Joe Park.
4. Complete the planning and design for Chief Dan George Park.
5. Complete invasive plant inventory update and implement new data management system.

Administration

1. Develop a Project Management Office to improve project delivery efficiency.

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

2015 Objectives and Measures

2015 Objectives	2015 Measures
Business and Economic Development	
1. Business Licensing and Compliance – New business licensing procedures for food trucks at events.	1. Completed. Policy adopted by Council.
2. Complete process for use of the Pipe Shop as a special event.	2. Completed. Pipe Shop being used as a special event venue managed by Quay Property Management.
3. New retail strategy for Lot 5.	3. Completed.
4. Report on a new tourism strategy for the City.	4. Completed. Quay Property Management will deliver the Visitor Services under contract with the City.
5. Revised filming procedures and fees.	5. Completed. New fees schedule approved by Council. 2015 was one of our busiest years for filming activity.
6. Prepare staff training on Business Friendly Support for business.	6. Outstanding but staff are participating in sessions on dealing with difficult customers. Economic Partnership North Vancouver was launched.

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| 7. Prepare a revised Special Occasion Liquor Licensing Policy. | 7. Completed. New Policy adopted by Council. |
| 8. Work with LLBA on Car Free Day and Slide the City event. | 8. The City hosted the longest, steepest and best attended water slide in North America. Combined with Car Free Day, a total of 15,000 people came out for the event. |
| 9. Enhanced programming for Shipbuilders' Square and Civic Plaza. | 9. Staff has set up an internal Place-making Task Force to look at programming and design of public spaces. |
| 10. Complete promotional material for Burrard Dry Dock Pier. | 10. Underway. |
| 11. Negotiate use of St. Roch Dock by Harbour Cruises. | 11. Initial step completed for school tours. Future opportunities being explored. |
| 12. Complete a review of the Wharf Bylaw, moorage fees and current ship services contract. | 12. Completed. Revised Wharf Bylaw adopted by Council. |

Development

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| 1. Coach House Process Simplification. | 1. Completed. Simplification of approval processes adopted by Council. |
| 2. Revise Planning Application Materials. | 2. Completed. Simplified materials and handouts. |
| 3. Sustainable Development Checklist Review. | 3. Completed. Amendments approved by Council. |
| 4. Site 8 Rezoning and Special Study. | 4. Ongoing. |
| 5. Harbourside Waterfront Development – Streetscape standards, Development Permit Review. | 5. Streetscape standards completed. No development permit applications received. |
| 6. Support Lot 5 Working Group. | 6. Ongoing. |

Planning Policy

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| 1. Adopt New Official Community Plan. | 1. Completed. The new OCP delivers new capacity for new ground-oriented family housing and two new Frequent Transit Development Areas. The long range vision will guide us towards being one of the greenest and most livable communities in the country. |
| 2. Adoption and implementation of Density Bonus / Community Amenity Contribution Policy. | 2. Completed. This policy will deliver cash for important amenities, heritage retention, and affordable and rental housing. |

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| 3. Grant Policy Review. | 3. Review process was initiated. Grant programs were merged. Grants were provided to worthy community groups and purposes totalling over \$229,000. |
| 4. Zoning Bylaw Comprehensive Review Phase 4 - Changes to support design. | 4. Background research initiated. |
| 5. Gaming Policy Review. | 5. Completed. |
| 6. East 3rd Street / Moodyville Development Controls – Substantially complete Development Guidelines and Pre-zoning. | 6. Substantially completed in 2015. Bylaws consideration and public hearing in 2016. |
| 7. Social and Active Innovation in Apartment Design to make apartment living healthier. | 7. Active Design Guidelines completed. |
| 8. Housing Action Plan. | 8. Ongoing. 169 new rental units approved through rezoning with 372 new rental units currently under construction. Several Housing Innovation Tours held. A Residential Tenant Displacement Policy was adopted. |
| 9. CNV4ME Implementation. | 9. Implementation Committee formed, selecting preferred projects. Draft Child and Youth Friendly Evaluation Tool prepared. CityFEST held in May with over 4,000 attending. Movies in the plaza a success. |

Enforcement

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| 1. Re-write the Bylaw Adjudication Bylaw and bring Squamish into the registry. | 1. Complete. Amendments to the Bylaw Adjudication Bylaw enacted. New Registry Agreement signed by all municipal partners accepting Squamish as a new member. |
| 2. Initiate temporary enhanced construction site enforcement and determine if this service should be extended. | 3. Enhancement of service complete. A regular full-time Construction Ambassador (Bylaw Enforcement Officer II) was approved in the 2016 Program Budget. |

General

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| 1. Complete City Hall Phase 2 renovation with Phase 1 adjustments. | 1. Layout refinements completed with Facilities. Project awaiting funding. |
| 2. Review all department fees and revenue collection practices to apply policy priorities and affirm current processes. | 2. Partially completed. Filming, pier bookings and business license practices review completed. Building permit fees and collection processes review completed. Adjusted ticketing system. |
| 3. Support and enhance North Shore Emergency Management and Community Development Emergency Plan. | 3. Ongoing. Several successful NSEM events with Department participation in 2015. |

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| 4. Enhance relations with Squamish Nation. | 4. Ongoing. |
| 5. Tidemark Advantage Replacement (including ticketing system and hand-helds). | 5. Much progress on CityPal. Completed RFEI, secured funding and began RFP process. |
| 6. Cell Antenna Policy – update of guidelines in a new development permit process. | 6. Interim policy in action. Final update to be completed in 2016. |

2016 Objectives

2016 Objectives

Business and Economic Development

1. Continue to participate on the Economic Partnership North Vancouver, Port Waterfront Liaison Committee and Vancouver North Shore Tourism Association.
2. Complete promotional material for Burrard Dry Dock Pier.
3. Review and develop revised street vending policy.
4. Implement the West First Street No Smoking Policy.
5. Implement a BIA establishment process for Lower Lonsdale (pending Council direction).
6. Establish and implement a business walks program in Central Lonsdale in cooperation with the Economic Partnership North Vancouver.
7. Continue to seek expanded use of Burrard Dry Dock Pier and Shipbuilders Square.
8. Prepare a Policy Statement for Filming.
9. Develop a new business license application and process for keeping business licence data up to date.
10. Develop mechanisms to enable expanded reporting on business licence data.
11. Implement the gas pump labels.

Development

1. Review all processes and materials in preparation for new Permits and Licensing software (CityPal).
2. Rogers Plaza / Jack Loucks Court Enhancement Study in consultation with John Braithwaite Community Centre staff.
3. Site 8 Rezoning and Special Study.
4. Harbourside Waterfront Development – Development Permit Review.
5. Rezoning to support redevelopment of Lot 5 / Quay Development.
6. East 3rd Street / Moodyville Development Controls and Area Wide Rezoning Initiative.
7. Secondary Suite plus Coach House Zoning Amendment (3rd unit).

Planning Policy

1. Complete Grant Policy Review.
2. Childcare Policy and Plan Review (Facilities and residential care).
3. Dementia Friendly Community Policy creation.
4. Deliver a project as recommended through the CNV4ME Task Force.
5. Successful delivery of 9th Study in the City project in partnership with the Lonsdale Quay.
6. Completion of the Housing Action Plan.
7. Implementation of short term action items in the Housing Action Plan including initiation of a potential affordable housing project in partnership with other agencies.
8. Zoning Bylaw Comprehensive Review Phase 4 - Changes to support design.
9. Initiate review of one or more OCP Special Study Areas (at Council's direction).
10. Central Lonsdale Development Permit Guidelines and Zoning Review to Support Active Streetscapes.

Enforcement

1. Implementation of a GPS solution for the Bylaw Services Fleet vehicle to improve Work Alone Safety for Bylaw Enforcement Officers.
2. Re-write of the Business Licence Bylaw to streamline the Business Licence enforcement process.
3. Complete update of the Bylaw Services Division's Procedure Manual, including Parking Bylaw Notice Screening and Cancellation Policy, to recognize the shift of the role of the Bylaw Enforcement Officer from an Enforcer to an Ambassador of the City.

Permits and Inspections

1. Enhance publications (hardcopy and electronic) relating to the City's construction permitting and inspections process.
2. Maintain high levels of customer service.
3. Work with other departments to reduce backlog due to high level of construction activity.
4. Redesign website framework to improve target audience information and tools.

General

1. Complete review of all department fees and revenue collection practices.
2. Support and enhance North Shore Emergency Management and Community Development Emergency Plan.
3. Enhance relations with Squamish Nation.
4. Tidemark Advantage Replacement with new CityPal permitting and ticketing program.
5. Review and improvement of records management processes for paper and electronic files.
6. Legal services review.
7. Respond to opportunities to demonstrate leadership, innovation and creative community building.

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)

2015 Objectives and Measures

2015 Objectives	2015 Measures
1. Implement Wisetracker for inventory control.	1. Received budget approval in 2015 and will be implemented in 2016.
2. Update North Vancouver Detachment Service Plan.	2. Completed.
3. Implement Employee Development for Police Support Services Staff.	3. Implemented.
4. Improve traffic safety.	4. North Vancouver RCMP Member won the Alexa award in BC for issuing IRPs (immediate roadside prohibitions).
5. Reduce crime through targeting prolific offenders.	5. Ongoing implementation of the North Vancouver Bike Registration Program.

2016 Objectives

2016 Objectives

1. Improve visibility and service.
2. Demonstrate accountability through effective engagement.
3. Advocate for a Communications Strategist.
4. Improve front counter security.
5. Improve internal communications for Police Support Services staff.

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, 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

2015 Objectives and Measures

2015 Objectives	2015 Measures
1. Fire Apparatus delivery (Rescue Truck and New Support Truck).	1. Both apparatus delivered and on budget.
2. Fireboat Agreement (renewal).	2. New Fireboat Agreement signed and in place as of January 1, 2016.
3. North Shore Shared Services – Terms of Reference.	3. On-going.
4. Fire Inspections on Squamish First Nations Lands.	4. Substantially complete.
5. Fire Officer Development Program.	5. Eight Members completed Fire Officer 1 and Three Members completed Fire Officer 2.
6. Exempt Officer Development Program.	6. Continuing program with success.
7. Asset Management Inventory.	7. Hansen introduced and working towards implementation.

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|--------------------------------------|--|
| 8. North Shore Hazmat pre-planning. | 8. On-going. Working with neighbouring departments. |
| 9. Incident Safety Officer Training. | 9. 98% of the department received training. |
| 10. Manage Life Safety Upgrade. | 10. On-going. 60% - Fully completed. 3% - Non-compliant. |

2016 Objectives

2016 Objectives

1. Fire Apparatus delivery (New Pumper).
2. Training on Squamish First Nations Land.
3. Asset Management Inventory – Implementing Hansen.
4. Enhanced Technical Rescue Training.
5. Spray Booth Upgrade.
6. HazMat Identification Equipment and Training.
7. CityPal Integration.
8. Swiftwater Training.
9. Fire Ground Operations Development and Training Program.
10. Firehall Structural Upgrade.

North Vancouver Museum and Archives Commission

Services and Operations

- ✓ Sole custodian of the City's cultural, archival and museum collections
- ✓ Preserves historically valuable community records and artifacts
- ✓ Develops and delivers interpretive and educational programs
- ✓ Documents local history
- ✓ Provides access to archival information
- ✓ Operates 3 facilities (Museum, Archives, Collection Storage Facility)

2015 Objectives and Measures

2015 Objectives	2015 Measures
<p>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.</p>	<p>1. Secured \$3.9M in pledges of non-municipal funding for a new museum in the Pipe Shop. Project was cancelled in January 2016.</p>
<p>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.</p>	<p>2. Multi-year collection clean-up project was completed in mid-2015. 20,000+ objects were inventoried; 5,000+ "found" objects were documented; 4,500+ objects were de-accessioned; 6,000 negatives were scanned; and 1,800 hours of volunteer and intern labour was contributed.</p>
<p>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.</p>	<p>3. A new Collection Management Policy, approved by both the City and the District of North Vancouver, guided decisions regarding acquisitions, management, and preservation of museum and archival collections.</p>
<p>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).</p>	<p>4. A Community Engagement Curator, hired using contributed and grant funds, collected stories and photos for a "Voices and Views" online exhibit and a book to celebrate the 125th anniversary of North Vancouver District (in 2016).</p>

2016 Objectives

2016 Objectives

1. Complete the research, writing and publication of a major hardcover book to celebrate North Vancouver's 125th anniversary ("Where Mountains Meet the Sea", author Daniel Francis, publisher Harbour Publishing).
2. Re-open the Museum in Presentation House and provide accessible and engaging programs, exhibits and learning experiences that respond to a wide range of local needs and interests and invite participation from residents and visitors.
3. Develop, manage, preserve and provide access to archival and museum collections that document significant aspects of local history and provide a foundation for the study and understanding of North Vancouver and its residents.
4. Complete an architectural feasibility study, exhibit concept update, collection storage consolidation plan and 5-year financial plan for a new museum incorporated within a proposed retail/residential development on Site 8.

North Vancouver Recreation and Culture Commission

Services and Operations

- ✓ Operation of 10 Community Recreation Centres, Centennial Theatre and North Vancouver Tennis Centre
- ✓ Recreation and Culture Services, Facilities and Events Planning
- ✓ Recreation and Culture Program Design and Delivery – over 17,000 annually
- ✓ Community Events – over 130 delivered/supported annually
- ✓ Facility management, maintenance and planning
- ✓ Public Art program
- ✓ Animation of community through arts and culture services
- ✓ Support/collaboration with community, sport and cultural organizations
- ✓ Rentals of facilities, fields, parks and community spaces
- ✓ Arts and Culture Grants
- ✓ Volunteer Support
- ✓ Financial Access Program
- ✓ Community Engagement and Customer Service; Website, Call Centre and Registration System
- ✓ Information Technology, Communications, Marketing and Research and Financial services

2015 Objectives and Measures

2015 Objectives	2015 Measures
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.	1. Revitalize facilities and systems: a) Worked with CNV staff to support and enable Council decision-making regarding the Harry Jerome facility. b) New Delbrook Community Recreation Centre scheduled to be fully operating in 2017.
2. Begin implementation of document management system.	2. Phase 1 project plan complete; plan for phase 2 is complete.
3. Fully implement staff scheduling system and attendance tracking.	3. System implemented.
4. Develop requirements for replacement of CLASS software.	4. Requirements completed in collaboration with other municipal partners.
5. Develop and implement new website.	5. New website design in progress for implementation in August 2016.
6. Connect people to nature and respond to needs of the underserved and inactive.	6. New programs and services implemented to connect people to nature and respond to needs of persons with disabilities and low income.
7. Work with the City to revitalize Harry Jerome Community Recreation Centre.	7. See 1 a).
8. Support the Society in the 2015 BC Seniors Summer Games.	8. Summer Games successfully completed.

2016 Objectives

2016 Objectives

1. Plan for program and service launch in new Delbrook Community Recreation Centre.
2. Full participation in Harry Jerome CRC renewal process.
3. Participate in decision-making and design for new community amenities that impact recreation and culture.
4. Refresh facility plan for recreation, sport and cultural facilities.
5. Review and improve Public Art Program.
6. Understand better the needs of the inactive and under-served and plan more targeted services.
7. Connect people with nature; work with Parks and other agencies to improve outdoor recreation planning.
8. Assess and revise fitness, health and wellness services.
9. Pursue opportunities with SD44 regarding facility planning, public use of facilities and working together on common goals.
10. Launch new website.
11. Conclude evaluation phase for replacement of program registration/facility booking system.
12. Implement next phase of document management system.
13. Renew approach to employee performance coaching and support systems.

North Shore Emergency Management

Services and Operations

- ✓ 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 NSEM volunteers
- ✓ Stakeholder engagement to enhance North Shore emergency management capabilities
- ✓ Management of public safety lifeline volunteers who make themselves available to support the community during emergencies and disasters

2015 Objectives and Measures

2015 Objectives	2015 Measures
1. Development and maintenance of relevant emergency plans to help prepare for, respond to, and recover from emergencies and disasters.	1. Plans were either created or updated including the following: extreme heat initial response, north shore downed power line, active threat template, north shore spill response, evacuation, and rapid damage assessment.
2. An informed North Shore community with knowledge of their emergency management responsibilities.	2. Many activities occurred to engage the public in their personal responsibility with being prepared including: an earthquake simulator sponsored by industry (three days located at Night Market, Lynn Valley Library and Park Royal Shopping Centre), nine community displays, three youth emergency preparedness sessions, seven evenings and weekend emergency preparedness workshops, a presentation to Eagle Island residents, 20 one hour presentations to groups and one childcare emergency preparedness course.

3. Effectively trained and exercised municipal staff and public safety lifeline volunteers to support planning, response and recovery activities on the North Shore.
3. NSEM presented 10 Emergency Operations Centre courses to staff and volunteers. In addition, staff and volunteers attended over 10 other courses provided by external agencies. Amateur Radio participated in Field Day, NSEM facilitated a rapid damage assessment exercise and all municipal staff was encouraged to participate in the annual ShakeOut earthquake drill. NSEM facilitated the most extensive full-scale earthquake exercise ever held on the North Shore, complete with Emergency Operations Centre activation and field activities which tested movement of resources, new technologies, hazmat response and rapid damage assessment. Over 50 external organizations participated in this exercise. NSEM and municipal staff also participated in numerous exercises facilitated by external agencies.
4. Support the municipalities in their emergency response and recovery activities when an emergency or disaster occurs.
4. NSEM staff and volunteers responded to 13 emergencies that ranged from house fires to apartment fires across the North Shore. Responding to the MV Marathassa marine oil spill was an additional significant task where the whole shoreline was threatened and West Vancouver was most significantly impacted.

2016 Objectives

2016 Objectives

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 2015

**The Corporation of the City of
North Vancouver
Consolidated Financial Statements
For the year ended December 31, 2015**



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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, 2015 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, 2015, 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 Professional Accountants

May 2, 2016

Burnaby, Canada

**The Corporation of the City of North Vancouver
Consolidated Statement of Financial Position
As at December 31, 2015 with comparative figures for 2014
(in thousands of dollars)**

	<u>2015</u>	<u>2014</u>
FINANCIAL ASSETS		
Cash	\$ 5,849	\$ 6,067
Temporary investments (note 4(a))	42,630	43,568
Portfolio investments (note 4(b))	113,161	107,149
Investment in Lonsdale Energy Corp. (note 5)	715	1,702
Due from other governments	4,117	3,845
Accounts receivable	9,082	10,224
Loan to Lonsdale Energy Corp. (note 6)	13,651	10,664
Interest receivable	10,386	9,711
	<u>199,591</u>	<u>192,930</u>
LIABILITIES		
Accounts payable and accrued liabilities	14,406	13,007
Deferred revenue	26,186	24,287
Deferred development cost charges	23,741	20,725
Long-term debt (note 7)	1,480	1,660
Employee future benefits (note 8)	8,165	6,997
Advances and other liabilities	7,881	8,097
	<u>81,859</u>	<u>74,773</u>
NET FINANCIAL ASSETS	<u>117,732</u>	<u>118,157</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (note 9)	326,164	254,056
Inventories	507	565
Prepaid expenses	1,497	1,882
	<u>328,168</u>	<u>256,503</u>
ACCUMULATED SURPLUS (note 10)	<u>\$ 445,900</u>	<u>\$ 374,660</u>

Commitments and contingencies (note 11)
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, 2015 with comparative figures for 2014
(in thousands of dollars)**

	2015 Budget	2015	2014
	(notes 2(g) and 14)		
REVENUE			
Property value tax	\$ 51,186	\$ 51,114	\$ 48,727
Parcel taxes	2,437	2,459	2,398
Licences and permits	3,378	4,863	3,638
Fines and fees	3,924	5,020	4,575
Rent	1,249	1,266	1,342
Interest and penalties	2,188	5,523	5,796
Sale of services	24,153	24,139	23,993
Rebate and recoveries	81	404	93
Grants and other	6,400	7,589	8,732
Developer contributions and other transfers	250	4,874	10,694
(Losses) gains on disposition of assets	-	63,089	(1,864)
Lonsdale Energy Corp. (loss) income	-	(987)	13
	<u>95,246</u>	<u>169,353</u>	<u>108,137</u>
EXPENSES			
General government	15,540	17,113	17,516
Transportation and transit	4,155	5,876	6,219
Health, social services and housing	2,376	2,336	2,353
Development services	4,468	4,626	4,578
Protective services	24,144	23,412	22,584
Parks, recreation and culture	24,302	24,626	24,396
Water utilities	8,912	8,206	7,984
Sewer utilities	7,400	7,791	8,031
Solid waste	4,305	4,127	4,040
	<u>95,602</u>	<u>98,113</u>	<u>97,701</u>
Total expenses (note 13)	<u>95,602</u>	<u>98,113</u>	<u>97,701</u>
Annual surplus (deficit)	(356)	71,240	10,436
Accumulated surplus beginning of year	<u>374,660</u>	<u>374,660</u>	<u>364,224</u>
Accumulated surplus end of year	<u>\$ 374,304</u>	<u>\$ 445,900</u>	<u>\$ 374,660</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, 2015 with comparative figures for 2014
(in thousands of dollars)**

	2015 Budget	2015	2014
	(notes 2(g) and 14)		
Annual surplus (deficit)	\$ (356)	\$ 71,240	\$ 10,436
Acquisition of tangible capital assets	(76,807)	(20,840)	(17,322)
Non-cash developer contributed assets and found assets	-	(347)	(1,021)
Proceeds on sale of tangible capital assets	-	84	13
Depreciation of tangible capital assets	11,300	12,084	11,270
Loss (gain) on disposition of tangible capital assets	-	(63,089)	1,864
	<u>(65,507)</u>	<u>(72,108)</u>	<u>(5,196)</u>
Acquisition of inventories	-	(848)	(1,201)
Acquisition of prepaid expenses	-	(1,350)	(1,823)
Use of inventories	-	910	1,046
Use of prepaid expenses	-	1,731	1,034
	<u>-</u>	<u>444</u>	<u>(944)</u>
Increase (decrease) in net financial assets	(65,863)	(425)	4,296
Net financial assets, beginning of year	<u>118,157</u>	<u>118,157</u>	<u>113,861</u>
Net financial assets, end of year	<u>\$ 52,294</u>	<u>\$ 117,732</u>	<u>\$ 118,157</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, 2015 with comparative figures for 2014
(in thousands of dollars)**

	2015	2014
Cash provided by (used for):		
Operating Activities		
Annual surplus	\$ 71,240	\$ 10,436
Items not involving cash:		
Depreciation expense	12,084	11,270
Loss (gain) on disposal of tangible capital assets	(63,089)	1,864
Non-cash developer contributed assets and found assets	(347)	(1,021)
Lonsdale Energy Corp. (income) loss	987	(13)
Changes in non-cash operating items:		
Increase in due from other governments	(272)	(120)
Decrease (increase) in accounts receivable	1,142	(528)
Increase in promissory note receivable	(2,987)	(1,191)
Increase in interest receivable	(675)	(1,734)
Increase (decrease) in accounts payable and accrued liabilities	1,399	(1,807)
Increase in deferred revenue	1,899	3,261
Increase in deferred development cost charges	3,016	124
Increase in accrued employee future benefits	1,168	285
Decrease in advances and other liabilities	(216)	(303)
Increase in inventories	58	(155)
Increase in prepaid expenses	385	(789)
	25,792	19,579
Capital Activities		
Cash used to acquire tangible capital assets	(20,840)	(17,322)
Proceeds from sale of tangible capital assets	84	13
	(20,756)	(17,309)
Investing Activities		
Decrease (increase) in temporary investments	938	(14,901)
Decrease (increase) in portfolio investments	(6,012)	14,286
	(5,074)	(615)
Financing Activities		
Repayment of long-term debt	(180)	(173)
	(180)	(173)
Increase in cash	(218)	1,482
Cash, beginning of year	6,067	4,585
Cash, end of year	<u>\$ 5,849</u>	<u>\$ 6,067</u>

See accompanying notes to the consolidated financial statements

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(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% (2014 – 33%) by the City and 67% (2014 – 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% (2014 – 50%) by the City and 50% (2014 – 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, 2015
(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 27, 2015.

(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. As this plan is a multi-employer plan, 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, 2015
(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 – 100 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 estimated 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, 2015
(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.

(n) Contaminated Sites

A liability for contaminated sites is recognized when a site is not in productive use and the following criteria are met:

- i) An environmental standard exists;
- ii) Contamination exceeds the environmental standard;
- iii) The City is directly responsible or accepts responsibility;
- iv) It is expected that future economic benefits will be given up; and
- v) A reasonable estimate of the amount can be made

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

3. ADOPTION OF NEW ACCOUNTING POLICY

Effective January 1, 2015, the City adopted Public Sector Accounting Handbook Standard PS 3260, Liability for Contaminated Sites. This standard was applied on a retroactive basis to January 1, 2014 and did not result in any adjustments to liabilities, tangible capital assets or accumulated surplus of the City.

4. INVESTMENTS

(a) Temporary Investments

The fair value of temporary investments at December 31, 2015 was \$43,559,045 (2014 - \$45,042,845). These investments range in maturity date from January 8, 2016 to December 12, 2016, and range in yield from 1.25% to 6.27%.

(b) Portfolio Investments

The fair value of portfolio investments at December 31, 2015 was \$126,705,811 (2014 - \$119,750,380). These investments range in maturity from January 18, 2017 to December 1, 2025, and range in yield from 1.74% to 7.52%.

5. INVESTMENT IN LONSDALE ENERGY CORPORATION ("LEC")

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>2015</u>	<u>2014</u>
Current assets	\$ 953	\$ 1,989
Non-current assets	20,849	19,531
Total assets	<u>\$ 21,802</u>	<u>\$ 21,520</u>
Current liabilities	\$ 1,308	\$ 2,485
Long-term liabilities	19,779	17,333
	<u>\$ 21,087</u>	<u>\$ 19,818</u>
Shareholder's equity	<u>\$ 715</u>	<u>\$ 1,702</u>
Total revenue	\$ 2,907	\$ 2,854
Total expense	2,863	2,841
Income before other income (expenses)	44	13
Other income (expenses)	(1,031)	-
Net income (loss)	<u>\$ (987)</u>	<u>\$ 13</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

5. INVESTMENT IN LONSDALE ENERGY CORPORATION ("LEC") (con't)

Included in the City's consolidated statement of financial position is "Investment in Lonsdale Energy Corp." in the amount of \$715,000 (2014 - \$1,702,000) and a loan receivable, see note 6. Also, included in accounts receivable in the City's consolidated statement of financial position is a receivable from LEC in the amount of \$268,000 (2014 - \$161,000).

In 2015, LEC recognized a one-time expense related to an agreement (the "Agreement") between LEC and Corix Utilities Inc. ("Corix") that expired on December 31, 2013. Under the terms of the Agreement, Corix provided, installed and maintained the boilers, central control system and energy meters that form part of LEC's hydronic heat distribution system in the Lower Lonsdale Service Area. LEC recorded a non-recurring expense of \$1,031,000 made up of interest, loss on disposal of obsolete asset and legal charges related to the Agreement. All requirements by both LEC and Corix in respect of the Agreement are now concluded and no further costs related to the Agreement will be incurred by LEC subsequent to December 31, 2015.

6. LOAN TO LONSDALE ENERGY CORPORATION ("LEC")

The loan receivable balance of \$13,651,000 (2014 - \$10,664,000) consists of the following interest bearing promissory notes:

On December 16, 2013, the City converted amounts due from LEC to a 5-year demand term loan bearing interest at 2.1%. Additional funding may be made available to LEC under the terms of the agreement to a maximum of \$12,000,000. The balance owing at December 31, 2015 is \$11,039,000 (2014 - \$10,664,000).

On July 8, 2015, the City issued a promissory note to LEC in the amount of \$2,000,000 (2014 - nil). On November 25, 2015, the City issued a promissory note to LEC in the amount of \$612,000 (2014 - nil). Both loans are due on demand and bear interest at 2.1%. Interest revenue of \$247,300 (2014 - \$208,900) has been included in the consolidated statement of operations.

At the maturity date of the loan to LEC the City may, at its discretion, extend the terms of the loan in whole or in part or LEC may repay the loan in whole or in part using either internal or external financing.

7. 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, 2015 was \$1,479,998 (2014 - \$1,660,173).

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

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

7. LONG-TERM DEBT (con't)

2016	\$	187,382
2017		194,877
2018		202,672
2019		210,779
2020		219,210
Thereafter		465,078
	\$	<u>1,479,998</u>

Interest expense of \$6,000 (2014 - \$6,000) has been included in the Consolidated Statement of Operations. The interest rate on long-term debt is 0.3% per annum.

8. 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, 2015.

Information regarding the City's obligations for these benefits, including its proportionate share of the North Vancouver City Library, North Vancouver Recreation Commission, and North Vancouver Museum and Archives Commission, is as follows:

	2015	2014
Benefit obligation - beginning of the year	7,011	6,260
Add: Current service costs	517	453
Interest on accrued benefit obligation	215	256
Transfer of liabilities	77	381
Less: Amortization of actuarial loss	519	86
Benefits paid (expected - not charged to liability)	(72)	(75)
Benefits paid during the year	(400)	(350)
Benefit obligation - end of the year	<u>7,867</u>	<u>7,011</u>
Unamortized actuarial gain (loss)	<u>298</u>	<u>(14)</u>
Accrued benefit liability - end of the year	<u>8,165</u>	<u>6,997</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

8. EMPLOYEE FUTURE BENEFITS (con't)

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

	2015	2014
Discount rates	3.10%	3.10%
Expected future inflation rates	2.50%	3.00%
Expected wage and salary increases	2.58% to 4.63%	.08% to 2.0%

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

(b) Council Retirement Stipend

Starting 2005, Council Members are entitled to a retirement stipend based on 9.9% of the individual's total indemnity received subsequent to 2002. These amounts are accrued as earned.

9. TANGIBLE CAPITAL ASSETS

	Land	Land Improvements	Parks	Buildings	Machinery & Equipment	Vehicles	Infrastructure	Library Materials	Work in Progress	Total
2015										
Costs										
Balance beginning of year	\$ 22,608	\$ 15,516	\$ 34,151	\$ 110,552	\$ 16,548	\$ 8,981	\$ 173,350	\$ 973	\$ 11,488	\$ 394,167
Additions	4,950	34,393	4,366	525	840	653	26,709	209	23,805	96,450
Disposals	28	-	263	95	630	610	3,286	233	11,488	16,633
Balance end of year	\$ 27,530	\$ 49,909	\$ 38,254	\$ 110,982	\$ 16,758	\$ 9,024	\$ 196,773	\$ 949	\$ 23,805	\$ 473,984
Accumulated Depreciation										
Balance beginning of year	\$ -	\$ 6,446	\$ 9,107	\$ 39,173	\$ 9,486	\$ 5,117	\$ 70,290	\$ 492	\$ -	\$ 140,111
Depreciation	-	1,117	1,214	4,282	1,600	529	3,118	224	-	12,084
Disposals	-	-	163	24	630	520	2,805	233	-	4,375
Balance end of year	\$ -	\$ 7,563	\$ 10,158	\$ 43,431	\$ 10,456	\$ 5,126	\$ 70,603	\$ 483	\$ -	\$ 147,820
Net Book Value	\$ 27,530	\$ 42,346	\$ 28,096	\$ 67,551	\$ 6,302	\$ 3,898	\$ 126,170	\$ 466	\$ 23,805	\$ 326,164
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	\$ 22,608	\$ 15,516	\$ 34,151	\$ 110,552	\$ 16,548	\$ 8,981	\$ 173,350	\$ 973	\$ 11,488	\$ 394,167
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	\$ -	\$ 6,446	\$ 9,107	\$ 39,173	\$ 9,486	\$ 5,117	\$ 70,290	\$ 492	\$ -	\$ 140,111
Net Book Value	\$ 22,608	\$ 9,070	\$ 25,044	\$ 71,379	\$ 7,062	\$ 3,864	\$ 103,060	\$ 481	\$ 11,488	\$ 254,056

(a) Work in Progress

Work in progress having a value of \$23,805,000 (2014 - \$11,488,000) has not been amortized. Amortization of these assets will commence when the asset is in service.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

9. TANGIBLE CAPITAL ASSETS (con't)

(b) Developer Contributed Tangible Capital Assets and Other Transfers

Developer contributed tangible capital assets and other transfers have been recognized at their estimated fair value at the date of contribution. Developer contributed tangible capital assets and other transfers of \$1,816,800 (2014 - \$513,000) 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.

10. ACCUMULATED SURPLUS

	2015 Actual		2014 Actual
Current Funds - general, water and sewer	\$ 24,917	\$	22,226
Reserve fund	86,067		92,205
Capital fund	334,916		260,229
Accumulated surplus, end of year	<u>\$ 445,900</u>	<u>\$</u>	<u>374,660</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

10. ACCUMULATED SURPLUS (con't)

The following reserve amounts are set aside for specific purposes:

(a) Reserve Funds

	Balance December 31, 2014	Contributions & Transfers	Earnings	Less Expenditures	Balance December 31, 2015
Machinery and Equipment					
Engineering	\$ 3,147	\$ 396	\$ 158	\$ 306	\$ 3,395
Fire	573	-	55	371	257
General	460	-	16	144	332
Computer	620	1,076	37	172	1,561
Building	2,337	147	78	306	2,256
Local Improvements	1,192	5	36	486	747
Affordable Housing	2,847	-	96	106	2,837
Tax Sale Lands	37,431	-	1,265	7,893	30,803
Waterworks	6,632	-	220	475	6,377
Parking	550	-	23	105	468
Civic Amenity	24,570	3,500	940	1,099	27,911
Justice Administration Accomodation	325	-	11	25	311
Streets DCC	249	45	9	-	303
Parks DCC	30	216	31	216	61
Lower Lonsdale Amenity	5,509	12	163	1,563	4,121
Lower Lonsdale Legacy	2,600	-	88	95	2,593
Infrastructure	1,661	-	224	1,544	341
Public Art	371	-	12	58	325
Marine Drive Community Amenity	305	-	11	-	316
Sustainable Transportation	453	87	14	196	358
Carbon Fund	343	80	13	42	394
Total	\$ 92,205	\$ 5,564	\$ 3,500	\$ 15,202	\$ 86,067

(b) Appropriated and Unappropriated

	2015	2014
Current Funds - general, water and sewer		
Appropriated:		
General funds	\$ 9,710	\$ 9,456
Water fund	103	207
Sewer fund	8,598	7,710
Unappropriated:		
General funds	5,692	4,042
Sewer fund	814	811
	<u>\$ 24,917</u>	<u>\$ 22,226</u>
Capital fund		
Invested in tangible capital assets	\$ 326,164	\$ 254,056
Appropriated Capital funds	8,752	6,173
	<u>\$ 334,916</u>	<u>\$ 260,229</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

11. COMMITMENTS AND CONTINGENCIES

(a) Property Taxes

The City is obliged to levy, collect and remit 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	2015	2014
Provincial Government - Schools	\$ 32,374	\$ 32,016
Greater Vancouver Regional District	1,068	1,016
Greater Vancouver Transportation Authority	7,389	7,427
British Columbia Assessment Authority	1,197	1,183
Municipal Finance Authority	4	4
	<u>\$ 42,032</u>	<u>\$ 41,646</u>

(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 administering the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2015, the plan has about 185,000 active members and approximately 80,000 retired members. Active members include approximately 521 contributors from the City of North Vancouver.

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

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2012, indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as at 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 \$3,490,000 (2014 - \$3,392,000) for employer contributions to the Plan in fiscal 2015.

(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

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

(c) Contingent Liabilities (con't)

and is recorded in the financial statements as a liability. Where the outcomes of amounts or losses are uncertain, no amounts have been recorded.

(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 five years commencing July 1, 2015. The City's portion of the annual contract costs is expected to be approximately \$1,100,000 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).

12. 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 \$2,435,000 (2014 - \$2,218,000), which is administered by the City, has not been included with the City's accounts.

13. 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.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

13. SEGMENTED INFORMATION (con't)

Transportation and Transit

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

Health, Social Services and Housing

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

Development Services

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

Protective Services

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

Parks, Recreation and Culture

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

Water Utilities

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

Sewer Utilities

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

Solid Waste

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

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

13. SEGMENTED INFORMATION (con't)

	Expenses						Annual Surplus(Deficit)	
	Revenues	Wages & Benefits	Goods & Supplies	Services	Depreciation	Capitalized		Total
General government	\$ 66,430	\$ 11,120	\$ 3,473	\$ 1,968	\$ 3,366	\$ (2,814)	17,113	\$ 49,317
Transportation and transit	20,221	2,702	839	11,515	1,804	(10,984)	5,876	14,345
Health, social services and housing	442	401	54	1,886	-	(5)	2,336	(1,894)
Development services	6,271	3,872	33	721	-	-	4,626	1,645
Protective services	1,880	16,441	1,006	5,265	1,151	(451)	23,412	(21,532)
Parks, recreation and culture	44,214	12,993	965	8,422	4,256	(2,010)	24,626	19,588
Water utilities	12,665	2,003	6,184	1,321	827	(2,129)	8,206	4,459
Sewer utilities	12,254	1,459	169	6,444	609	(890)	7,791	4,463
Solid waste	4,976	1,365	54	2,637	71	-	4,127	849
2015	<u>\$ 169,353</u>	<u>\$ 52,356</u>	<u>\$ 12,777</u>	<u>\$ 40,179</u>	<u>\$ 12,084</u>	<u>\$ (19,283)</u>	<u>\$ 98,113</u>	<u>\$ 71,240</u>
2014	<u>\$ 108,137</u>	<u>\$ 50,675</u>	<u>\$ 13,333</u>	<u>\$ 39,522</u>	<u>\$ 11,270</u>	<u>\$ (17,099)</u>	<u>\$ 97,701</u>	<u>\$ 10,436</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2015
(tabular amounts in thousands of dollars)**

14. 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 2015 to 2024 Bylaw, 2015, No. 8413 April 27, 2015. The table below reconciles the approved budget to the budget figures reported.

	<u>Financial Plan Bylaw</u>
Revenue per Statement of Operations	\$ 95,246
Less:	
Transfers from Reserve Interagency funds	(949)
	<u>(4,375)</u> (5,324)
Revenue per financial plan bylaw	<u>89,922</u>
Expenses per Statement of Operations	95,602
Add:	
Transfer to other funds	8,185
Less:	
Budget adjustments for consolidation	(1,911)
Interagency payments	<u>(4,375)</u> (6,286)
Expenses per financial plan bylaw	<u>97,501</u>
Deficit for the year	(7,579)
Reserves and capital:	
Capital expenditures	(75,063)
Depreciation	11,300
Transfers from reserves	41,868
External contributions	29,474
Annual budgeted Surplus per financial plan bylaw	<u>\$ -</u>

Permissive Tax Exemptions for the Year Ended December 31, 2015

ORGANIZATION	PROPERTY ADDRESS	MUNICIPAL TAXES EXEMPT PORTION
Anavets Senior Citizens' Housing	245 East 3rd Street	\$35,536
Army, Navy Air Force Veterans In Canada	119 East 3rd Street	15,774
The Cascadia Society for Social Working	325 West 19th Street	3,120
The Cascadia Society for Social Working	351 West 19th Street	3,102
The Cascadia Society for Social Working	348 West 19th Street	2,632
Community Living Society	317 & 319 East Keith Road	2,888
Community Living Society	1003-555 West 28th Street	1,058
Family Services North Shore	203, 206 - 1111 Lonsdale Avenue	20,925
Fraternal Order of Eagles, North West Aerie 2638	170 West 3rd Street	13,875
Grand Blvd Parent Participation Society operating in Queensbury Elementary School	520 East 20th Street	1,740
Hollyburn Family Services Society	210 West 13th Street	5,331
HYAD Housing for Young Adults with Disabilities	2130 Chesterfield Avenue	7,863
Kiwanis Senior Citizens Homes Ltd.	170 West 2nd Street	44,246
Kiwanis Senior Citizens Homes Ltd.	1215 St. Georges Avenue	12,406
Kiwanis Care Homes Ltd.	1480 St. Andrews	12,401
Lighthouse Harbour Ministries	1 - 260 East Esplanade	3,587
The Lonsdale Creek Daycare Society operating in Lonsdale Annex Elementary School	230 West 21st Street	798
Lookout Emergency Aid Society, NS Shelter	705 West 2nd Street	12,640
Metro Vancouver Philippine Arts & Culture Exposition Society	113 East 3rd Street	4,715
North Shore Connexions Society	1924 Jones Avenue	2,201
North Shore Crisis Services Society	c/o 215 - 145 East 15th Street	2,670
The North Shore Disability Resource Centre Association	2412 Wilding Way	2,702
North Shore Multicultural Society	124 East 15th Street	36,435
North Shore Neighbourhood House	225 East 2nd Street	44,399
North Shore Neighbourhood House operating daycare in Ridgeway School	420 East 8th Street	2,252
NSNH operating daycare in Sutherland School	1858 Sutherland Avenue	3,092
NSNH operating Out of School Childcare at Westview School	641 West 17th Street	4,580
North Shore Neighbourhood House (Community Garden)	207 East 2nd Street	3,752

North Vancouver Chamber of Commerce	102-124 West 1st Street	5,928
North Vancouver Lawn Bowling Club	2160 Lonsdale Avenue	103,284
North Vancouver Masonic Temple	1140 - 1144 Lonsdale Avenue	6,530
Presentation House Cultural Society	333 Chesterfield Avenue	60,517
Queen Mary Community Services Assoc. operating pre-school	230 West Keith Road	401
North Vancouver Royal Canadian Legion	121/123 West 15th Street	16,616
Silver Harbour Centre	144 East 22nd Street	19,636
St. Edmond's Parish	613 Mahon Avenue	3,598
St Leonard's Society of North Vancouver	312 Bewicke Avenue	1,800
Vancouver Coastal Health Authority- Magnolia House Residential Mental Health	720 East 17th Street	2,650
Vancouver Coastal Health Authority- Margaret Fulton Adult Day Care	1601 Forbes Avenue	30,414
Assembly of Christians (Gospel Hall)	133 East 4th Street	1,848
North Shore Bethel Christian Mennonite Brethren Church	185 East Keith Road	1,851
Holy Trinity Catholic Church	2705 Lonsdale Avenue	1,816
Holy Trinity Catholic School	6 Western Avenue	23,569
Holy Trinity Catholic School	128 West 27th Street	17,295
North Shore Alliance Church	201 East 23rd Street	17,423
King's Temple Missionary Society (N S Christian Centre)	1400 Sutherland Avenue	1,943
Parish of St. Agnes Anglican Church	530 East 12th Street	735
Parish of St. John The Evangelist Anglican Church	209 West 13th Street	6,663
Salvation Army North Vancouver Community Church	105 West 12th Street	16,902
St. Andrew's & St. Stephen's Presbyterian Church	2641 Chesterfield Avenue	4,727
St. Andrew's United Church	1044 St. Georges Avenue	2,916
St. Edmund's Catholic Church	545 Mahon Avenue	1,214
St. Edmund's Catholic School	535 Mahon Avenue	28,099
St. Thomas Aquinas Catholic High School	541 West Keith Road	87,984
Sutherland Church	630 East 19th Street	4,283
TOTAL		\$777,362

Declaration of Council Disqualifications

No Councillors were disqualified from holding office in 2015 under the provisions set out in the Community Charter.



city
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vancouver

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