



**AGENDA FOR THE REGULAR MEETING OF COUNCIL,  
IN THE CAO MEETING ROOM, CITY HALL,  
141 WEST 14<sup>TH</sup> STREET, NORTH VANCOUVER, BC, ON  
MONDAY, JULY 6, 2020 AT 5:30 PM**

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“Live” Broadcast via City Website [www.cnv.org/LiveStreaming](http://www.cnv.org/LiveStreaming)  
Complete Agenda Package available at [www.cnv.org/CouncilMeetings](http://www.cnv.org/CouncilMeetings)

**CALL TO ORDER**

**APPROVAL OF AGENDA**

1. Regular Council Meeting Agenda, July 6, 2020

**ADOPTION OF MINUTES**

2. Regular Council Meeting Minutes, June 22, 2020

**PUBLIC INPUT PERIOD**

**CONSENT AGENDA**

Item \*3 is listed in the Consent Agenda for consideration.

**CORRESPONDENCE**

- \*3. Board in Brief – Metro Vancouver Regional District, May 29, 2020

**PRESENTATION**

North Vancouver Museum and Archives Transition Update – Director, North Vancouver Museum and Archives

**REPORT**

4. North Vancouver Museum and Archives Transition Update

**PRESENTATION**

Safe Mobility Strategy – Manager, Transportation Planning

**REPORTS**

5. Safe Mobility Strategy
6. North Shore E-Scooter Pilot Proposal
7. 2020 Round One Community Grant Recommendations

**NOTICE OF MOTION**

8. Non-Criminal and Wellness-Based Response Program – Councillor McIlroy

**COVID-19 UPDATE**

**COUNCIL INQUIRIES**

**NEW ITEMS OF BUSINESS**

**NOTICES OF MOTION**

**ADJOURN**

## **CALL TO ORDER**

## **APPROVAL OF AGENDA**

1. Regular Council Meeting Agenda, July 6, 2020

## **ADOPTION OF MINUTES**

2. Regular Council Meeting Minutes, June 22, 2020

## **PUBLIC INPUT PERIOD**

The Public Input Period is addressed in sections 12.20 to 12.28 of “Council Procedure Bylaw, 2015, No. 8500.”

The time allotted for each speaker addressing Council during the Public Input Period is 2 minutes, with the number of speakers set at 5 persons. Speakers’ comments will be audio recorded, as well as live-streamed on the City’s website, and will form part of the public record.

As City Hall remains closed to the public, the Regular Council Meetings will be held electronically via “WebEx”. To speak during the Public Input Period of a Regular Council Meeting, pre-registration is required by completing an online form at [cnv.org/PublicInputPeriod](http://cnv.org/PublicInputPeriod). Persons can also pre-register by phoning 604-990-4230 and providing contact information. **All pre-registration must be submitted no later than 12:00 noon on the day of the meeting.**

Once you have pre-registered, you will receive login/call-in instructions via email/phone.

You will be required to login or phone into the Council meeting between 5:00 and 5:15 pm on the day of the meeting. At the meeting, speakers will be asked to state their name and address for the record. If speakers have written materials to accompany their presentation, these materials must be emailed to the City Clerk at [clerks@cnv.org](mailto:clerks@cnv.org) no later than 12:00 noon on the day of the meeting.

The Public Input Period provides an opportunity for comment only and places the speaker’s concern on record, without the expectation of a response from Council.

Speakers must comply with the General Rules of Conduct set out in section 5.1 of “Council Procedure Bylaw, 2015, No. 8500” and may not speak with respect to items as listed in section 12.25(2).

Speakers are requested not to address matters that refer to items from a concluded Public Hearing/Public Meeting or to Public Hearings, Public Meetings and Committee meetings when those matters are scheduled on the same evening’s agenda, as an opportunity for public input is provided when the particular item comes forward for discussion.

Please address the Mayor as “Your Worship” or “Mayor, followed by his/her surname”. Councillors should be addressed as “Councillor, followed by their surname”.

## **CONSENT AGENDA**

Item \*3 is listed in the Consent Agenda for consideration.

### **RECOMMENDATION:**

THAT the recommendation listed within the “Consent Agenda” be approved.

## **START OF CONSENT AGENDA**

### **CORRESPONDENCE**

- \*3. Board in Brief, Metro Vancouver Regional District, May 29, 2020  
– File: 01-0400-60-0006/2020

Re: Metro Vancouver – Board in Brief

### **RECOMMENDATION:**

THAT the correspondence from Metro Vancouver, dated May 29, 2020, regarding the “Metro Vancouver – Board in Brief”, be received and filed.

## **END OF CONSENT AGENDA**

### **PRESENTATION**

North Vancouver Museum and Archives Transition Update – Director, North Vancouver Museum and Archives

*Item 4 refers.*

### **REPORT**

4. North Vancouver Museum and Archives Transition Update  
– File: 15-7930-01-0001/2020

Report: Director, North Vancouver Museum and Archives, June 29, 2020

### **RECOMMENDATION:**

PURSUANT to the report of the Director, North Vancouver Museum and Archives, dated June 29, 2020, entitled “North Vancouver Museum and Archives Transition Update”:

THAT the major plan objectives of the North Vancouver Museum and Archives Transition Update report be endorsed.

## **PRESENTATION**

Safe Mobility Strategy – Manager, Transportation Planning

*Item 5 refers.*

## **REPORTS**

5. Safe Mobility Strategy – File: 16-8350-20-0012/1

Report: Manager, Transportation Planning, June 18, 2020

### **RECOMMENDATION:**

PURSUANT to the report of the Manager, Transportation Planning, dated June 18, 2020, entitled “Safe Mobility Strategy”:

THAT the “City of North Vancouver Safe Mobility Strategy” be endorsed;

AND THAT staff report back to Council with annual progress updates on progress toward achieving the goal, actions and initiatives outlined in the “Safe Mobility Strategy”, starting in 2021.

6. North Shore E-Scooter Pilot Proposal – File: 16-8330-05-0001/1

Report: North Shore Mobility Options Coordinator and Sustainable Transportation Coordinator, June 24, 2020

### **RECOMMENDATION:**

PURSUANT to the report of the North Shore Mobility Options Coordinator and the Sustainable Transportation Coordinator, dated June 24, 2020, entitled “North Shore E-Scooter Pilot Proposal”:

THAT the joint North Shore proposal for a *Motor Vehicle Act* Micromobility Pilot Project submitted to the Ministry of Transportation and Infrastructure in March 2020 be endorsed, subject to the following conditions:

1. The pilot scope is limited to the introduction of personal electric scooter devices, with opportunities for shared electric scooter device fleets to be reassessed at a later date;
2. The pilot proposal is approved by the Ministry of Transportation and Infrastructure and Provincial Cabinet, and the Provincial Government enacts a regulation permitting the Pilot Project pursuant to Part 13 of the *Motor Vehicle Act*;

*Continued...*

**REPORTS – Continued**

6. North Shore E-Scooter Pilot Proposal – File: 16-8330-05-0001/1 – Continued
3. The pilot will last for no more than three years from the date of its approval by Cabinet; and
  4. Amendments to applicable City bylaws to regulate and manage personal electric scooter devices during the pilot are brought to Council for consideration and approval prior to the pilot being initiated.
7. 2020 Round One Community Grant Recommendations  
 – File: 05-1850-20-0005/2020

Report: Chair, Social Planning Advisory Committee, and Community Planner,  
 June 24, 2020

**RECOMMENDATION:**

PURSUANT to the report of the Chair, Social Planning Advisory Committee, and the Community Planner, dated June 24, 2020, entitled “2020 Round One Community Grant Recommendations”:

THAT grants be allocated to the following organizations from the 2020 Community Grants budget for the amounts proposed:

AssistList Association (Operating)	\$600
AssistList Association (Program – AssistList North Vancouver Program)	\$650
Athletics for Kids Financial Assistance (B.C.) Society (Operating)	\$2,500
Athletics for Kids Financial Assistance (B.C.) Society (Program – Youth Sports Granting)	\$3,000
Avalon Recovery Society (Operating)	\$5,000
Avalon Recovery Society (Program – Childcare Expansion)	\$1,500
Avalon Recovery Society (Program – Operating Hours Expansion)	\$4,000
Backpack Buddies (Operating)	\$2,500
Backpack Buddies (Program – Backpack Buddies)	\$2,500
Big Brothers of Greater Vancouver (Operating)	\$1,000
Big Brothers of Greater Vancouver (Program – Community Mentoring Program)	\$1,500
Big Brothers of Greater Vancouver (Program – Teen Mentoring)	\$1,500
Big Sisters of BC Lower Mainland (Program – North Shore Mentoring)	\$2,000
Canadian Mental Health Assn. – North and West Vancouver Branch (Operating)	\$5,000

*Continued...*

**REPORTS – Continued**

7. 2020 Round One Community Grant Recommendations  
 – File: 05-1850-20-0005/2020 – Continued

Canadian Mental Health Assn. – North and West Vancouver Branch (Program – Social Support Programming)	\$3,000
Canadian Mental Health Assn. – North and West Vancouver Branch (Program – Steps Youth Program)	\$500
Crisis Intervention & Suicide Prevention Centre of BC (Operating)	\$1,000
Crisis Intervention & Suicide Prevention Centre of BC (Program – SafeTALK)	\$1,500
Crisis Intervention & Suicide Prevention Centre of BC (Program – YouthInBC.com)	\$1,500
Friend 2 Friend Learning Society (Program – Autism Demystification Programs)	\$1,000
Friend 2 Friend Learning Society (Program – Play Centre for Children with Autism Program)	\$2,000
Greater Vancouver Law Students' Legal Advice Society (Program – Law Students' Legal Advice Program)	\$1,000
Hollyburn Family Services Society (Operating)	\$2,000
Hollyburn Family Services Society (Program – Aboriginal Mental Health Court Outreach Worker)	\$2,000
Hollyburn Family Services Society (Program – Domestic Violence Unit Indigenous Workers)	\$1,200
Hollyburn Family Services Society (Program – Seniors at Housing Risk)	\$1,200
Hollyburn Family Services Society (Program – Supporting Seniors to Remain Housed)	\$1,200
Lionsview Seniors' Planning Society (Operating)	\$2,600
Living Systems: Family Systems Counselling, Education, Training & Research Society (Program – Play Therapy and Parent Counselling Program)	\$2,000
North Shore ConneXions Society (Program – Education and Community Awareness)	\$1,500
North Shore ConneXions Society (Program – Friendship Circles)	\$500
North Shore Disability Resource Centre (Program – Summer Bursary Program)	\$2,500
North Shore Keep Well Society (Operating)	\$1,500
North Shore Meals on Wheels Society (Operating)	\$6,000
North Shore Multicultural Society (Operating)	\$6,000
North Shore Multicultural Society (Program – Community Bridging)	\$1,000
North Shore Polish Association Belweder (Operating)	\$1,500
North Shore Stroke Recovery Centre (Operating)	\$5,000

*Continued...*

**REPORTS – Continued**

7. 2020 Round One Community Grant Recommendations  
 – File: 05-1850-20-0005/2020 – Continued

North Shore Stroke Recovery Centre (Program – Speech Language Pathology Program)	\$2,000
North Shore Table Tennis Society (Program – Happy Hands Table Tennis)	\$800
North Shore Table Tennis Society (Program – Newcomer Youth Leadership Table Tennis Program)	\$850
North Shore Women’s Centre (Program – North Shore Coordinating Committee to End Violence Against Women in Relationships)	\$3,000
North Shore Women’s Centre (Program – Separation Support Group)	\$1,000
North Star Montessori Elementary (Operating)	\$1,000
Pacific Post Partum Support Society (Operating)	\$1,000
Parkgate Community Services (Program – Youth Outreach)	\$2,000
Pathways Serious Mental Illness Society (Operating)	\$1,750
Sharing Abundance Association (Program – Sharing Abundance Community and Senior Meal Programs)	\$4,000
Special Olympics British Columbia Society – North Shore (Program – SOBC – North Shore Sports Programs)	\$1,000
St. Andrews United Church (Program – St. Andrews Community Meal Program)	\$3,000
St. Catherine’s Anglican Church, Capilano (Program – Community Thanksgiving Dinner)	\$500
St. John the Evangelist Anglican Church (Program – Queen Mary Family Learning Program)	\$7,000
St. John Society (British Columbia & Yukon) (Program – Medical First Response (MFR) Program)	\$2,000
Vancouver Adaptive Snow Sports (Operating)	\$500
Vancouver Adaptive Snow Sports (Program – Adaptive Learn to Ski)	\$1,000
Vancouver Brain Injury Association (Program – Brain Gain Fridays)	\$1,000
Vancouver Brain Injury Association (Program – North Shore Brain Injury Support Groups)	\$1,000
Vancouver Brain Injury Association (Program – One-on-One Case Management)	\$1,000
Volunteer Cancer Drivers Society (Program – Cancer Patient Transportation for CNV and DNV Residents)	\$1,500
West Vancouver Dance Conservatory (Operating)	\$3,000
<b>TOTAL</b>	<b>\$122,350</b>

*Continued...*

**REPORTS – Continued**

7. 2020 Round One Community Grant Recommendations  
– File: 05-1850-20-0005/2020 – Continued

THAT the following organizations be notified that their application for a 2020 Community Grant will not be funded:

Avalon Recovery Society (Program – Volunteer Training & Staff Development Program)
Big Brothers of Greater Vancouver (Program – In-School Mentoring)
Canadian Red Cross (Operating)
Lionsview Seniors’ Planning Society (Program – Age Friendly Seniors Action Tables)
Lionsview Seniors’ Planning Society (Program – Older & Wiser Column – Media Support for Seniors on the North Shore)
Lionsview Seniors’ Planning Society (Program – Services to Seniors Coalition / Planning Table)
North Shore Disability Resource Centre (Program – Adapted & Accessible Yoga)
North Shore Disability Resource Centre (Program – Parents’ Night Out Group 2020/2021)
North Shore Disability Resource Centre (Program – Parent Training and Support Groups)
North Shore Multicultural Society (Program – NEONology)
North Shore Table Tennis Club Society (Program – Racket Power for Women & Girls Table Tennis)
North Shore Volunteers for Seniors (Operating)
Pacific Post Partum Support Society (Program – Child Care at North Van PPD/A Support Group)
Pathways Serious Mental Illness Society (Program – Family-to-Family Education)
Special Olympics British Columbia Society – North Shore (Operating)
Spinal Cord Injury BC (Program – Peer Support Program: “Life Changer” Activities)
Upper Lonsdale Preschool (Program – ULP Outdoor Play Program)
Vancouver Brain Injury Association (Operating)
WAVAW Rape Crisis Centre (Operating)
West Vancouver Dance Conservatory (Program – Artistic Development)

AND THAT all applicants be commended for their innovative and timely responses to address the impacts of COVID-19 for the changing needs of the community.

**NOTICE OF MOTION**

8. Non-Criminal and Wellness-Based Response Program  
– File: 10-5080-01-0001/2020

Submitted by Councillor McIlroy

**RECOMMENDATION:**

WHEREAS the City of North Vancouver is committed to the health and well-being of all community members and the social supports required to increase the health and happiness of the community as a whole;

WHEREAS the City of North Vancouver is undergoing a community well-being strategy, forming a North Shore working group to address homelessness and reviewing the social services provided by community partners;

WHEREAS evidence continues to show that traditional methods of responding to non-criminal issues of community and individual crisis are not necessarily reducing harm and, in some cases, result in increased harm;

AND WHEREAS the North Vancouver RCMP is increasingly the first service response in cases of social and health crisis;

THEREFORE BE IT RESOLVED that staff be directed to investigate and report back to Council with recommendations for a non-criminal and wellness-based response program that includes partnerships with the Vancouver Coastal Health Authority, the North Vancouver RCMP and other social service providers;

AND THAT the focus of this program be to avoid unnecessary escalation and harm, address cultural appropriateness and respond to people's needs with compassion and care.

**COVID-19 UPDATE**

**COUNCIL INQUIRIES**

**NEW ITEMS OF BUSINESS**

**NOTICES OF MOTION**

**ADJOURN**



**MINUTES OF THE REGULAR MEETING OF COUNCIL, HELD IN THE CAO MEETING ROOM, CITY HALL, 141 WEST 14<sup>TH</sup> STREET, NORTH VANCOUVER, BC, ON **MONDAY, JUNE 22, 2020****

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**PRESENT**

**COUNCIL MEMBERS**

Mayor L. Buchanan  
Councillor H. Back\*  
Councillor D. Bell\*  
(joined at 5:43 pm)  
Councillor A. Girard\*  
Councillor T. Hu\*  
Councillor J. McIlroy\*  
Councillor T. Valente\*

*\*Participated electronically*

**STAFF MEMBERS**

L. McCarthy, CAO\*  
K. Graham, City Clerk  
C. Baird, Deputy City Clerk  
H. Granger, City Solicitor\*  
B. Themens, Director, Finance\*  
B. Pearce, Director, Strategic and Corporate Services\*  
M. Epp, Director, Planning and Development\*  
M. Friesen, Interim Manager, Development Planning\*  
A. Devlin, Manager, Transportation Planning\*  
C. Jackson, Manager, Environment\*  
T. Ryce, Chief Building Official\*  
D. Pope, Director, Engineering, Parks and Environment\*  
M. Hunter, Manager, Parks and Environment\*  
R. Skene, Director, Community and Partner Engagement\*  
L. Orr, Deputy Director, Community and Partner Engagement\*  
P. Duffy, Manager, Bylaw Services\*  
G. Schalk, Fire Chief\*

The meeting was called to order at 5:31 pm.

**APPROVAL OF AGENDA**

Moved by Councillor McIlroy, seconded by Councillor Valente

1. THAT the Regular Agenda of June 22, 2020 be amended by adding Item 3 – “Ministerial Order No. M192 – Local Government Meetings and Bylaw Process (COVID-19)” and renumbering the remaining items accordingly;

AND THAT the agenda, as amended, be approved.

**CARRIED UNANIMOUSLY**

**ADOPTION OF MINUTES**

Moved by Councillor Girard, seconded by Councillor Valente

2. Regular Council Meeting Minutes, June 15, 2020

**CARRIED UNANIMOUSLY**

## REPORT

### 3. Ministerial Order No. M192 – Local Government Meetings and Bylaw Process (COVID-19)

Report: Corporate Officer, June 22, 2020

Moved by Councillor Girard, seconded by Councillor McIlroy

PURSUANT to the report of the Corporate Officer, dated June 22, 2020, entitled “Ministerial Order No. M192 – Local Government Meetings and Bylaw Process (COVID-19)”:

THAT Ministerial Order No. M192, issued by the Minister of Public Safety and Solicitor General, was provided to the City on June 18, 2020, after notices of public hearings had already been published. The recent Order requires Council to state the basis for holding meetings without members of the public in physical attendance and the means by which the City is ensuring openness, transparency, accessibility and accountability in respect of meetings;

THAT the basis for holding Council meetings without members of the public in physical attendance is because City Hall and civic buildings continue to remain closed to the public for safety precautions regarding COVID-19;

THAT the means by which the City is ensuring openness, transparency, accessibility and accountability in respect of the meeting is:

- publishing notices in the North Shore News as to the process by which the public can attend the meetings electronically;
- posting notices on the City’s website with staff contact information and instructions to participate in Council meetings;
- posting background information on the City’s website regarding each development application scheduled for Council consideration;
- posting on the City’s website the PowerPoint presentations that are the subject of a public hearing/public meeting;
- posting on the City’s website and in the North Shore News instructions for members of the public to pre-register to attend a public hearing/public meeting by electronic means or by phone;
- posting to the City’s website staff contact information and instructions on how to participate in a Council meeting if the member of the public has not pre-registered;
- posting information on the City’s social media accounts with instructions for the public to participate in Council meetings; and
- live-streaming the Council meetings, including public hearings/public meetings, and posting the meeting agendas and minutes on the City’s website;

*Continued...*

## **REPORT – Continued**

3. Ministerial Order No. M192 – Local Government Meetings and Bylaw Process (COVID-19) – Continued

THAT Council direct staff to work toward creating a safe environment for the public to attend Regular Council meetings and public hearings in the coming months, and move forward to purchase the necessary technological equipment to conduct Council meetings in the Council Chamber, and create physical distance requirements that would encourage members of the public to attend Council meetings in the future;

AND THAT Council agrees to continue to hold its meetings electronically, including public hearings, as long as City Hall remains closed to the public and physical distancing measures are necessary.

**CARRIED UNANIMOUSLY**

## **PUBLIC HEARING – 250 East 15<sup>th</sup> Street**

Moved by Councillor McIlroy, seconded by Councillor Girard

THAT the meeting recess to the Public Hearing regarding “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2020, No. 8769” (Nacel Properties Ltd., 250 East 15<sup>th</sup> Street, CD-726) and “Housing Agreement Bylaw, 2020, No. 8770” (Nacel Properties Ltd., 250 East 15<sup>th</sup> Street, CD-726, Rental Housing Commitments).

**CARRIED UNANIMOUSLY**

The meeting recessed to the Public Hearing at 5:39 pm and reconvened at 7:03 pm.

## **BYLAWS – THIRD READING**

4. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2020, No. 8769” (Nacel Properties Ltd., 250 East 15<sup>th</sup> Street, CD-726)

Moved by Councillor McIlroy, seconded by Councillor Valente

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2020, No. 8769” (Nacel Properties Ltd., 250 East 15<sup>th</sup> Street, CD-726) be given third reading.

**CARRIED UNANIMOUSLY**

Moved by Mayor Buchanan, seconded by Councillor Valente

THAT staff work with the applicant to reduce parking by 10% from what was presented to Council at the Public Hearing, to be secured through legal agreements prior to adoption of the bylaw.

**CARRIED**

Councillor Back and Councillor Bell are recorded as voting contrary to the motion.

## **BYLAWS – THIRD READING – Continued**

5. “Housing Agreement Bylaw, 2020, No. 8770” (Nacel Properties Ltd., 250 East 15<sup>th</sup> Street, CD-726, Rental Housing Commitments)

Moved by Councillor McIlroy, seconded by Councillor Valente

THAT “Housing Agreement Bylaw, 2020, No. 8770” (Nacel Properties Ltd., 250 East 15<sup>th</sup> Street, CD-726, Rental Housing Commitments) be given third reading.

**CARRIED UNANIMOUSLY**

## **CONSENT AGENDA**

Moved by Councillor Back, seconded by Councillor McIlroy

THAT the recommendations listed within the “Consent Agenda” be approved.

**CARRIED UNANIMOUSLY**

## **START OF CONSENT AGENDA**

### **REPORTS**

- \*6. 2019 Statement of Financial Information (“SOFI”) – File: 05-1880-20-0008/2019

Report: Director, Finance, June 11, 2020

Moved by Councillor Back, seconded by Councillor McIlroy

PURSUANT to the report of the Director, Finance, dated June 11, 2020, entitled, “2019 Statement of Financial Information (“SOFI”):

THAT the Statement of Financial Information be approved and forwarded to the Ministry of Municipal Affairs and Housing.

**(CARRIED UNANIMOUSLY)**

- \*7. Statutory Report Required Under Bill 27 – File: 05-1610-01-0001/2020

Report: Director, Finance, June 9, 2020

Moved by Councillor Back, seconded by Councillor McIlroy

PURSUANT to the report of the Director, Finance, dated June 9, 2020, entitled “Statutory Report Required Under Bill 27”:

THAT the report be received and filed.

**(CARRIED UNANIMOUSLY)**

## **END OF CONSENT AGENDA**

## **REPORTS**

8. 2019 Annual Municipal Report – File: 01-0640-20-0001/2019

Report: Manager, Internal Control and Performance, June 10, 2020

Moved by Councillor Girard, seconded by Councillor Bell

PURSUANT to the report of the Manager, Internal Control and Performance, dated June 10, 2020, entitled “2019 Annual Municipal Report”:

THAT the 2019 Annual Municipal Report be approved.

**CARRIED UNANIMOUSLY**

9. 2020 Project Plan – Funding Appropriations #2045 - #2047  
– File: 05-1705-30-0019/2020

Report: Director, Finance, June 10, 2020

Moved by Councillor McIlroy, seconded by Councillor Girard

PURSUANT to the report of the Director, Finance, dated June 10, 2020, entitled “2020 Project Plan – Funding Appropriations #2045 - #2047”:

THAT (Funding Appropriation #2045) an amount of \$65,000 be appropriated from the Annual Budget – Transfer to General Reserve Fund for the purpose of funding the 2020 Project Plan;

THAT (Funding Appropriation #2046) an amount of \$220,000 be appropriated from the Civic Amenity Reserve Fund for the purpose of funding the 2020 Project Plan;

THAT (Funding Appropriation #2047) an amount of \$20,000 be appropriated from the General Reserve Fund for the purpose of funding the 2020 Project Plan;

AND THAT should any of the amounts remain unexpended as at December 31, 2023, the unexpended balances shall be returned to the credit of the respective fund.

**CARRIED UNANIMOUSLY**

10. Funding Appropriation for Shipping Container Parklet Project  
– File 13-6750-01-0001/2020

Report: Deputy Director, Community and Partner Engagement, June 17, 2020

Moved by Councillor Girard, seconded by Councillor McIlroy

PURSUANT to the report of the Deputy Director, Community and Partner Engagement, dated June 17, 2020, entitled “Funding Appropriation for Shipping Container Parklet Project”:

*Continued...*

## **REPORTS – Continued**

10. Funding Appropriation for Shipping Container Parklet Project  
– File 13-6750-01-0001/2020 – Continued

THAT (Funding Appropriation #2048) an amount of \$20,000 be appropriated from the Tax Sale Land Reserve Fund for the purpose of funding the Shipping Container Parklet Project;

AND THAT should any of the amount remain unexpended as at December 31, 2023, the unexpended balance shall be returned to the credit of the Tax Sale Land Reserve Fund.

**CARRIED UNANIMOUSLY**

## **PRESENTATION**

Fire Department 2019 Annual Report – Fire Chief

The Fire Chief provided a PowerPoint presentation regarding the “Fire Department 2019 Annual Report” and responded to questions of Council.

## **REPORT**

11. Rezoning and OCP Amendment Application: 350 East 2<sup>nd</sup> Street (Hamersley House)  
– File: 08-3400-20-0002/1

Report: Planner 1, June 10, 2020

Moved by Councillor Girard, seconded by Councillor Hu

PURSUANT to the report of the Planner 1, dated June 10, 2020, entitled “Rezoning and OCP Amendment Application: 350 East 2<sup>nd</sup> Street (Hamersley House)”:

THAT “Official Community Plan Bylaw, 2014, No. 8400, Amendment Bylaw, 2020, No. 8782” (Thomas Grimwood / Grimwood Architecture, 350 East 2<sup>nd</sup> Street, Land Use Designation Change) be considered and referred to a Public Hearing;

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2020, No. 8783” (Thomas Grimwood / Grimwood Architecture, 350 East 2<sup>nd</sup> Street, CD-427 Text Amendment) be considered and referred to a Public Hearing;

THAT the Right of Way and Encroachment Agreement listed in the report section “Inter-Departmental Implications” be secured, through agreements at the applicant’s expense, as conditions of the rezoning;

THAT the review contained in the report concerning statutory requirements for “Official Community Plan Bylaw, 2014, No. 8400, Amendment Bylaw, 2020, No. 8782” be considered;

AND THAT notification be circulated in accordance with the *Local Government Act*.

**CARRIED UNANIMOUSLY**

## **BYLAWS – FIRST AND SECOND READINGS**

12. “Official Community Plan Bylaw, 2014, No. 8400, Amendment Bylaw, 2020, No. 8782” (Thomas Grimwood / Grimwood Architecture, 350 East 2<sup>nd</sup> Street, Land Use Designation Change)

Moved by Councillor Girard, seconded by Councillor Hu

THAT “Official Community Plan Bylaw, 2014, No. 8400, Amendment Bylaw, 2020, No. 8782” (Thomas Grimwood / Grimwood Architecture, 350 East 2<sup>nd</sup> Street, Land Use Designation Change) be given first and second readings.

**CARRIED UNANIMOUSLY**

13. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2020, No. 8783” (Thomas Grimwood / Grimwood Architecture, 350 East 2<sup>nd</sup> Street, CD-427 Text Amendment)

Moved by Councillor Girard, seconded by Councillor Hu

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2020, No. 8783” (Thomas Grimwood / Grimwood Architecture, 350 East 2<sup>nd</sup> Street, CD-427 Text Amendment) be given first and second readings.

**CARRIED UNANIMOUSLY**

## **REPORTS**

14. Sewer Utility Funding Reallocation for Sanitary Sewer Replacement – 500 Block Chesterfield Avenue – File: 11-5430-01-0001/2020

Report: Section Manager, Engineering Design, June 10, 2020

Moved by Councillor Valente, seconded by Councillor Bell

PURSUANT to the report of the Section Manager, Engineering Design, dated June 10, 2020, entitled “Sewer Utility Funding Reallocation for Sanitary Sewer Replacement – 500 Block Chesterfield Avenue”:

THAT \$110,000 of capital funds be transferred from Project 54073 to fund the replacement of the sanitary sewer in the 500 Block of Chesterfield Avenue.

**CARRIED UNANIMOUSLY**

## **REPORTS – Continued**

15. 2009 Mahon Avenue – Remedial Action Order (Demolition and Site Clean-Up)  
– File: 09-3900-01-0001/2020

Report: Manager, Bylaw Services, June 10, 2020

Moved by Councillor Girard, seconded by Councillor Bell

PURSUANT to the report of the Manager, Bylaw Services, dated June 10, 2020, entitled “2009 Mahon Avenue – Remedial Action Order (Demolition and Site Clean-Up)” and whereas Division 12 of Part 3 of the *Community Charter* authorizes Council to impose a remedial action requirement on the owner of a building or other structure, including a requirement to remove or demolish the building or structure where it is a nuisance or is so dilapidated or unclean as to be offensive to the community:

THAT Council, after considering the above-referenced report and viewing the photographs of property having a civic address of 2009 Mahon Avenue, North Vancouver, legally described as: Lot 27, Block 4, District Lot 548, Plan 3846; PID 004-812-603 (the “Property”):

- i. DECLARES, pursuant to the authority provided in Section 74 of the *Community Charter*, that the fire-damaged structure of the main house on the Property (the “Main Building”) and the surrounding construction debris and refuse identified in the photographs at Attachment #1 to the report (the “Debris”) are a nuisance and are so dilapidated and unclean as to be offensive to the community; and
- ii. IMPOSES, pursuant to the authority provided in Section 72 of the *Community Charter*, the following remedial action requirements (the “Remedial Action Order”) to be completed by the registered owner in fee simple of the Property (the “Owner”) at his sole cost within 45 days, commencing on the date that notice of this Remedial Action Order is sent to the Owner:
  - Completion of demolition of the Main Building and the foundation of the Main Building;
  - Removal of all components of the Main Building, its foundation and the Debris from the Property and disposal of such material at an appropriate disposal facility; and
  - Following the demolition and removal of the Main Building and its foundation and the Debris, filling in and covering the excavated area and levelling the area to a natural state;

THAT staff be directed to provide notice pursuant to the requirements of Section 77 of the *Community Charter*, of the Remedial Action Order to the Owner and to each holder of a registered charge in relation to the Property whose name is included on the assessment roll;

*Continued...*

## **REPORTS – Continued**

15. 2009 Mahon Avenue – Remedial Action Order (Demolition and Site Clean-Up)  
– File: 09-3900-01-0001/2020 – Continued

THAT Council set the time limit for a notice to request Council reconsideration of the Remedial Action Order at 14 days, commencing on the date that notice of the Remedial Action Order is sent to the Owner;

AND THAT Council, in the event that the Owner has not fully complied with the Remedial Action Order within 45 days of the date that notice of the Remedial Action Order is sent to the Owner, authorize staff and contractors of the City to take all appropriate actions in accordance with Section 17 of the *Community Charter*, including carrying out any and all of the requirements set out in the Remedial Action Order, with all costs incurred by the City to be at the expense of the Owner and recoverable from the Owner in accordance with Sections 17, 80, 258 or 259 of the *Community Charter*.

**CARRIED UNANIMOUSLY**

16. Proposed Consultation on Low Carbon Building Bylaw Amendments  
– File: 11-5280-14-0001/2020

Report: Manager, Environmental Sustainability, and Chief Building Official,  
June 17, 2020

Moved by Councillor McIlroy, seconded by Councillor Girard

PURSUANT to the report of the Manager, Environmental Sustainability, and Chief Building Official, dated June 17, 2020, entitled “Proposed Consultation on Low Carbon Building Bylaw Amendments”:

THAT staff be directed to consult with stakeholders with respect to proposed low carbon amendments to “Construction Regulation Bylaw, 2003, No. 7390”.

**CARRIED UNANIMOUSLY**

17. Lonsdale Energy Corp. – City Loan Reimbursement Schedule  
– File 11-5500-06-0001/1

Report: Director, Lonsdale Energy Corp., June 15, 2020

Moved by Councillor Valente, seconded by Councillor Girard

PURSUANT to the report of the Director, Lonsdale Energy Corp., dated June 15, 2020, entitled “City Loan Reimbursement Schedule”:

THAT Council support Lonsdale Energy Corp.’s proposed repayment schedule and confirm that a 12-month notice will be provided to Lonsdale Energy Corp. if the City wishes to request loan reimbursements prior to the planned schedule.

**CARRIED UNANIMOUSLY**

## **NOTICE OF MOTION**

18. Cross Jurisdictional Action on Homelessness – File: 10-5040-04-0001/2020

Submitted by Mayor Buchanan

Moved by Mayor Buchanan, seconded by Councillor McIlroy

WHEREAS the right to safe, suitable, adequate and affordable housing is a fundamental human right that we all share and housing is essential to the vitality, health and well-being of individuals, families and communities;

WHEREAS housing is a key responsibility of the federal and provincial governments with support from local government;

WHEREAS Metro Vancouver released Addressing Homelessness in Metro Vancouver (2017);

WHEREAS the provincial government released TogetherBC: British Columbia's Poverty Reduction Strategy (2019);

WHEREAS homelessness is a symptom of many underlying causes that demand inter-sectoral collaboration and a system-based approach;

WHEREAS the North Shore municipalities have contributed by support and/or initiatives, such as the Emergency Shelter, Youth Safe House, Seniors Safe House, transitional and supportive housing, as well as financial support for outreach workers and employment initiatives;

WHEREAS the North Shore is rich in community-based organizations that provide support to people experiencing homelessness or at risk of homelessness;

WHEREAS the number of people experiencing homelessness or are at risk is not decreasing;

WHEREAS COVID-19 has illuminated the need for an additional emergency shelter to support people across the North Shore who are experiencing homelessness that is temporary;

THEREFORE BE IT RESOLVED THAT staff be directed to create a North Shore cross-jurisdictional Steering Committee and Working Group (government, staff and relevant community agencies) to develop short, medium and long-term actions that are focused on clear, comprehensive and coordinated strategies to prevent homelessness, to serve the people who are currently homeless and to create pathways out of homelessness;

THAT these actions will specifically include working to deliver permanent supportive housing with wrap-around services creating one point of entry for people across the North Shore who are experiencing or at risk for homelessness;

AND THAT a copy of this resolution be forwarded to local MLA's and MP's.

**CARRIED UNANIMOUSLY**

## **COVID-19 UPDATE**

Nil.

## **COUNCIL INQUIRIES**

19. Open Streets – File: 01-0220-01-0001/2020

Inquiry by Councillor Bell

Councillor Bell inquired of Mayor Buchanan regarding the Open Streets process and reconsideration of no left-turns from Lonsdale Avenue onto 15<sup>th</sup> Street. He also asked for increased public communication regarding Open Streets.

Mayor Buchanan advised that staff will report back on the matter.

## **NEW ITEMS OF BUSINESS**

Nil.

## **NOTICES OF MOTION**

Nil.

## **CITY CLERK'S RECOMMENDATION**

Moved by Councillor McIlroy, seconded by Councillor Valente

THAT Council recess to the Committee of the Whole, Closed session, pursuant to the *Community Charter*, Sections 90(1)(e) [land matter] and 90(1)(g) [legal matter].

**CARRIED UNANIMOUSLY**

The meeting recessed to the Committee of the Whole, Closed session, at 9:02 pm and reconvened at 10:18 pm.

## **REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)**

20. Land Matter / Legal Matter – File: 06-2210-01-0001/2020

Report: Director, Community and Partner Engagement, June 17, 2020

Moved by Councillor Girard, seconded by Councillor Hu

PURSUANT to the report of the Director, Community and Partner Engagement, dated June 17, 2020, regarding a land / legal matter:

THAT the action taken by the Committee of the Whole, Closed Session, be ratified;

AND THAT the wording of the recommendation and the report of the Director, Community and Partner Engagement, dated June 17, 2020, remain in the Closed session.

**CARRIED UNANIMOUSLY**

**REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION) – Continued**

21. Land Matter / Legal Matter – File: 02-0890-01-0001/2020

Report: Director, Strategic and Corporate Services, June 8, 2020

Moved by Councillor Girard, seconded by Councillor Hu

PURSUANT to the report of the Director, Strategic and Corporate Services, dated June 8, 2020, regarding a land / legal matter:

THAT the action taken by the Committee of the Whole, Closed Session, be ratified;

AND THAT the wording of the recommendation and the report of the Director, Strategic and Corporate Services, dated June 8, 2020, remain in the Closed session.

**CARRIED UNANIMOUSLY**

**ADJOURN**

Moved by Councillor Girard, seconded by Councillor Back

THAT the meeting adjourn.

**CARRIED UNANIMOUSLY**

The meeting adjourned at 10:19 pm.

*“Certified Correct by the City Clerk”*

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CITY CLERK

**For Metro Vancouver meetings on Friday, May 29, 2020**

*Please note these are not the official minutes. Board in Brief is an informal summary. Material relating to any of the following items is available on request from Metro Vancouver. For more information, please contact:*

[Greg.Valou@metrovancouver.org](mailto:Greg.Valou@metrovancouver.org).

**Metro Vancouver Regional District**

**E 1.1 Updating the Regional Growth Strategy: A Proposed Response in Light of COVID-19      APPROVED**

This report presented a revised approach to Metro 2050 in light of the COVID-19 pandemic response that would include continuing technical aspects of the Metro 2040 Policy Reviews, leveraging the completed Long Range Growth and Transportation Scenarios to develop a resiliency lens, furthering integration with Transport 2050 and Climate 2050, and the redeployment of staff to support pandemic response efforts in terms of data and research.

Engagement with members and stakeholders and decisions on policy recommendations would be postponed until there is capacity to re-engage. Staff will check in monthly with member jurisdictions and other audiences to assess whether they are ready to re-engage. Some forms of information provision and online engagement directed at the public can continue.

The Board endorsed the process for updating Metro Vancouver 2040 as presented in the report.

**E 1.2 Metro Vancouver 2040: Shaping our Future Amendment Request from the City of Delta – 9568 Burns Drive      APPROVED**

City of Delta Council has requested that the regional land use designation for the site at 9568 Burns Drive be amended from Agricultural to Rural in the regional growth strategy to permit the construction of a drive-through restaurant and a three-storey self-storage facility with office use.

The Board determined that the proposed amendment to the regional land use designation from Agricultural to Rural for the site at 9568 Burns Drive is not required and directed staff to notify the City of Delta that the rezoning does not require a Metro 2040 regional land use designation amendment or a Regional Context Statement amendment.

**E 1.3 2020 Agriculture Awareness Grant Recommendations      APPROVED**

The Board awarded the annual Agriculture Awareness Grants for a total amount of \$45,000 to the following twelve organizations. In the event that grant recipients are unable to deliver their programs in 2020 due to restrictions related to COVID-19, they will be allowed to use the funding in 2021.

- BC Agriculture in the Classroom Foundation, for the “Take a Bite of BC” project in the amount of \$5,000
- BC Association of Farmers' Markets, for the “Metro Vancouver Expansion: BC Farmers Market Trail” in the amount of \$5,000
- BC Chicken Growers' Association, for the “Poultry in Motion Educational Mini Barn” project in the amount of \$4,000

Reviewed by:



CAO

- DRS Earthwise Society, for the “Tomato Festival” in the amount of \$2,500
- Fraser Valley Farm Direct Marketing Association, for “Revitalizing BC Farm Fresh for Today’s Farm-Direct Customers” in the amount of \$4,000
- Growing Chefs Society, for “Metro Vancouver Classroom Gardening and Cooking Program” in the amount of \$4,000
- Haney Farmers Market Society, for the “Two Bite Club” project in the amount of \$2,000
- Kwantlen Polytechnic University Foundation, for “Farm School Knowledge Mobilization with First Nations” for the amount of \$4,000
- Langley Environmental Partners Society, for the “Langley Eats Local” project in the amount of \$5,000
- North Shore Neighbourhood House, for “Edible Garden Seed Saving Project” in the amount of \$5,000
- Richmond Food Security Society, for the “Groundswell – Building Awareness” project in the amount of \$3,100
- The Renfrew-Collingwood Food Security Institute for the “Harvest, Cook, Connect: Linking Newcomer Farmers & Consumers” in the amount of \$1,400

**E 1.4 Metro Vancouver 2040: Shaping our Future - 2019 Procedural Report****RECEIVED**

The Board received for information a report that documents the staffing and resources required to implement, administer and amend the regional growth strategy, and provides an annual procedural report on the operational performance of the Regional Planning Division.

**E 1.5 Metro 2040 Implementation Policy Review: Scope of Work****RECEIVED**

The purpose of the Metro 2040 Implementation Policy Review is to explore and identify the challenges and opportunities to enhance the regional growth strategy, taking into account the knowledge and experience gained from administering, implementing, and amending Metro 2040 since its adoption in 2011, as well as policy research, best practices, and input from member jurisdictions. The identified enhancements will be brought forward as recommendations for the update of the regional growth strategy over the 2021-2022 period. The Board received the report for information.

**E 1.6 Housing Agreement Implementation Workshop and Resource Guide****RECEIVED**

On January 30, 2020, Regional Planning hosted a Housing Agreement Implementation Workshop, as an opportunity for housing planners and other key stakeholders in the region to learn more about entering into, administering and enforcing Housing Agreements. The workshop offered an overview of a new Resource Guide developed by Metro Vancouver in partnership with BC Housing titled What Works: Securing Affordable and Special Needs Housing through Housing Agreements. A synopsis of the workshop and Resource Guide are included in this report. The Board received the report for information.



**E 2.1 Audited 2019 Financial Statements****APPROVED**

Although there is unprecedented uncertainty due to COVID-19, the 2019 Audited Financial Statements illustrate that Metro Vancouver entered this period in a strong financial position with excellent liquidity and solid reserves following the Board policy. The statements have been prepared in accordance with Canadian Public Sector Accounting Standards and have received an unqualified audit opinion by the external auditors, BDO Canada LLP. As noted in the Auditors' Report, it is the Auditors' opinion that these Financial Statements present fairly the financial position of the Metro Vancouver Districts and the Metro Vancouver Housing Corporation as of December 31, 2019, and the results of their financial activities and changes in their financial position for the year then ended in accordance with Canadian public sector accounting standards.

The Board approved the Audited 2019 Consolidated Financial Statements for the Metro Vancouver Regional District.

**E 2.2 2019 Financial Results Year-End****RECEIVED**

The Board received for information the third and final financial performance report for 2019, containing the results for the year as compared to the annual budget. The final overall operational results for 2019 for Metro Vancouver's functions is a net surplus of close to \$21.3 million on an approved budget of \$836.4 million or slightly more than 2.5% of the budget. The results were positive for most functions with surpluses used to avoid debt or fund other projects.

**E 3.1 Tynehead Regional Park - Ministry of Transportation and Infrastructure Licence of Use Agreement****APPROVED**

The Ministry of Transportation and Infrastructure (MOTI) is interested in funding forest ecosystem restoration within Tynehead Regional Park as habitat compensation for one of their infrastructure projects and requires a licence agreement in order to implement. A Licence Agreement will allow MOTI to improve the ecological condition of 4.94 hectares of regional parkland by removing invasive plants and restoring with native vegetation. The agreement would be in place from August 1, 2020 until July 31, 2032, allowing two years for preparation and installation, and ten years of monitoring and maintenance.

The Board approved the Tynehead Regional Park Licence of Use Agreement between MVRD and MOTI for a 12-year term, commencing August 1, 2020 and authorized the Director, Properties on behalf of Metro Vancouver, to enter into, execute and deliver the agreement.

**E 4.1 Greater Vancouver Regional Fund Annual Report as of December 31, 2019****RECEIVED**

TransLink has submitted an annual report containing historical information on active projects funded with federal gas tax funds through the Greater Vancouver Regional Fund (GVRF) as of December 31, 2019.

TransLink has successfully delivered the majority of the projects on or ahead of schedule with positive cost variances. Three projects are noted as experiencing delays exceeding three months. Approximately \$1.74 billion in GVRF funds is anticipated to contribute to the capital investments identified in the 2018 Phase

Two Investment Plan for the period 2018 to 2027. Assuming a renewal of the federal gas tax transfers in 2024, TransLink forecasts a GVRF balance of approximately \$255 million in 2027.

The Board received the report for information.

**E 5.1 Low Carbon Economic Stimulus Funding in Response to COVID-19****APPROVED**

The Board resolved to write letters to the provincial Minister of Environment and Climate Change Strategy, the federal Minister of Environment and Climate Change, and other appropriate government agencies to call for economic stimulus funding to be directed to low carbon initiatives, and to forward copies of each letter to member jurisdictions for information.

**G 1.1 Amendments to GVRD Air Quality Management Bylaw No. 1082, 2008****APPROVED**

This report brings forward housekeeping amendments to Metro Vancouver's main air quality management bylaw (Bylaw 1082), arising as a consequence of the Board's adoption of the Residential Indoor Wood Burning Emission Regulation Bylaw on March 27, 2020. The proposed amendments include changes to reflect the definitions included in the new residential wood burning bylaw, and a change to reference the more detailed requirements with respect to the control of emissions from residential indoor wood burning.

The Board gave first, second and third readings to the amending bylaw, then passed and finally adopted it.

**I 1 Committee Information Items & Delegation Summaries****RECEIVED**

The Board received information items and a delegation summary from Standing Committees.

**Regional Planning Committee – May 1, 2020**

Information Items:

**5.5 Social Equity in Regional Growth Management Phase 2 Study – Project Initiation**

The Social Equity in Regional Growth Management study is a two-year project aimed at developing a better understanding of how social equity can and should be considered in Metro Vancouver's long-range regional growth management policy planning. In 2019, the study focused on understanding how other jurisdictions are considering this topic and the gaps in Metro Vancouver's policies. The second phase, which is set to commence in the spring of 2020, will focus on data gathering, stakeholder engagement, and the development of recommendations for the development of an equity lens for Metro 2050, the update to the regional growth strategy.

**5.7 Metro 2040 Rural Policy Review – Scope of Work**

This report outlines the scope of the Metro 2040 Rural Policy Review including the questions and process for receiving feedback on the Rural land use designation and policies in Strategy 1.3 of Metro 2040. Staff will be seeking input from members of the Regional Planning Advisory Committee regarding potential

changes to the policies of Strategy 1.3. A key issue to resolve is developing a common definition of “rural use”.

### **5.8 Metro 2040 Housing Policy Review – Discussion Paper**

To support the development of Metro 2050, staff are reviewing the existing policies of Metro 2040 to identify opportunities to enhance the goals, strategies, and policy actions it contains. The key considerations from the Metro 2040 Housing Policy Review Discussion Paper, the completion of which is a key milestone in Phase 1 of the Policy Review, are summarized in this report. The Metro 2040 Housing Policy Review is one of several thematic policy reviews being undertaken to inform Metro 2050, the update to the regional growth strategy. The next steps in the Metro 2040 Housing Policy Review include a Housing Policy Forum, the inputs from which will be used to develop policy options for Regional Planning Committee members to consider in Phase 3 of the policy review process.

### **Performance and Audit Committee – May 6, 2020**

Information Items:

#### **5.1 Metro Vancouver Final Report**

Under provincial legislation, an external audit must be undertaken annually for all Metro Vancouver Districts and the Housing Corporation. The attached report, prepared by Metro Vancouver’s external auditors, BDO Canada LLP Chartered Accountants, summarizes the results of the annual audit for fiscal year 2019.

#### **5.6 Capital Program Expenditure Update as at December 31, 2019**

In 2019 Metro Vancouver’s Capital expenditures were approximately 78.5% of budgeted and were underspent by \$201.3 million. The majority of the capital program relates to Liquid Waste, Solid Waste, and Water with the underspending due primarily to the timing of expenditures differing from expectations with delays experienced in projects in the early stages of completion. The underspending in the 2019 Capital Budget resulted in a realization of a surplus in capital funding of \$10.3 million. This surplus, per policy, will be used in future years to fund capital and avoid debt.

#### **5.7 Investment Position and Returns – September 1, 2019 to March 31, 2020**

The annualized return for Metro Vancouver’s investment portfolio for 2019 was 2.78% or (2.57% including cash) for Short-Term, 2.42% for Long-Term and 2.70% for the Cultural Reserve Fund. Total investment income for 2019 was \$21.5 million on an average portfolio balance of \$849.5 million. Investment performance has met expectations for the current period. Due to the delay in the committee meeting, results and balance information have been included through March 31, 2020. Going forward, the overall rate of return is expected to decline notably in the next several months due to the current low yield environment as a result of the COVID 19 pandemic, and a significant portion of the portfolio being placed in short-term products and held in cash for liquidity.

#### **5.8 Tender/Contract Award Information – December 2019 to February 2020**

During the period December 1, 2019 and February 29, 2020, the Purchasing and Risk Management Division issued seventeen new contracts, each with a value in excess of \$500,000 (exclusive of taxes). In addition, there were seven existing contracts requiring contract amendments which necessitate further reporting to the Performance and Audit Committee.

Staff have inserted Supplementation General Conditions into existing competitions which identify the present and future challenges resulting from COVID-19 and seek to obtain assurances from the bidding community of their commitment to completing projects on time and on budget under these challenges. Meanwhile, Purchasing and Risk Management continue to seek process improvements through the implementation of an e-bidding solution which will result in better compliance and significant reduction in award processing time.

### **Regional Parks Committee – May 13, 2020**

Information Items:

#### **5.2 Regional Parks 2019 Annual Report**

This report provides an overview of Regional Parks visitor and facility use, programming, volunteering, and activities in 2019. The annual report will be used to support ongoing park planning by MVRD and local municipalities for capital planning, future facility development, program delivery, and resource management activities. In 2019, eleven regional parks and two regional greenways saw record levels of visitation, and total visitation increased to 11,935,000. More than 1,000 public programs, events and outreach activities inspired nearly 62,000 people, and close to 7,250 volunteers and park partners contributed over 22,000 hours to stewardship, education and interpretive programs. Over 80 hectares of new park land was added to the regional parks system.

### **Climate Action Committee – May 15, 2020**

Delegation Summary:

#### **3.1 Isaac Beevor and Katelyn Maki, Force of Nature Alliance**

Information Items:

#### **5.1 Adapting Air Quality and Climate Change Engagement During COVID-19**

Metro Vancouver continues to assess work plans on a case by case basis to determine if the COVID-19 pandemic response requires adjustments to any work plans, including engagement components. For air quality and climate change programs and initiatives, this means continuing with work plans that protect human health and the environment, but adjusting the approach to engagement.

Metro Vancouver is continuing to seek feedback on a series of Clean Air Plan and Climate 2050 Discussion Papers. Goals and targets in Metro Vancouver's climate-related plans are science-based, and interim targets have a time horizon of less than ten years, so taking action now to avoid the worst impacts of climate change remains a priority. Staff are committed to meeting the timelines set out in the Committee's work plan for Climate 2050 roadmap development, but with revised engagement plans and methods, and recognition of the varied circumstances for different audiences. Metro Vancouver is also revising engagement plans for regulatory development and other initiatives to align with the COVID-19 pandemic response.

#### **5.4 Clean Air Plan and Climate 2050 Discussion Paper on Agriculture**

Metro Vancouver is developing the Clean Air Plan to identify actions to reduce emissions of air contaminants, including greenhouse gases, in our region over the next 10 years. Metro Vancouver is also implementing Climate 2050, a long-term strategy to achieve a carbon neutral and resilient region over the next 30 years. A series of issue area discussion papers are being developed to support an integrated

engagement process for the Clean Air Plan and Climate 2050. The draft discussion paper on the agriculture issue area has been prepared and identifies goals and example actions for this source of air contaminants and greenhouse gases in our region, as well as hazards, metrics, and example actions for climate adaptation. Feedback from the public, stakeholders, and other governments will support the development of the Clean Air Plan and the Climate 2050 Roadmaps.

### **5.5 Climate 2050 and Clean Air Plan Discussion Paper on Nature and Ecosystems**

Metro Vancouver is implementing Climate 2050, a long-term strategy to achieve a carbon neutral and resilient region over the next 30 years. Metro Vancouver is also developing the Clean Air Plan to identify actions to reduce emissions of air contaminants, including greenhouse gases, in our region over the next 10 years. A series of issue area discussion papers are being developed, to support the engagement processes for Climate 2050, Metro 2050 and the Clean Air Plan.

The draft discussion paper presented here on the nature and ecosystems issue area identifies goals, hazards, and example targets and actions for climate change mitigation and adaptation. Feedback from the public, stakeholders, and other governments will support the development of the Climate 2050 Roadmaps, Metro 2050 and the Clean Air Plan.

## **Greater Vancouver Water District**

### **E 1.1 Award of Detailed Design Services, Cape Horn Section Resulting from RFP No. 18-101: Coquitlam Main No. 4 – South and Cape Horn Sections – Detailed Design, Construction and Commissioning Consulting Services** **APPROVED**

Coquitlam Main No. 4, consisting of the Central, South and Cape Horn Sections, will provide additional capacity from Coquitlam Lake and needs to be constructed and commissioned by 2026 to avoid impacting delivery of water to the southern and eastern areas of Metro Vancouver.

Detailed Design Services for the South Section was awarded to CH2M Hill Canada Limited (CH2M Hill) in September 2018. Metro Vancouver has been working with the Cities of Coquitlam and Port Coquitlam on finalizing the water main alignment, which has now been agreed to by both cities.

The Board approved the award of a contract for an amount of up to \$5,305,075 (exclusive of taxes) to CH2M Hill Canada Limited for Detailed Design for Coquitlam Main No. 4 – Cape Horn Section, subject to final review by the Commissioner; and authorized the Commissioner and the Corporate Officer to execute the required documentation once the Commissioner is satisfied that the award should proceed.

### **E 1.2 Award of Phase C - Construction Engineering Services for the Annacis Water Supply Tunnel** **APPROVED**

At its March 5, 2020 meeting, the Water Committee considered the report titled “Award of Phase C - Construction Engineering Services for the Annacis Water Supply Tunnel” dated February 26, 2020 and approved the report’s recommendation. The report was scheduled to be presented to the GVWD Board at

its March 27, 2020 meeting, but was withdrawn due to uncertainty about proceeding with large capital projects during the COVID-19 pandemic. Staff brought the report back through the Water Committee and Board.

The Board approved the award of Phase C, Construction Engineering Services in the amount up to \$17,881,271 (exclusive of taxes) to the Phase A and B project consultant, Hatch Corporation, for the Annacis Water Supply Tunnel (Request for Proposal No. 15-127), subject to final review by the Commissioner; and authorize the Commissioner and the Corporate Officer to execute the required documentation once the Commissioner is satisfied that the award should proceed.

## **E 2.1 Audited 2019 Financial Statements**

**APPROVED**

Although there is unprecedented uncertainty due to COVID-19, the 2019 Audited Financial Statements illustrate that Metro Vancouver entered this period in strong financial position with excellent liquidity and solid reserves following the Board policy. The statements have been prepared in accordance with Canadian Public Sector Accounting Standards and have received an unqualified audit opinion by the external auditors, BDO Canada LLP. As noted in the Auditors' Report, it is the Auditors' opinion that these Financial Statements present fairly the financial position of the Metro Vancouver Districts and the Metro Vancouver Housing Corporation as of December 31, 2019, and the results of their financial activities and changes in their financial position for the year then ended in accordance with Canadian public sector accounting standards. The Board approved the Audited 2019 Financial Statements for the Greater Vancouver Water District.

## **E 1.1 Committee Information Items**

**RECEIVED**

The Board received information items from the Water Committee.

### **Water Committee – April 30, 2020**

Information Items:

#### **5.1 GVWD 2019 Water Quality Annual Report**

For 2019, the Capilano, Seymour, and Coquitlam reservoirs were continually in service and provided excellent quality source water. Performance at the Seymour Capilano Filtration Plant and Coquitlam Water Treatment Plant was excellent with no primary disinfection interruptions. Bacteriological water quality was excellent in the GVWD transmission mains and in system reservoirs with secondary disinfection stations boosting chlorine as required. No E. coli was detected and disinfection by-products were below allowable concentrations. Both plants met or exceeded all Operating Permit criteria and water quality throughout the GVWD system met or exceeded the Guidelines for Canadian Drinking Water Quality requirements.

#### **5.2 Water Supply Forecast and Water Consumption Update for Summer 2020**

This report summarizes the current state of source water supply and trends in water use and reflects current plans for operating the source reservoirs and water system this summer and fall. The existing snowpack, overall precipitation in the form of rainfall, and expected full source lake storage will be sufficient to ensure adequate water supply for the 2020 summer season. Peak day and winter water use continue to decrease while average day water use is starting to stabilize, indicating the importance of continued conservation

initiatives. Recent system improvements have increased the capacity of the transmission system to meet peak summer demands.

### **5.3 Water Services Capital Program Expenditure Update to December 31, 2019**

The capital expenditure reporting process as approved by the Board provides for regular status reports on capital expenditures 3 times per year. This is the year-end report for 2019 which includes both the overall capital program for Water Services with a multi-year view of capital projects and the actual capital spending for the 2019 fiscal year in comparison to the annual budget. In 2019, annual capital expenditures for Water Services were \$243.5 million compared to a capital budget of \$231.4 million. This difference has been funded through the application of accumulated surplus from capital underspends from prior years. Forecasted expenditures for the current Water Services capital program remain within the approved budgets through to completion.

### **5.5 2020 Water Regulations Communications and Regional Water Conservation Campaign**

Metro Vancouver undertakes several communications initiatives to support water conservation. Metro Vancouver communicated the May 1 watering regulations activation date via advertising and social media engagement across the region, and through a range of promotions and items distributed to members for public education and enforcement throughout the irrigation season. The 'We Love Water' regional water conservation campaign began May 19, with a mix of television, radio, outdoor, and digital advertising, and emphasizes water resource education as well as conservation messaging in the warmer and drier summer months. Creative materials and collateral were shared with members so they can support the campaign through their own communications channels.

## **Greater Vancouver Sewage and Drainage District**

### **E 1.1 Audited 2019 Financial Statements**

**APPROVED**

Although there is unprecedented uncertainty due to COVID-19, the 2019 Audited Financial Statements illustrate that Metro Vancouver entered this period in a strong financial position with excellent liquidity and solid reserves following the Board policy. The statements have been prepared in accordance with Canadian Public Sector Accounting Standards and have received an unqualified audit opinion by the external auditors, BDO Canada LLP. As noted in the Auditors' Report, it is the Auditors' opinion that these Financial Statements present fairly the financial position of the Metro Vancouver Districts and the Metro Vancouver Housing Corporation as of December 31, 2019, and the results of their financial activities and changes in their financial position for the year then ended in accordance with Canadian public sector accounting standards.

The Board approved the Audited 2019 Financial Statements for the Greater Vancouver Sewerage and Drainage District.

### **E 2.1 Liquid Waste Services Capital Program Expenditure Update as at December 31, 2019**

**RECEIVED**

This report is the final of three capital expenditure progress reports for 2019. Liquid Waste Services underspent its annual Capital Budget by \$147.2 million. The variance is primarily due to delays to construction of two major projects and obtaining third party approvals in a timely manner. Although the

2019 Liquid Waste Services Capital Budget shows a year-end underspend, the variance is a result of cash flow timing. It is projected that in aggregate, ongoing capital projects will be close to or less than the overall budget for that project. Any surplus resulting from a 2019 underspend is used to directly fund capital in 2020 and avoid future borrowing. The Board received the report for information.

**E 3.1 COVID-19 Update: Solid Waste Services****RECEIVED**

Solid Waste Services is monitoring and responding to COVID-19 developments and impacts on the regional solid waste system and Metro Vancouver's solid waste facilities. Currently, the regional system is operating at near full-service levels with minor adjustments. April waste disposal tonnage was approximately 10% less than April 2019. Total solid waste facility visits are up approximately 10% as a result of increased small vehicle traffic. Metro Vancouver is engaging with member municipalities and other waste and recycling stakeholders on operational updates, communications to the public, and contingency plans resulting from the COVID-19 pandemic. A number of these initiatives have been undertaken.

**G 1.1 Greater Vancouver Sewerage and Drainage District Development Cost Charge Reserve Fund Expenditure Bylaw No. 339, 2020****APPROVED**

Utilization of Development Cost Charge's are required to be approved by the GVS&DD Board by bylaw.

The Board gave first, second and third readings to Greater Vancouver Sewerage and Drainage District Development Cost Charge Reserve Fund Expenditure Bylaw No. 339, 2020, then passed and finally adopted said bylaw.

**I 1.1 Committee Information Items****RECEIVED**

The Board received information items from Standing Committees.

**Performance and Audit Committee – May 6, 2020**

Information Items:

**5.4 Semi-Annual Report on GVS&DD Development Cost Charges**

In 2019, Metro Vancouver collected a total of \$60.2 million in GVS&DD Development Cost Charges (DCCs), up from \$32.1 million in 2018. This is due primarily to the rate increase which came fully into effect in May of 2019. Affordable housing development DCC waivers were approved in 2019 for a total of 946 units representing \$1.5 million in forgone revenue. Total DCCs held in reserve at December 31, 2019 was \$227.5 million.

**Liquid Waste Committee – May 14, 2020**

Information Items:

**5.3 2020 Regional Unflushables Campaign – Update**

The COVID-19 health restrictions have necessitated a rethinking of campaign approaches and timing. The campaign was originally planned to start in May, but the current increased purchasing of wipes and likely flushing of wipes and other items means that campaign messaging will be most effective now. While planned out-of-home elements (cinema, events, posters in washrooms and other locations, etc.) are currently less suitable options, there is an increased opportunity to reach people in their homes. Moving up the campaign's start date, focusing on TV/digital channels and highlighting wipes messaging allows the campaign to better reach residents and respond to current needs.

## **Zero Waste Committee – May 15, 2020**

Information Items:

### **5.2 Solid Waste Services Capital Program Expenditure Update as of December 31, 2019**

This is the third in a series of three capital expenditure progress reports for 2019. Solid Waste Services is underspent in its annual Capital Budget by \$57.6 million. The variance is primarily due to timing of construction expenditures for projects in progress. Although the 2019 Solid Waste Services Capital Budget shows a year-end underspend, the variance is a result of cash flow timing. It is projected that in aggregate, ongoing capital projects are monitored to ensure they remain within total project budgets. Any surplus resulting from a 2019 underspend is used to directly fund capital in 2020 and avoid future borrowing.

### **5.3 2019 and 2020 Food Scraps Recycling Campaign Results**

The 2019 and 2020 "Food Scraps Aren't Garbage" campaigns performed strongly, contributing to an increase in reported green bin use among residents in the region (now at 91%). While adoption of the program is high, updates were made to the well-known googly-eyed food face characters based on research findings that found some confusion around what is avoidable food waste as opposed to food scraps. New tactics were added and the website was updated, including information to help people better understand why we compost, alleviating confusion and providing the more specific info that residents seek. Analyzing social media data (e.g. from the "Green Bin Q&A") illustrated what the pain points are for residents. These learnings, among others, will inform future iterations of the FSR campaign. The food scraps recycling campaign continued in fall 2019 and winter 2020. The media strategy included both broad reach and targeted digital tactics, and delivered over 75 million impressions. Overall, 91% of residents now say they typically dispose of organic waste into the green bin. 30% of residents recall seeing or hearing the campaign advertising, which is the highest awareness level achieved since 2014. 36% of residents who saw the advertising message shared it with others.

## **Metro Vancouver Housing Corporation**

### **1.1 Audited 2019 Financial Statements**

**APPROVED**

Although there is unprecedented uncertainty due to COVID-19, the 2019 Audited Financial Statements illustrate that Metro Vancouver entered this period in a strong financial position with excellent liquidity and solid reserves following the Board policy. The statements have been prepared in accordance with Canadian Public Sector Accounting Standards and have received an unqualified audit opinion by the external auditors, BDO Canada LLP. As noted in the Auditors' Report, it is the Auditors' opinion that these Financial Statements present fairly the financial position of the Metro Vancouver Districts and the Metro Vancouver Housing

Corporation as of December 31, 2019, and the results of their financial activities and changes in their financial position for the year then ended in accordance with Canadian public sector accounting standards.

The Board approved the Audited 2019 Financial Statements for the Metro Vancouver Housing Corporation.



**nvma**  
NORTH VANCOUVER  
MUSEUM & ARCHIVES

# North Vancouver Museum & Archives

## Transition Update – July 6, 2020



## Two locations, two functions, two municipalities...



### The Importance of Museums & Archives

- ✓ **Help us value** and understand where we live, work and visit
- ✓ **Help us connect** and form a sense of identity and community
- ✓ **Preserve** authentic evidence of human actions & decisions
- ✓ **Act** as society's documentary history and collective memory
- ✓ **Provide** tangible links to the past through artifacts
- ✓ **Inspire** community engagement, debate & reflection
- ✓ **Honour** the Truth & Reconciliation Commission calls to action
- ✓ **Support** UNESCO's Universal Declaration on Archives

**nvma**  
NORTH VANCOUVER  
MUSEUM & ARCHIVES

### ...One cohesive organization

**Archival materials** like photos, film, oral histories, and textual records give context & meaning to **Museum artifacts**

**Public & School Programs** provide social cohesion and connection by bringing to life the community's stories



# “Hub and Spoke” Experience



**A new Museum**  
Opening 2020

**nvma**  
NORTH VANCOUVER  
MUSEUM & ARCHIVES

**Educational programs**  
(school & public)



**Archives**



**Online experiences**  
(nvma.ca)



**Mobile Exhibit**  
Network



# Roadmap to a modern operating model

## Our Mission

To engage, strengthen and inspire our community by exploring the past, present and future of North Vancouver and its people

## Our Vision

To create a **dynamic** and **innovative** hub where the stories of North Vancouver's people, places and past come to life



**Right:** “From Residential Schools to Truth & Reconciliation” is an intimate area to take a deeper look at this history and the enduring resilience of the Squamish and Tsleil-Waututh people.

**Left:** “What makes a Neighbourhood” children’s area will introduce key elements to create a neighbourhood, including natural and man-made features. Artifacts will be placed in cases to reflect the elements represented in the kids’ area.



# City Council Strategic Plan 2018-2022

**A City for People** – Offer welcoming, inclusive, safe, accessible spaces and services which support the health and well-being of all; partnerships with local Indigenous communities and access to early childhood development, supporting the CNV4ME strategy

**A Vibrant City** – Provide dynamic public spaces and places with opportunities for connection that enable residents to engage with their community and celebrate their culture and history

**A Prosperous City** – Contribute to a diverse economy by delivering popular activities that provide a draw to the adjacent businesses and services



**Exhibit galleries** - Visitors will experience our rich and diverse community where powerful stories of North Vancouver's people and places come to life and Indigenous voices and stories are woven throughout.

# City Council priorities inform our approach

A City for People 

is welcoming, inclusive, safe, accessible and supports the health and well-being of all.



city nvma  
of north vanancouver NORTH VANCOUVER  
MUSEUM & ARCHIVES

A Vibrant City 

is where dynamic public spaces and places provide opportunities for connection and enable residents to engage with their community and celebrate their culture and history.

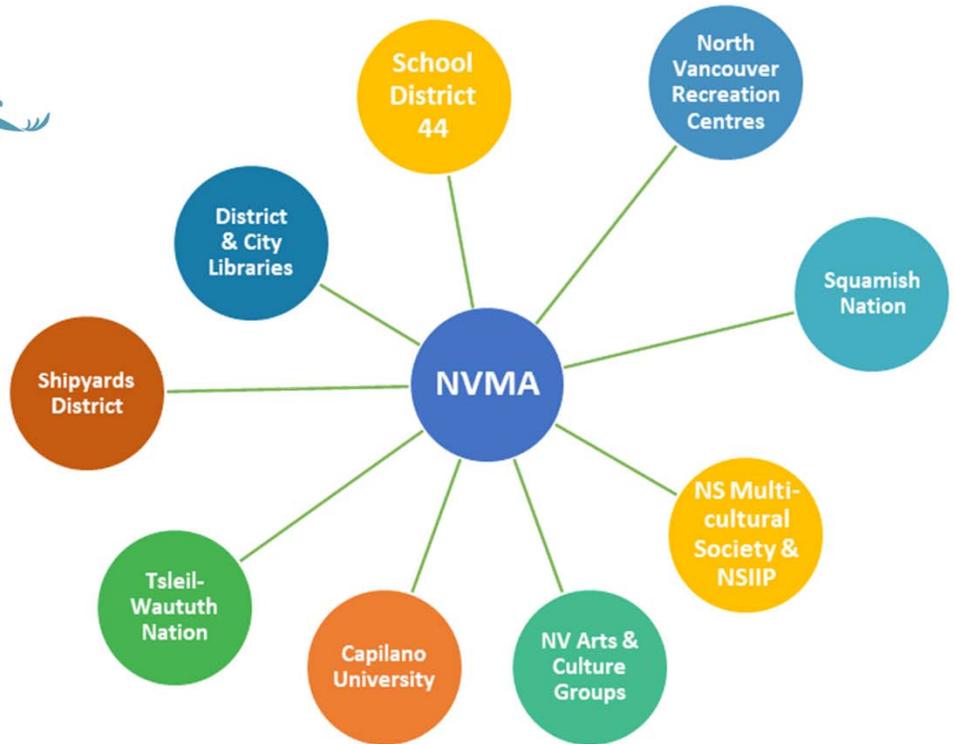
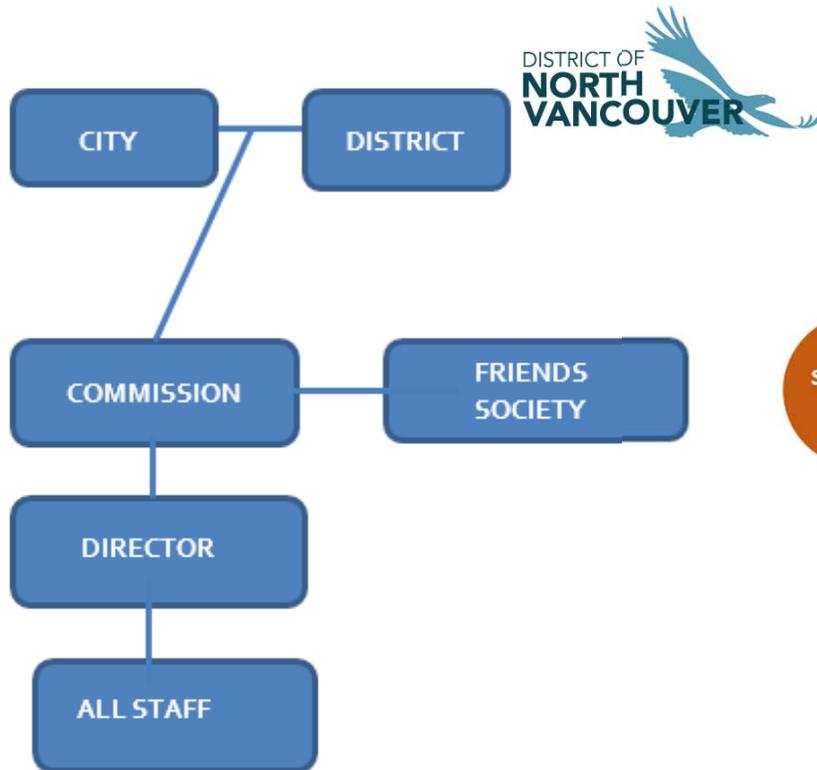


**New Museum of North Vancouver:** Construction of the *Promenade at the Quay* in final stages, January 2020 (centre photo).

Mayor and Councillors with NVMA Staff (above) and members of the Indigenous Voices Advisory Committee toured the site in early 2020.

# Community Partners & Collaboration

Engagement that strengthens the community



## Community Partners & Collaboration

Thought-provoking exhibits will tell the powerful stories of North Vancouver's people and places, reflecting outreach work with diverse communities.



Photos above, taken in April and June 2020, showing the progress of the Permanent Gallery **Exhibit Fabrication**

# Pivoting to Digital Engagement during COVID-19

## The Archives: A Landmark Transformed

In March 2020, the Archives were closed to the public. Staff developed a **digital engagement strategy** including #NorthVanStories, supporting the Mayor's Social Resiliency Collective, and developing online learning resources, activities and games.

In 2020, the building that houses the Archives, the former Lynn Valley Elementary School, **celebrates its 100<sup>th</sup> Anniversary**. NVMA will celebrate with events that **share stories of the building and the people** whose lives helped shape the school and the community.



## #NorthVanStories: Share Your Stories In Real Time

#NorthVanStories is your opportunity to share your stories in real time. Post your digital images, journal entries, drawings, videos and anything else that expresses how you are feeling and what is important to you at this time using the hashtag #NorthVanStories on Facebook, Twitter and Instagram. [More](#)

# Response from Residents

- ✓ Innovative & vibrant community hub
- ✓ Hands-on activities & fun experiences
- ✓ First Peoples stories & contributions
- ✓ Authentic & relevant

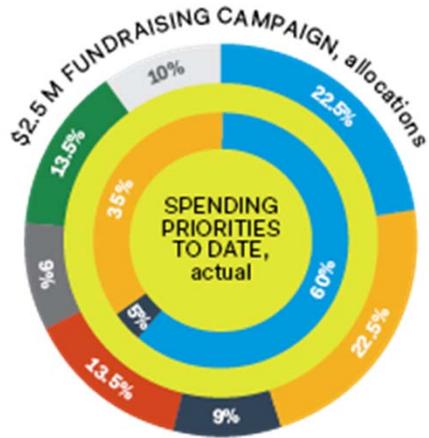
**Below:** The Outdoor Terrace, Community Room and Hub Space provide access to flexible spaces, with moveable partition walls, for programs, events and activities for residents, groups and visitors.



**Above:** “Living with Wildfires” panel experts including Dr. Lori Daniels, forest ecologist, and Jeff Eustache of the First Nations Emergency Services Society

**Hot Topics** is a series of community discussions on the challenging issues we face. The 2019 launch tackled **Climate Change.**

# Fundraising Campaign Targets & Actuals



\$2.5 M FUNDRAISING CAMPAIGN, allocations

- Permanent Gallery Exhibit Enhancements
- Building Upgrades
- Temporary Exhibit Program
- Enhanced Public Programs
- Marketing, Branding & Launch
- Legacy Fund (Restricted Fund)
- Campaign Expenses (10% of all expenses)

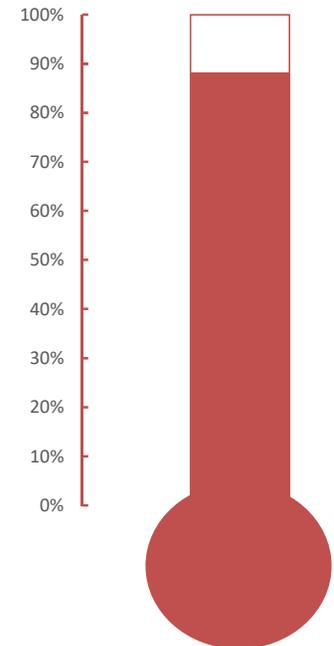
SPENDING PRIORITIES TO DATE, actual

- Enhanced Exhibit Design, Fabrication & Installation
- Enhanced AV Digital Content, Installation & Programming
- Public Art

## Museum Construction Project & Capacity-building Funding

City of North Vancouver:	\$3.1 M
Canada Cultural Spaces Fund:	\$3.0 M
<u>Fundraising Campaign Target*:</u>	<u>\$2.5 M</u>
<b>Total:</b>	<b>\$8.6 M</b>

\*Fundraising campaign proceeds, to date: \$1.5M  
To date, 11.5% of target remaining to be raised



## Eight Major Plan Objectives

1. Expanded hours of operation, responsive to attendance indicators, and robust school bookings and student attendance.
2. Paid admission, based on sector surveys, tourism, and operational needs.
3. Museum Membership entitling purchasers to free admission and benefits.
4. Friends of NVMA Society, the charitable arm, will continue as a membership fundraising organization.
5. Contributed revenue through grants, donations, and other financial support.
6. Venue rental program for community to hold meetings and events.
7. Small Museum retail store integrated into lobby to satisfy desire for unique themed items by North Vancouver residents, other visitors and tourists.
8. New staff and contract positions phased in as limited term appointments, subject to funding generated from revenues.



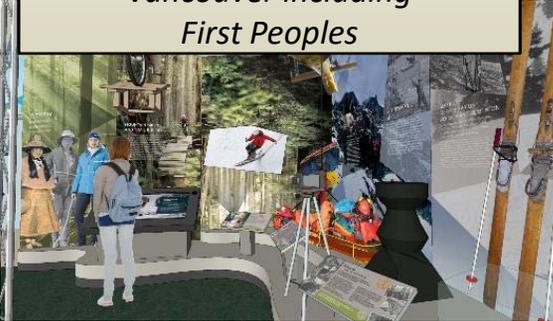
Streetcar #153, 2019 Canada Day Parade,  
en route to the new Museum

# A City for People

*Igniting curious minds through powerful stories of North Vancouver*

## The Museum's Permanent Gallery

**Passion for Place**  
*Nature & Stories of North Vancouver including First Peoples*



**Industry & Enterprise**  
*The evolution of North Vancouver's economic development*



**Connections**  
*Physical connections spanning North Vancouver and social connections between its people*



**Welcome Circle**  
*Indigenous traditions  
Space for reflection*



Three thematic exhibition areas

# A Vibrant City

Where dynamic public spaces provide opportunities for connection

- ✓ Public hours will be responsive to user demand, open weekends and some evenings
- ✓ School and group bookings available outside of public opening hours
- ✓ Venue rentals available to the community outside of public opening hours
- ✓ Underserved communities will be offered specialised programs and access, based on collaboration with community service groups



115 West Esplanade entrance of Museum. Central location with access for groups and highly visible to passersby.

ATTENDANCE		PROJECTED
Adult Attendance		4,500
Discounted Attendance (Child, Student, Senior etc.)		5,500
Annual Pass Attendance		6,000
School Attendance (on-site)		3,000
Private Group and Rental Attendance		4,500
Un-paid Attendance (High needs, promotional, teachers, etc.)		2,500
<b>TOTAL ATTENDANCE (On-site)</b>		<b>26,000</b>

Attendance projections\* for first four years of operations are considered solid, even conservative. It is not uncommon to see a burst of community enthusiasm and attendance in the first year, a sag in the second year and then rise again in years three and four.

*\*subject to Health & Safety Guidelines*

# A Vibrant City

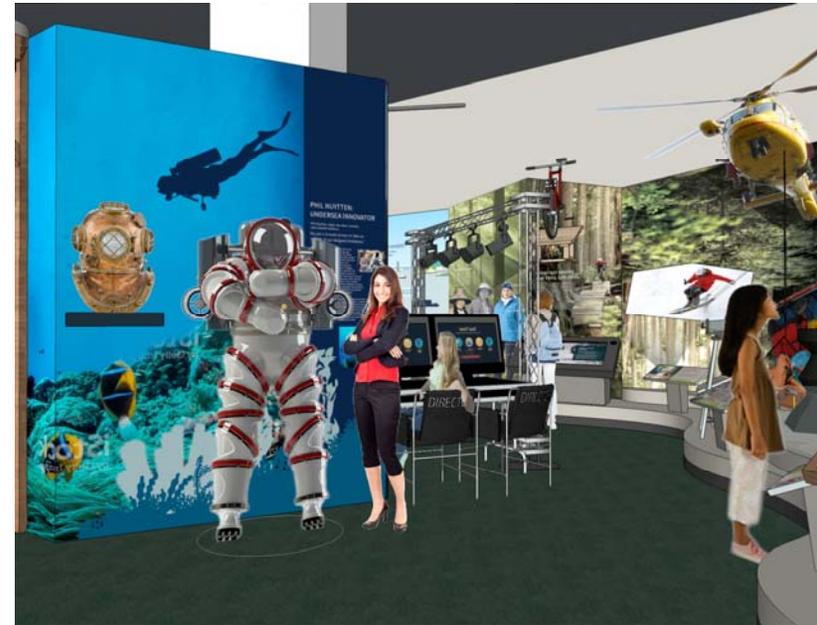
Residents engage with their community and celebrate culture and history

- ✓ Community supports a reasonable admission fee (2017 Community Needs Assessment)
- ✓ Sector studies show where admission is free, there is a lack of perceived value

Operational reasons for implementing an admission fee:

- ✓ securing access and visitor tracking for health and safety
- ✓ revenue to offset expenses for monitoring galleries and public areas, and enhanced cleaning and protocols
- ✓ ability to partner in tourism sector promotions
- ✓ enable online and timed ticket sales

Admissions	New Museum of North Vancouver	Museum of Vancouver
Adult (18-64)	\$12	\$21
Senior (65+)	\$8	\$17
Youth (5-25)	\$6	\$14
Child (5 & under)	Free	Free
Family (max 5 people)	\$25	\$43



Industry & Enterprise – Underwater Exploration

# A Prosperous City

Explore economic opportunities around arts, play and culture

Museum Store Projection (275 sf in lobby)				
Year	1 <i>adjusted*</i>	2	3	4
Attendance	6,500	22,500	23,500	26,000
Net	\$ 10,000	\$ 27,500	\$ 55,000	\$ 55,000
Adjusted net per-capita	\$ 1.54	\$ 1.22	\$ 2.34	\$ 2.12

Consultations with the community strongly indicate the expectation of a Museum Store.

*\*Attendance figures subject to Health & Safety Guidelines (COVID-19)*

Museum of North Vancouver -Venue Rental Options	
Rooms	Size sq. ft.
Entrance Pavilion	2,518
Meeting Room	225
Community Room	621
Community Room + Served + Outdoor Terrace	2,301
Community Room + Hub + Served + Terrace	3,290
Entire Museum	

Rental space options to meet the needs of the community's festivals, receptions, meetings, and special events.



*The Entrance Pavilion*



*Lego model and pins of Streetcar #153*

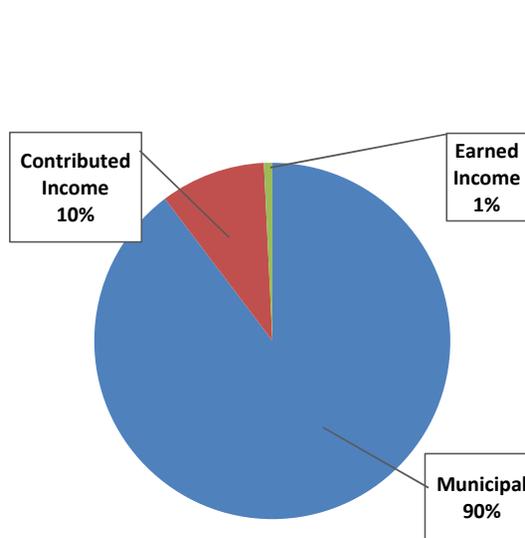
The **Museum Store** would carry items relevant to the museum's exhibits, iconic images and artifacts, and local art and crafts and enhance visitor experience, allowing guests to **"take home a piece of North Vancouver"**

# Phased Implementation

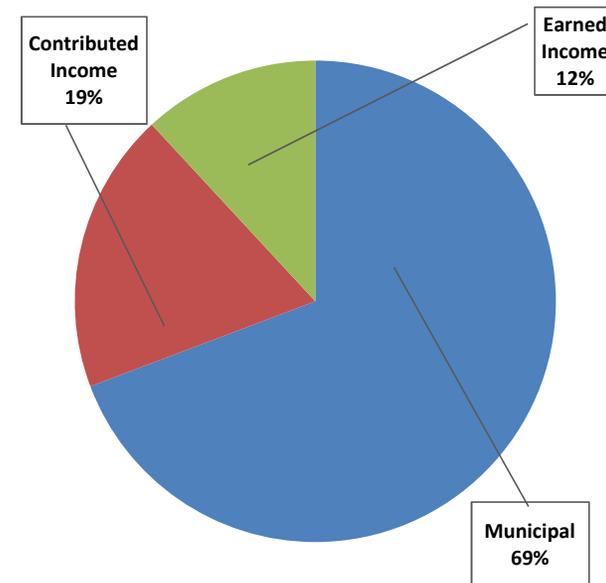
## To better serve the community

NORTH VANCOUVER MUSEUM & ARCHIVES COMMISSION Budget 2020	
<b>REVENUE</b>	
GRANT FROM CNV	587,969
GRANT FROM DNV	587,969
GRANTS PROVINCIAL (BC Arts Council)	40,000
<b>GRANTS</b>	<b>1,215,938</b>
<b>EARNED INCOME</b>	<b>9,815</b>
FRIENDS SOCIETY	4,000
<b>TOTAL REVENUE</b>	<b>1,229,753</b>
<b>EXPENSES</b>	
TOTAL ADMINISTRATION	598,633
TOTAL COLLECTIONS	142,814
TOTAL ARCHIVES	197,931
TOTAL EXHIBITS & PROGRAMS	290,374
<b>TOTAL OPERATING EXPENSES</b>	<b>1,229,753</b>

2020 Operating Budget



**Current model** includes grants and project funds outside of operating budget, based on 5-year averages  
*(Based on Annual Budget of **\$1.3M** Operating & Project Budgets)*



**Optimal model** Potential revenue streams Year 4 (2025)  
*(Based on Annual Budget of **\$1.7M** Operating & Project Budgets)*

# Stable Core Funding: NVMA Projections 2021-2025

## Building on a solid foundation



REVENUES	ACTUAL 5-Year Historical Averages	PROJECTED Year 4 (2025)
<b>Municipal Contribution</b>		
Municipal Salary and Wage Contribution	\$ 744,329	\$ 846,447
Municipal Operating and Facilities Contribution	\$ 355,671	\$ 329,553
<b>Subtotal Municipal Contribution</b>	<b>\$ 1,100,000</b>	<b>\$ 1,176,000</b>
<b>Contributed Income</b>		
Grants (Exhibit & Program - Matches Grant Expenditures)	\$ 94,000	\$ 107,000
Operating Donations & Sponsorships	\$ 32,000	\$ 190,000
Annual Passes		\$ 23,000
<b>Subtotal Contributed Income</b>	<b>\$126,000</b>	<b>\$320,000</b>
<b>Earned Income</b>		
Gate Admissions		\$ 85,000
Public Programs, Tours, Touring Exhibit	\$ 4,000	\$ 7,000
School Admissions	\$ 4,000	\$ 18,000
Archives Fees	\$ 2,000	\$ 2,000
Venue Rentals		\$ 58,000
Museum Store Revenue (Net of expenses)	n/a	\$ 20,000
<b>Subtotal Earned Income</b>	<b>\$10,000</b>	<b>\$ 190,000</b>
<b>TOTAL INCOME</b>	<b>\$ 1,236,000</b>	<b>\$ 1,686,000</b>

Current annual revenue of \$1.24M is forecast to increase by approximately \$400,000 by **year four** of the plan due to new income streams, donations, and operational growth.

EXPENSES	ACTUAL 5-Year Historical Averages	PROJECTED Year 4 (2025)
<b>Municipal Expenses</b>		
Municipal Salaries and Benefits	\$ 744,329	\$ 846,447
Municipal Exhibits	\$ 26,000	\$ 25,700
Municipal Programs	\$ 27,000	\$ 22,000
Municipal Facilities & Admin.	\$ 302,671	\$ 281,853
<b>Subtotal Municipal Expenses</b>	<b>\$ 1,100,000</b>	<b>\$ 1,176,000</b>
<b>Fund Development Costs &amp; Funded Expenses</b>		
<b>Subtotal Fund Development Costs</b>	<b>\$ -</b>	<b>\$ 97,500</b>
<b>Expenses Funded by Contributed Income</b>		
Volunteer Coordinator Contract/Wage		\$ 33,000
Volunteer Program Costs, recruiting, retention etc.		\$ 12,000
Program Cost Contribution (wages and other costs)		\$ 65,000
Grant Funded Programs	\$ 116,000	\$ 107,000
<b>Subtotal Expenses Funded by Contributed Income</b>	<b>\$ 116,000</b>	<b>\$ 217,000</b>
<b>SUBTOTAL Fund Development Costs &amp; Funded Expenses</b>	<b>\$ 116,000</b>	<b>\$ 314,500</b>
<b>Earned Income Costs</b>		
Communications and Marketing Coordinator or Contractor		\$ 65,000
Communications & Marketing Costs		\$ 65,000
Guest Services Wages & Costs		\$ 34,000
<b>TOTAL Earned Income Costs and Funded Items</b>	<b>\$ -</b>	<b>\$ 164,000</b>
<b>TOTAL EXPENSES (Rounded to ,00)</b>	<b>\$ 1,216,000</b>	<b>\$ 1,654,500</b>
<b>NET INCOME &amp; RISK MANAGEMENT RESERVE</b>	<b>\$ 20,000</b>	<b>\$ 31,500</b>

# COVID-19: Accounting for Change

Ensuring a flexible, scalable and efficient operation



Response to the changing health & safety measures mean **adjustments to attendance figures and Earned Revenue** in the first year of operation.

**\*BC Arts Council operating funding to remain stable** and annual financial support for programs has already been committed from an outside source.

NVMA is applying for government support through a **Heritage Canada COVID-19 Response Fund**.

REVENUES	Projected Year 1 (Covid 19)
<b>Municipal Contribution</b>	
Municipal Salary and Wage Contribution	\$ 846,400
Municipal Facilities & Admin, Programs & Exhibits	\$ 329,600
<b>Subtotal Municipal Contribution</b>	<b>\$ 1,176,000</b>
<b>Contributed Income</b>	
Grants (Exhibit & Program - Matches Grant Expenditures)	\$ 25,000
* Operating Funding & Financial Support	\$ 135,000
Comprehensive Fundraising Campaign Transition (secured)	\$ 65,000
Covid-19 Government Grants (requested)	\$ 50,000
Annual Passes	\$ 8,000
<b>Subtotal Contributed Income</b>	<b>\$283,000</b>
<b>Earned Income</b>	
Admissions	\$ 36,000
Public & School Programs, Tours, Touring Exhibit, Archives Fees	\$ 7,000
Venue Rentals	\$ 15,000
Museum Store Revenue (Net of expenses)	\$ 10,000
<b>Subtotal Earned Income</b>	<b>\$ 68,000</b>
<b>TOTAL INCOME</b>	<b>\$ 1,527,000</b>

Contributions from fundraising proceeds for one-time & capacity-building costs, based on need and available funds

EXPENSES	Projected Year 1 (Covid 19)
<b>Municipal Expenses</b>	
Municipal Salaries and Benefits	846,400
Municipal Facilities & Admin, Programs & Exhibits	329,600
<b>Subtotal Municipal Expenses</b>	<b>\$ 1,176,000</b>
<b>Fund Development Costs &amp; Funded Expenses</b>	
Fund Development Costs	\$ 25,000
Volunteer Costs (wage & supplies)	\$ 47,000
Transition Cost (systems, wages, and other start-up costs)	\$ 65,000
Program Cost (wages and other delivery costs)	\$ 50,000
Grant Funded Projects	\$ 25,000
<b>SUBTOTAL Fund Development Costs &amp; Funded Expenses</b>	<b>\$ 212,000</b>
<b>Earned Income Costs</b>	
Communications and Marketing Coordinator or Contractor	\$ 65,000
Communications & Marketing Costs	\$ 35,000
Guest Services Wages & Costs	\$ 39,000
<b>TOTAL Earned Income Costs and Funded Items</b>	<b>\$ 139,000</b>
<b>TOTAL EXPENSES (Rounded to ,00)</b>	<b>\$ 1,527,000</b>

Transition, Volunteer and Program Costs to be scaled in first year of operation, as funding becomes secured

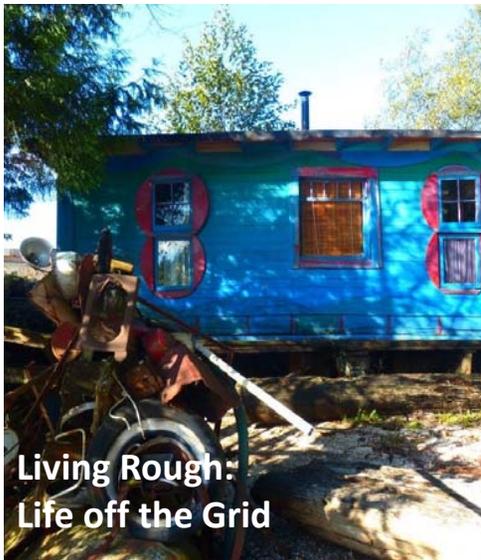
# Renewed Relevance - Feature Exhibit Gallery

Engaging a vibrant, diverse and resilient community

- ✓ Programs that support changing exhibits & themes in Feature Gallery
- ✓ Inspiring ideas for a better global community to challenge & engage
- ✓ Understanding and negotiating the complex world around us



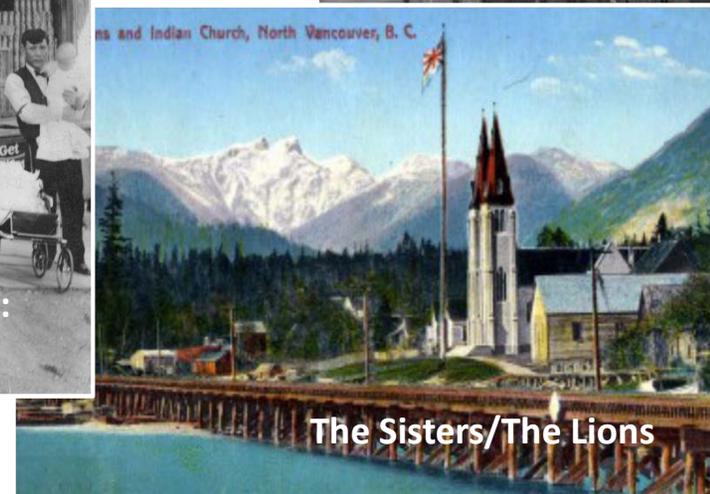
You Are Here @ The Shipyards



Living Rough:  
Life off the Grid



Journeys to North Vancouver:  
stories of immigration



The Sisters/The Lions

# Moving Forward with Purpose

**Program Goals** to create vibrant **community spaces** with appealing programs



**Programs for students**



**Maker Days**



**Indigenous Programs**



**Events for children and families**



**Heritage Walks**

*Encouraging lifelong learning and creativity*

# Where People Come First

## City Council Priorities 2018-2022

### ✓ **A City for People**

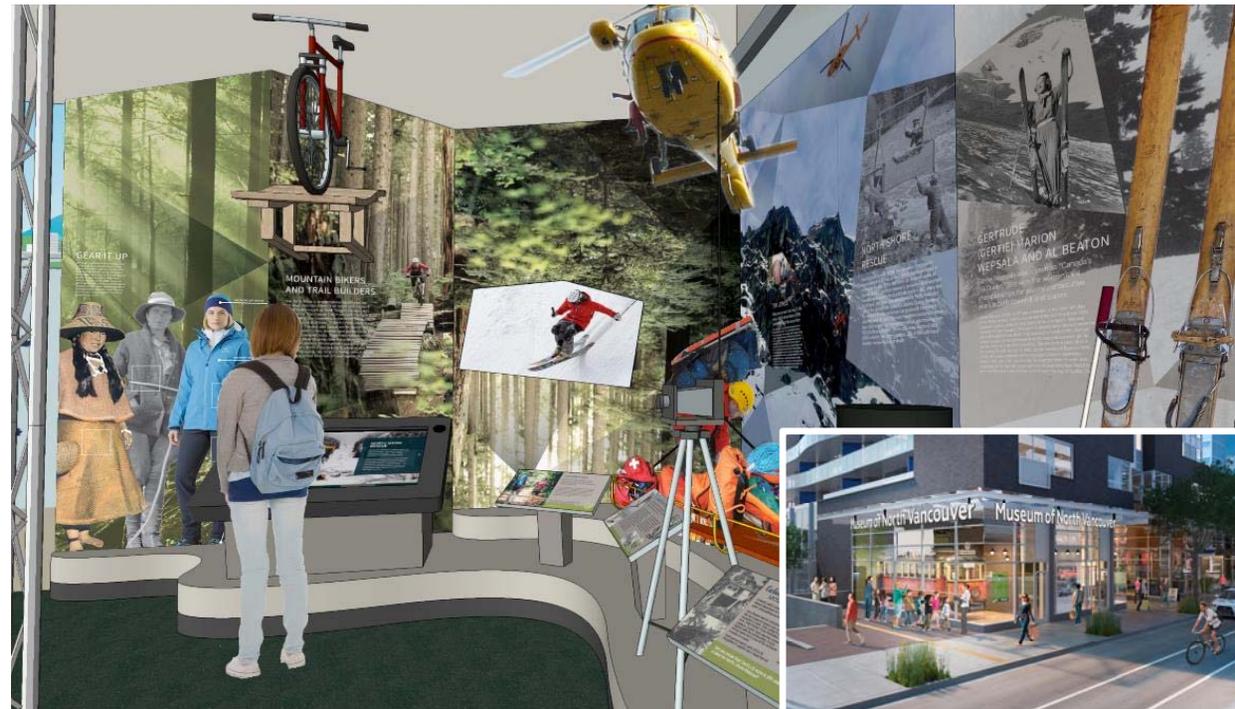
Maker Days, Indigenous Partnerships, Sensory-Friendly Programs, Inclusive Volunteer Opportunities, Strategies to Engage Children and Youth

### ✓ **A Vibrant City**

Heritage Walks, Changing Exhibits, Engaging Programs and Lectures, Community Outreach, Family Activities, Experiential Learning for All Ages

### ✓ **A Prosperous City**

Scalable Operations, Sustainable Growth, Event Spaces to Serve the Community, Retail with a Local Focus, Cross-promotions with Partner Groups



**Exhibit galleries** - Visitors will experience our rich and diverse community where powerful stories of North Vancouver's people and places come to life and Indigenous voices and stories are woven throughout.

*THANK YOU!*

**nvma**  
NORTH VANCOUVER  
MUSEUM & ARCHIVES



**city**  
of north  
vancouver

*North Vancouver's stories live here*

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Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**  
**NORTH VANCOUVER MUSEUM AND ARCHIVES**

**REPORT**

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To: Mayor Linda Buchanan and Members of Council

From: Wesley Wenhardt, Director, North Vancouver Museum and Archives

Subject: NORTH VANCOUVER MUSEUM AND ARCHIVES TRANSITION UPDATE

Date: June 29, 2020 File No: 15-7930-01-0001/2020

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*The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.*

**RECOMMENDATION:**

PURSUANT to the report of the Director, North Vancouver Museum and Archives dated June 29, 2020, entitled "North Vancouver Museum and Archives Transition Update":

THAT Council endorse the major plan objectives of the North Vancouver Museum and Archives Transition Update Report.

**ATTACHMENTS:**

1. North Vancouver Museum and Archives Transition Business Plan, Bill Peters Consulting, March 2019

**DISCUSSION:**

Two locations, one cohesive organization: The new Museum construction project is in the final year of a 4-year project. The anticipated opening date is late 2020/early 2021, and the project has received funding through Canada Cultural Spaces Fund, proceeds from a charitable fundraising campaign and City of North Vancouver contributions.

The "Hub and Spoke" Experience: NVMA's commitment to the "hub and spoke" model is incorporated in its service options. Imagine a bicycle with 2 connected hubs – the Museum facility in the City and the Archives facility in the District – from which radiate a series of spokes that reach into the community through a network of changing mobile exhibits, community events, school programs and off-site programs. NVMA will continue to develop opportunities for collaboration, outreach and cross-promotion with local community groups such as School District 44, CityScape and North Van Arts, City and District Libraries, North

Vancouver Recreation & Culture Commission, The Polygon Gallery, The Shipyards District, North Shore Neighbourhood House, North Shore Multicultural Society, CapU, and others.

Roadmap to a modern operating model: NVMA commissioned recommendations and proposed objectives from museum industry expert, Bill Peters, to create a Transition Business Plan (the “Plan”), which is strongly endorsed by new NVMA Director, Wesley Wenhardt, to assist in developing a comprehensive strategy for the organization in the context of Council and Commission direction, architectural and exhibit gallery plans, a community needs assessment and ongoing community consultations, and the development of the Shipyards and Waterfront District.

City Council priorities inform a transitional approach: The Transition Business Plan adopts a phased transitional approach, introducing new revenue streams and expenses over time. Using the NVMA’s current financial state as its starting point, phasing in optimal adjustments results in better service to the community, maximizing use of the new facility and setting the new Museum on a stable and enhanced financial foundation. The Plan was prepared with extensive input from many stakeholders, including community leaders, residents, NVMA staff and Commissioners, municipal staff and museum professionals.

Community partners and collaboration: During the construction phase, which proceeds despite uncertain impacts from COVID-19 restrictions, NVMA staff strengthened relationships and developed targeted programs through consultations and partnerships with local communities, including Squamish and Tsleil-Waututh First Nations, multicultural groups and inclusion services, early childhood, school-age and post-secondary institutions and education providers, other local arts and cultural organizations; The Shipyards District (LLBIA), Chamber of Commerce and local businesses; other partner agencies and municipal departments.

Indigenous Programming has been funded by a 4-year sponsor and is in development with local First Nations and NVMA’s Indigenous Voices Advisory Committee. School, public and volunteer programs, developed through community focus groups and consultations with education, inclusion and diversity groups, are ready to implement with some adjustments for new health guidelines. Thought-provoking exhibits will tell the powerful stories of North Vancouver’s people and places, reflecting outreach work with diverse communities, innovators and local enterprises. NVMA’s new cultural attraction will help reinvigorate the Waterfront and Shipyards District and maximize investments by drawing Museum visitors who will extend their stay in the area.

COVID-19 - Pivoting to digital engagement: In 2020, COVID-19 has required NVMA staff and its business consultant to re-examine operations and projections. The foundation and major objectives of the Plan provide the necessary flexibility to adapt to a changing environment, and in response to restrictions on public gatherings and hands-on activities, management has drawn on sector guidelines and experience to prepare for the opening of the new Museum.

As many anticipated new costs relate to the delivery of programs, a mitigating technique will be the measured introduction of in-person visits and activities rolled out as the health situation dictates, thereby controlling staff costs and related expenditures. NVMA is accessing and applying for government grants relating to the COVID-19 response, which, if successful, will mitigate some of the uncertainties around health and safety guidelines and attendance restrictions in the first year of operation.

NVMA has done effective outreach during the pandemic through its social media campaigns and online presence and is contributing to the City’s Social Resiliency Collective. Archives

and Program staff have continued to provide research and educational services and activities online and upcoming 100<sup>th</sup> Anniversary celebrations of the Archives building will transform to digital delivery.

Response from residents: Since 2016, NVMA has been consulting residents and community organizations to assess expectations for their new Museum. This feedback has shaped the exhibits, programs, retail store, venue rentals and admission structure, and the community's support has been further realized through a successful, ongoing Fundraising Campaign. Despite challenging times, fundraising efforts continue and early experience from the fundraising sector indicates that individuals, foundations and companies remain active in donating and granting activities. A renewed sense of the importance of cultural institutions has emerged through this crisis and many fundraisers are finding that philanthropic efforts are still viable, in the age of COVID-19. Furthermore, a shift away from international travel is expected to stimulate domestic tourism, with a greater emphasis on local holidays and increased attendance at cultural attractions by British Columbians visiting the region.

### **Eight Major Plan Objectives**

The Transition Business Plan contains the following major objectives:

**1. Expanded hours of operation, responsive to attendance indicators, and robust school bookings and student attendance.**

Providing a range of opportunities to visit and experience the galleries and programs being offered will ensure that many users will be able to enjoy the Museum, on their schedule, with morning hours available for school and group bookings. The ability to tailor the hours based on attendance will be integral to operating efficiently into the future, particularly as COVID-19 restrictions change. NVMA's ability to track visitation and respond effectively will be a key measure in determining ideal opening hours.

**2. Paid admission, based on sector surveys, tourism, and operational needs**

Existing policy authorizes the NVMA to establish fees for the use of Museum and Archives services (Establishing Bylaw, 1995). The Museum fee schedule is assessed according to sector and local data and management will evaluate and respond to indicators such as attendance. An admission fee will lower financial risk by providing a reliable and measurable revenue stream.

The NVMA 2017 Community Needs Assessment documents community support for a reasonable admission fee and sector studies show such a fee increases the perceived value of the experience. Numerous published studies of cultural organization attendance have shown that free admission does not encourage visitation by diverse, high-needs, underserved and special-interest groups; however, being more welcoming and inclusive through targeted outreach and programming does work to attract such visitors.

There are operational reasons for implementing an admission fee:

- Mechanism for securing access to spaces and visitor tracking within the galleries and public areas, including timed ticketing to limit capacity;
- Generate revenue to cover expenses for monitoring the lobby, Streetcar 153, galleries and public areas, and enhanced cleaning and protocols;
- Museum able to partner in tourism sector promotions by providing a "commissionable add-on" and enable online and timed ticket sales.

**3. Museum Membership entitling purchasers to free admission and benefits**

A straightforward membership program will be introduced to provide residents and visitors with the opportunity to identify more closely with the Museum and obtain event updates. Benefits and rates will follow examples typical within this sector.

**4. Membership in the charitable arm, Friends of NVMA Society, will continue**

The Friends of NVMA Society is a registered charity (Registered Charity No. 89031 1772 RR0001) and is the fundraising arm of NVMA. The bylaw governing the Commission enshrines the role of Friends Society by providing one representative from the Society a role as Commissioner. The governance of NVMA remains with the municipally-elected Commission, while the charitable organization, the Friends Society, has committed to aligning its policies and activities to solely provide financial and community support to NVMA.

**5. Contributed revenue through grants, donations, and other financial support**

Contributed income received through a \$2.5M capacity-building campaign, a portion of which is designated to support the new Museum's start-up and transition costs. The fundraising campaign, in its quiet phase, has reached \$1.5M to date, including \$350K in support of indigenous programming, to be contributed over 4 years.

Contributed income received through ongoing annual campaigns. The average annual income NVMA has received from grants, donations, sponsorships, membership and fundraising over the past 5 years is \$130,000/year, so there is already a solid base of demonstrated contributed income support.

**6. Venue rental program for community to hold meetings and events**

A venue rentals program will provide community benefits and offer an additional source of earned income. Community members and groups will have access to new meeting rooms and event spaces located within the high-profile and centrally-located Museum, in a City-owned amenity space that will further Council's vision for a Vibrant City, where dynamic public spaces and places provide opportunities for connection and enable residents to engage with their community and celebrate their culture and history.

**5. Small Museum retail store integrated into lobby to satisfy desire for unique themed items by North Vancouver residents, other visitors and tourists.**

Museum stores provide an enhanced experience for the Museum visitor and give guests a way to "share the experience" with family and friends. The items carried in the store will focus on themes relevant to exhibits and programs, iconic objects and artifacts, local art and crafts, and will highlight the region's distinctive assets.

**7. New staff and contract positions phased in as limited term appointments, subject to funding generated from revenues**

In order to provide greater access to the Museum for programs and community events and to safely and effectively deliver rich experiences to the public, additional positions such as gallery attendants, program facilitators, event and guest relations, and communications and marketing specialists will be brought in through defined term contracts and on-call employment.

**A City for People:** Earned and contributed revenue sources introduced in this phased financial model will enable NVMA to offer expanded Museum hours, engaging exhibits and programs and a multi-functional facility. The Permanent Gallery's 3 themed exhibition areas welcomes and recognizes North Vancouver's diversity and innovative spirit, igniting curious minds through powerful stories. NVMA will provide targeted free and low-cost programming in collaboration with community and service groups to ensure that underserved and special needs groups are being well served. NVMA will weave values of diversity, equity and inclusion into the fabric of the experience and organizational culture – and will welcome diverse groups by offering thoughtful, targeted access programs. Implementing a general admission fee will help offset these and other costs.

**A Vibrant City:** The goal for the Museum is to create a welcoming, vibrant space to the community and visitors. Public hours will be enhanced by additional access via pre-registered programs for special audiences, private tours and programs. Venue rentals will also define this as a community space where residents host special occasions and activities. NVMA will focus generated revenue and staff resources to support a full and active community facility.

**A Prosperous City:** NVMA's Plan mitigates financial risk by injecting capacity-building costs from the Fundraising Campaign during its transition period. The operating model is prudent and has minimal risks. With a more entrepreneurial approach to phasing in new sources of revenue, setting measurable financial objectives, and committing to careful, ongoing risk assessment and analysis of operations, the new Museum can deliver a scalable, flexible and efficient operation that meets community needs and expectations. NVMA is working with municipal finance departments and auditors to explore establishing a stabilization reserve to mitigate uncertainties. The Museum has the ability to become a prime attraction for the cultural precinct of the Shipyards District and will create economic opportunities from increased visitation, longer visit duration, and job opportunities.

## **FINANCIAL IMPLICATIONS:**

**Phased implementation to better serve the community:** The Plan uses the NVMA's current financial state as its starting point and recommends phasing in optimal adjustments resulting in better service to the community, maximizing use of the new facility and setting the new Museum on a stable and enhanced financial foundation. The Plan is flexible, scalable and allows management to be responsive to changing circumstances, as attendance and economic factors dictate.

**Stable core funding underpins scalable growth:** The City and the District of North Vancouver fund NVMA core facilities and operations 50/50. Each municipality has committed to maintain operating support for the Museum and Archives at current levels, plus inflation and CNV-negotiated wage increases, and the NVMA Plan is predicated on this level of ongoing municipal funding, to build upon a solid foundation.

## **INTER-DEPARTMENTAL IMPLICATIONS:**

NVMA staff have worked closely with City staff in refining the Plan and in drafting this report. The assistance and advice of the Chief Administrative Officer, the Director of Strategic and Corporate Services, the Director of Community and Partner Engagement, and the Director of Finance, in particular, were very helpful.

To implement the Plan as proposed, the City of North Vancouver Finance Department would work with NVMA to provide and structure additional financial systems, in order to assist with and ensure effective management, reporting and controls.

### **CORPORATE PLAN AND/OR POLICY IMPLICATIONS:**

#### Renewed Relevance: Engaging a vibrant, diverse, resilient community

Through its stated purpose of creating a welcoming, vibrant space to the community and visitors, the new Museum of North Vancouver will further the goal stated in the 2014 Official Community Plan that the “City of North Vancouver will be a vibrant, diverse and highly livable community that is resilient to climate or other changes, and sustainable in its ability to prosper without sacrifice to future generations.”

#### Moving forward with purpose: Direction from Council

NVMA’s Plan and projections build on City Council’s resolutions pertaining to the approval of the new Museum, outlining the terms set out in previous years. These have been met by NVMA, or are on track to be met as they are incorporated into operational planning, implementation and reporting.

#### Background:

- ✓ Council approved a 10-year lease (completed)
- ✓ NVMA receipt of a federal grant of at least \$2.5 million (\$3 million was secured)
- ✓ NVMA consolidation of storage locations and needs by 2020 (completed April 2020)
- No additional operating funding requests from the District and City of North Vancouver, other than inflation and CNV-negotiated wage increases
- NVMA’s ability to operate the new Museum under the base case financial plan, with the phased introduction of new net revenues
- Operations are scalable, flexible and efficient
- Annual reporting on the operations to ensure the viability of the Museum.

Council’s direction and priorities have helped shaped the NVMA program goals to create vibrant community spaces with appealing programs, which enhance service to the community within a viable, scalable and efficient operation.

The NVMA Commission unanimously passed a motion that: 1) endorses the major objectives of the Transition Business Plan; 2) recommends that the City’s Mayor and Council endorse the major Plan objectives; and 3) directs NVMA staff to work with City staff to implement the major Plan objectives.

The North Vancouver Museum and Archives Commission Agreement Bylaw, established as a joint civic properties commission by the City and District of North Vancouver in 1995, mandates the NVMA Commission to develop and maintain Museum and Archives services.

NVMA Commissioners are empowered by the City and the District to act as the governing body for the Museum and Archives, to delegate management of the NVMA to the Director, and to exercise their authority as outlined in the bylaw, including:

- to establish fees for the use of Museum and Archives services;
- to expend appropriated funds for the purposes designated; and
- to reallocate funds within operating budget allocations as deemed necessary.

The bylaw mandates the City Finance Department to ensure that accounting and payroll records of the Commission are properly prepared and maintained, and to provide “any additional financial systems that have been requested by the Commission”.

In order to contribute to the success of the new Museum of North Vancouver and to ensure that NVMA operations are flexible, responsive to community needs and financially sustainable, the City can assist the Commission by endorsing the major Plan objectives contained in this report.

### STRATEGIC PLAN IMPLICATIONS:

Where people come first: The new Museum of North Vancouver will aid the City of North Vancouver in fulfilling its community vision to be the healthiest small city and a vibrant, diverse, highly livable community. NVMA supports the following objectives in the City’s Strategic Plan:

- **“A City for People”** – Offer welcoming, inclusive, safe, accessible spaces and services which support the health and well-being of all, specifically through close partnerships and relationships with local Indigenous communities and urban Indigenous population, access to early childhood development opportunities, and supporting the CNV4ME strategy.
- **“A Vibrant City”** – Provide dynamic public spaces and places with opportunities for connection that enable residents to engage with their community and celebrate their culture and history.
- **“A Prosperous City”** – Contribute to a diverse economy by delivering popular activities that provide a draw to the adjacent businesses and services.

### Conclusion:

With confirmed federal and City funding providing a basic Museum facility, and donations and contributed revenues raised through a fundraising campaign to enhance and sustain the programs and exhibits of the organization as a whole, the NVMA is on track to creating a vibrant new operation to include an active Archives, relevant programs and outreach, and a new Museum of North Vancouver to serve all residents, opening in 2020/2021.

During the transition period from its opening through to 2025, NVMA management will assess the success and viability of its operations and adjust costs accordingly, ensuring the operation is flexible and responsive to community needs and financial realities.

RESPECTFULLY SUBMITTED:



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Wesley Wenhardt  
Director, North Vancouver Museum and Archives



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Victor Elderton  
Chair, North Vancouver Museum and Archives  
Commission



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# NORTH VANCOUVER MUSEUM AND ARCHIVES

## TRANSITION BUSINESS PLAN

Bill Peters Consulting

2019 March 4

Version 2.0

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## AN EXTRAORDINARY NEW MUSEUM- EXECUTIVE SUMMARY

North Vancouver will open an extraordinary new museum during 2020. This has come about as the result of an intensive multi-year effort involving the City of North Vancouver, the District of North Vancouver, the North Vancouver Museum and Archives Commission, the Museum and Archives Friends Society, the Museum and Archives Staff and the North Vancouver community in general.

The Museum's new location, at the important community and tourism hub of Lower Lonsdale, will transform the museum from a valuable but hidden gem into a prominent public and tourist resource. The Museum's goal is to strengthen the community by deeply engaging residents of North Vancouver, school students and visitors in profound experiences that connect to culture, identity, history and personal engagement with learning.

This Transition Business Plan provides a blue-print for operations over the next five years and takes into account the conditions set out by City of North Vancouver Council in 2016 relating to museum operations. Specifically, this business plan confirms:

- That the NVMA **will not request additional operating funds** from its two funding partners (DNV and CNV) other than annual inflation increases;
- It is possible to operate the new museum under a **financial plan called the "base case" where funding primarily (95%) comes from the municipalities** (see Appendix 1), but this approach is less viable than others and carries greater financial risk;

- The museum can build on the "base case" as its foundation and **phase in new sources of non-municipal revenue** when they can more than cover any additional associated costs; and
- The financial framework outlined in this plan provides a strong foundation on which to base **substantive operational reviews of the museum at the 3, 5, 7 and 10-year milestones.**

This business plan offers a museum that satisfies **community priorities**, and does so by identifying realistic, diverse revenue sources for additional contributed and earned revenue that can be added in to provide the desired level of service to the community, a more rewarding visitor experience, and a more **stable and sustainable ongoing financial foundation.**

## MAJOR RECOMMENDATIONS OF THE TRANSITION BUSINESS PLAN

- Expanded Hours of Operation for the Museum, range of 34-42 public hours weekly with weekend and one evening opening, pre-booked programs and tours during non-public hours, responsive to attendance and audience indicators.
- Paid Admission implemented in the Museum, based on sector surveys, tourism factors, and operational needs such as entry control and tracking.
- Annual passes to the Museum will be available, entitling purchasers to free admission and prescribed benefits.
- Membership in the Friends of NVMA Society will continue to be available, with purchasers entitled to benefits similar to those offered now.
- Contributed Revenue for NVMA will be raised through grants, donations, and sponsorships by a professional fund developer and volunteer fund raisers.
- Venue Rentals will be available at the Museum, providing opportunities for the community to hold meetings and events in museum spaces and to generate earned revenue for the NVMA.

- A small museum shop will be integrated into the lobby offering museum-related books and merchandise that will enhance the visitor experience and generate earned revenue for the NVMA.
- New Staff and Contract positions will be phased in as limited term appointments, subject to funding, and supported by realigning municipally-funded positions, or using earned and contributed income, as available.

Further details of these recommendations can be found in Appendix 2.

## INTRODUCTION

This Transition Business Plan is designed to build on previous business modeling and feasibility work in order to provide a guide to organizational change and budget planning as the Museum moves from its former very limited scope of operation to operations at its prominent new location. These previous business models are referred to as the Lord Report (Ref. 1) and the Robinson Report (Ref. 2).

Since a business plan is a concrete expression of an organization's strategy, this Plan draws on the community consultation and needs assessment that was done in the run-up to planning the new museum as well as the Strategic Planning work done by the NVMA Commission (see Appendix 3). It translates that strategy into an overall work-plan and organization chart for the new museum and then into an operating budget.

A full transition budget builds through the transition period (2019-2023). Strategic advice is provided about managing through the transition and the scope of the transition fund required coming out of the capital campaign. Ongoing management and operational assessment by NVMA must assess the success and viability of each area of earned and contributed income. Related costs must be adjusted accordingly to ensure the operation is flexible and responsive to community needs and financial realities.

The organization's full transition plan and budget (pages 14-15) are projected for year four after the new museum opens - 2023. This is considered the first stable year after opening; it is not uncommon for a new museum to open to a burst of community

enthusiasm and attendance in the first year, see that attendance sag in the second year and then rise again in years three and four. Equally some museums open to lower attendance and see this build over two or three years as community awareness builds and the museum's programs become fully developed.

It must be emphasized that this Transition Business Plan is a collaborative effort among the Museum and Archives staff and Director, members of the NVMA Commission and the consultant. Rather than a consultant's set of recommendations, it is designed as a tool constructed by and with the Museum and Archives team that they will use to navigate the transition from current to new. A Logic Model, developed by the consultant and NVMA staff, informs the Plan and implementation strategies, (see Appendix 4).

Note: Throughout this Transition Business Plan the word "museum" or "new museum" represents the entire Commission, consisting of the museum and archives and all physical and organizational components-

## GOVERNANCE

The North Vancouver Museum and Archives Commission Agreement Bylaw was adopted in 1995 whereby the Councils of the City and District mandated the Commission to develop and maintain museum and archives services. The agreement described expectations for the Commission in fulfilling its mandate, within the Agreement, with Commission members appointed and empowered by the City and the District to act as a governing body for the Museum and Archives. The Bylaw outlines the responsibilities and authorities of the Director and the Mandate of the Commission (Appendix 5).

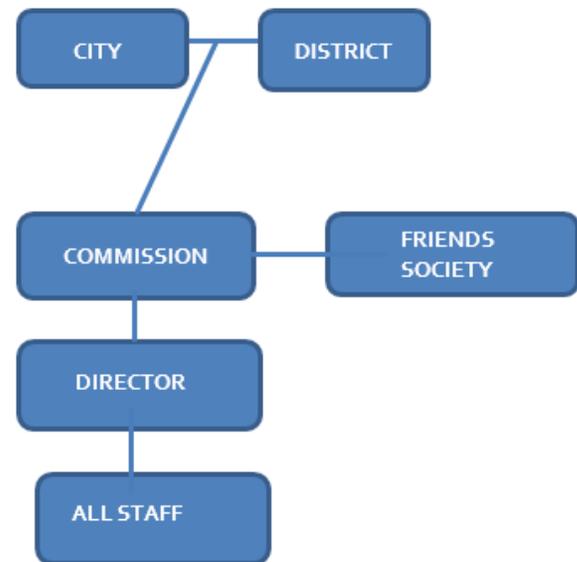
The Museum and Archives is supported by a charitable society, the Friends of the NVMA Society, whose role is to build community awareness and raise funds for the Museum and Archives. The Friends Society is incorporated under the Province of British Columbia's Society's Act.

The relationship between the Commission and the Friends Society is now being formalized by a Memorandum of Understanding, which outlines the responsibilities of the Commission and the Society. The MOU articulates the Commission's responsibility for ensuring fiduciary oversight of the Museum and Archives and ensuring that funds generated by the Society are transferred to the NVMA according to the Commission-approved spending priorities, using appropriate mechanisms and spent in conformity with regulations established by the Canada Revenue Agency and the City and the District of North Vancouver.

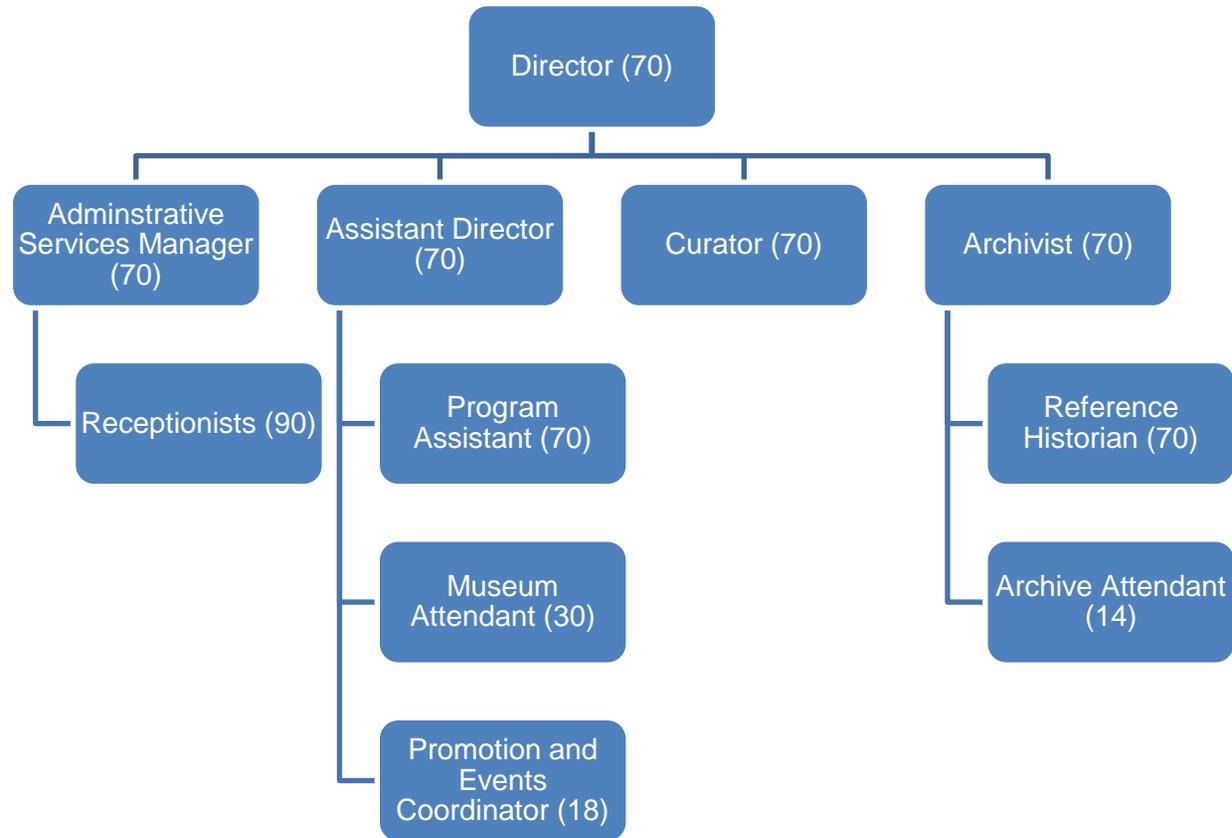
## TOP LEVEL ORGANIZATION

The top-level organization chart is based upon the following principles:

- 1) The North Vancouver Museum and Archives Commission is the body that in law (Bylaw establishing the Commission) has responsibility and accountability for all outcomes regarding the Museum and Archives.
- 2) The Friends Society plays a vital supporting role to the Commission and is dedicated to the fund raising and financial functions that the Commission cannot itself perform, as well as playing a role in community relations. There is a discussion of the future role and transitional challenges for the Friends Society in Appendix 6.

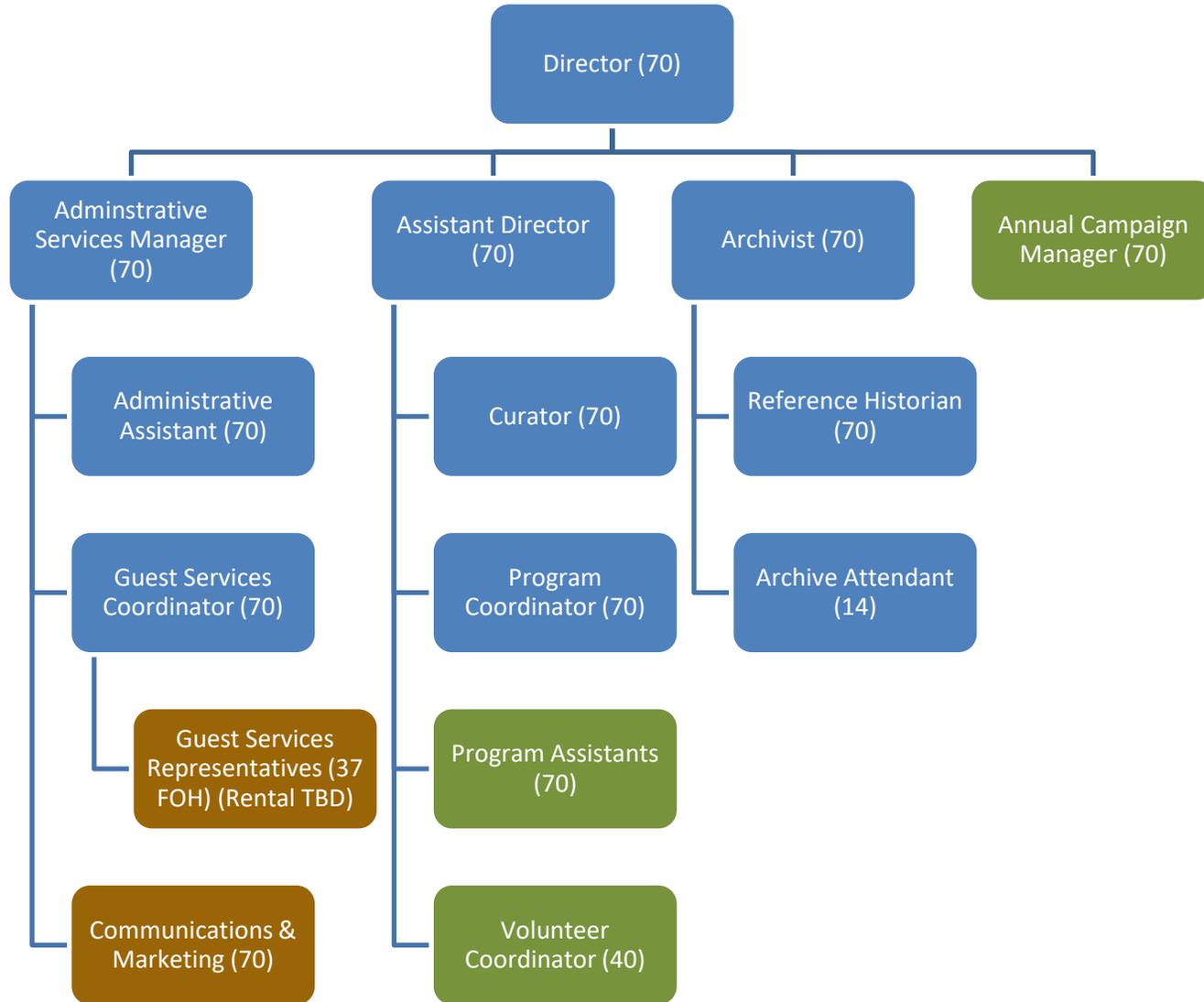


## EXISTING ORGANIZATION CHART



The number in parenthesis after each title indicates the bi-weekly hours for each position. Capital campaign organization and contracted services are not shown. The following chart proposes a structure for the new museum based upon the strategy and logic model.

**RECOMMENDED OPTIMAL ORGANIZATION CHART**  
 (Transition Plan Final Phase as of 2023)



Municipal Funding	Contributed Income	Earned Income
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## ORGANIZATION CHART

The new museum recommended optimal organization chart indicates the municipally funded positions in blue. These positions and associated operating costs are substantially the same as for the existing operation and require relatively minor reorganization. The number of municipal hours remains the same from the previous organization chart to the new one. Positions marked in green will be funded by contributed income, as available; positions in brown and associated costs will be funded from earned income, as available; both categories will be phased in on a set- term or temporary basis, as the available funding will allow. In addition, the numerous volunteer roles associated with the new museum are not shown in the organization chart. A fuller description of the various positions is in Appendix 7.

## ESTIMATION FOR PLANNING PURPOSES, A POTENTIAL – NOT A PREDICTION.

The estimations in this report are referred to as “potential” estimations because they represent the potential to achieve a certain attendance range and economic outcome, approximately +/- 15% around a mid-point, assuming:

1. The facility (capital investment) needed to achieve the potential is completed at full scope
2. The launch and on-going marketing investments are adequate
3. Management assures consistently high-quality guest service and guest experience
4. Management executes its hiring, training, staff mentoring and evaluation processes in alignment with the strategies, schedule, job descriptions and budget estimations in this report
5. Market and economic conditions remain reasonably constant.

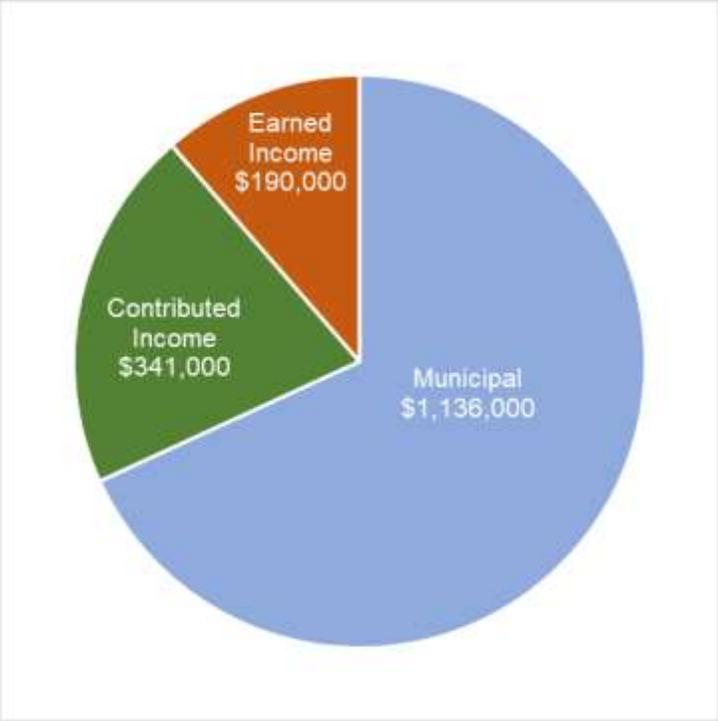
This estimation is just that – a range estimate for planning purposes. It is designed to provide a useful framework for establishing initial budgets and service levels.

Why is a range estimation required? At this stage of planning some items have not been planned such as the marketing program or the Museum’s programs themselves, which are still in development. Instead reasonable allowances have been allocated, which may be adjusted within the ranges as plans are finalized. Similarly, revenues can only be estimated within a range.

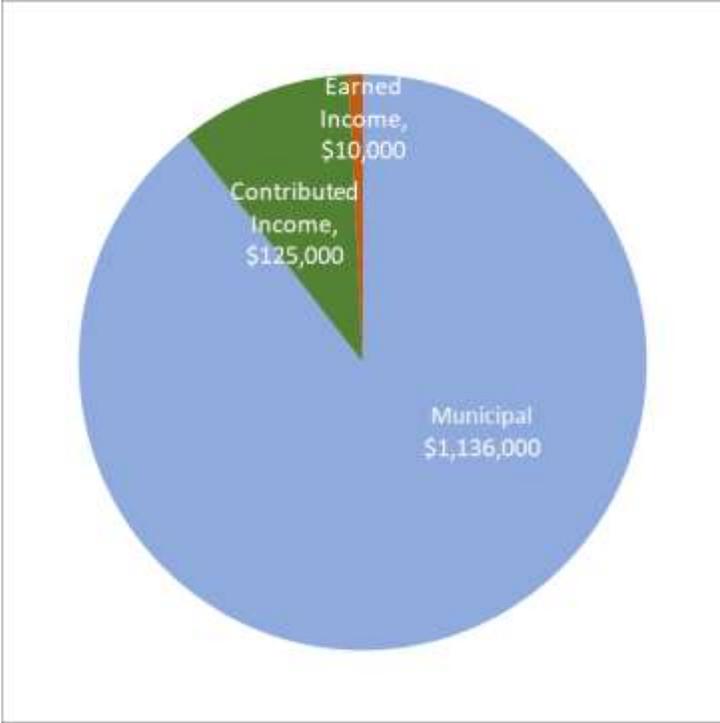
Within these inevitable limitations, the estimations provide the guidance needed for management budgeting and action to prepare for the opening and operation of the new museum.

# OPERATING POTENTIAL ESTIMATION

In order to have sufficient funds to staff and operate the new museum the shared funding arrangement will look like this at year four (2023), the first stable year after opening (all estimates are in 2019 dollars):



A **status quo** shared funding arrangement looks like this (earned and contributed income are at 5-year average amounts):



## ADMISSION

There was a request for this consultant to comment on charging admission. The vast majority of museums charge admission. In creating a business plan, projecting revenue based upon admissions by donation is problematic and risky, so this business plan is based upon an admission charge.

In assessing whether to levy a charge at the gate, it is first important to understand there is no “free” admission even though that terminology is used. The cost of supporting visitation has to be covered.

The 2017 Community Needs Assessment (“New Museum Concept Plan”, October 2017, Kei Space Design) suggests introducing an **admission fee**, which lowers financial risk by providing an additional, reliable revenue stream. The Study also documents that there is community support for a reasonable admission fee.

Operational reasons for implementing an admission fee include the following:

- 1) it provides the museum with a way to control access to the galleries and washrooms;
- 2) without a fee, NVMA would be in the position of incurring expenses for gate control (greeting guests, monitoring the lobby and galleries) without any offsetting revenue; and
- 3) it enables the museum to participate in tourism sector promotions by providing a “commissionable add-on” opportunity for tour operators and travel aggregator websites.

Numerous published studies of cultural organization attendance have shown that people value what they pay for, that time is more valuable to most visitors than cost, and that free admission does not significantly affect the intent to visit.

## UNDER-SERVED COMMUNITIES

**A common misconception is that offering free admission will attract high-needs or underserved audiences.** There is abundant research verifying the failure of this approach. (Ref. 6 and Ref. 7) The author of this report learned this first-hand when, as Director of a major museum in Canada, he had a free family admission distributed with each of the local food bank’s 7,800 Christmas hampers. Only twelve of the passes were used. His museum then started working with community organizations and social service agencies and, over time, became a well-respected partner in meeting the needs of underserved communities, with excellent utilization from these communities. Free or low-cost admission was provided to these users but in a very targeted manner as opposed to a blanket approach.

The lesson here is that in order to serve communities with specific needs and stresses it is vital to get to know those communities at a very personal level, to listen thoughtfully and respond in ways that truly address the needs and stresses.

## ADMISSION CHARGE

**Another common misconception is that a lower price will attract increased attendance.** This is not the case and price has little impact on attendance. Effective marketing has a greater impact on attendance than does price. Based upon these considerations, the following opening price schedule is recommended:

Admissions	New Museum of North Vancouver	Museum of Vancouver
Adult	\$12	\$21
Student, Senior	\$8	\$17
Youth	\$6	\$14
Child	Free	Free
Family	\$25	\$43

Prices do not include applicable sales tax.

Setting the fee any lower is counterproductive in terms of:

- Earning income and paying operating costs
- Communicating the value of the Museum
- Setting a reasonable membership price
- Attracting group tours
- Providing a full museum experience with frequently-changing exhibits and a roster of drop-in programs for diverse audiences

This consultant recommends that a \$12 top fee would not place the Museum at any disadvantage and would increase income. The Museum should increase its top fee to \$12 as soon as possible after opening if little price resistance is encountered with the \$10 top fee.

#### **NORTH VANCOUVER RESIDENTS**

The recommended way to encourage attendance by North Vancouver residents is to keep the membership reasonably priced. Accessible annual passes and membership fees enable North Vancouver residents to visit their museum anytime during the year for a very reasonable charge. This approach supports repeat utilization. In addition, a membership increases the sense of affiliation of residents with their very own museum.

The recommendation is to proceed with the recommended price; adjust down in the unlikely case that it is too high and up if the price resistance point is not met. When a new museum opens it is valuable to set the price as high as possible because this establishes expectations and conditions the market to that price.

## ATTENDANCE AND MEMBERSHIP

### ATTENDANCE

The Robinson report (Ref.2), a business plan for the new museum that was presented to Council in 2016, contains an Appendix with a detailed set of attendance projections based on analysis of multiple different methodologies. Robinson's attendance projections for the first five years of the museum's operation are considered by this consultant to be solid, even conservative, and have been used in the revenue calculations below. Projected attendance (including gate attendance, member and annual pass attendance, school and group attendance) is as follows:

Year one: 27,080; Year two: 22,567; Year three: 23,695; Year four: 24,880; Year five: 26,124. Following discussion with management, Robinson's year five number of 26,124 was adopted as the attendance potential target for this report. As noted elsewhere, attendance is responsive to marketing investment. This report recommends over five times the annual marketing investment recommended by Robinson. With this marketing investment, attendance may well exceed Robinson's number of 26,124.

### MEMBERSHIP PLAN

The Museum will have an annual pass program for those who want to be affiliated with the NVMA and enjoy benefits such as free admission and discounts on sales and program fees. Annual pass holders and

members would form a pool of interested people who can be asked to volunteer, donate or become supporting members. Anyone buying a ticket should be offered the opportunity to turn it in and pay the small up-charge for an annual pass at the end of their visit.

The Friends Society, which currently is supported by paid memberships, will continue their membership program.

### ATTENDANCE AND MEMBERSHIP POTENTIAL

Following discussions with management, the potential attendance outlined in the Transition Budgets was selected based upon the base case recommendations in the Robinson Report. This should be taken as a probable result, however any outcome that falls within +/- 15% of this potential should be considered a good result. The year-to-year attendance variations considered by Robinson are sufficiently small that they can be managed as they arise.

The Robinson report applied 7 different methodologies in estimating attendance: "There are several methodologies for calculating potential attendance at existing or new cultural institutions and exhibitions, and most have been applied to the NVM new museum site at Lower Lonsdale... While all of the techniques have their pros and cons, none are fail-safe. In considered combination they are probably the most useful." (Ref.2)

## OPERATING BUDGET

The optimal operating budget on the following pages is for the entire NVMA organization and represents year four of operations (2023). For internal planning purposes, detailed budget scenarios for the transition period have been developed.

A spreadsheet calculator was constructed in order to investigate the operating budget impacts of different utilization scenarios. This calculator allows us to answer some important questions, particularly, “What happens for different admission prices and attendance levels? Where should we direct our attention to maximize income and minimize expenditures?” The calculator has been provided to staff for their planning purposes.

In examining this budget consider that management needs the flexibility and authority to make adjustments to particular budget lines in response to ongoing analysis and in order to ensure a balanced budget at year end.

Furthermore, limiting the Museum’s revenue-generating activities carries greater risk to the organization because achieving scalability requires a comprehensive and integrated approach to revenue generation. For example, by adding Programs without investing in Communications & Marketing, it is possible that those Programs will not achieve attendance targets and will not pay for themselves because audiences are unaware of them.

A fuller discussion of the budget follows the statements on the next pages.

## OPERATING – CAPITAL DISTINCTION

This Plan describes and accounts for only the operations of the museum and archives. It does not consider any aspect of the capital program to construct the new museum or create its exhibits.

During the transition period an important new source of revenue will become available to support both capital expenditures and transition period operations. Contributed income received through a \$2.5M Capital Campaign (currently in its ‘quiet phase’) is projected to raise sufficient funds to be directed to both building and exhibit enhancements, with additional funding to be directed to various long-term reserve funds, including a Fund to support the new museum’s transition costs. The financial arrangements and transfer mechanisms for funds raised by the New Museum Capital Campaign are outlined in a Memorandum of Understanding between the NVMA Commission and the Friends of the NVMA Society.

This Fund is not necessarily a single account, it may exist among various accounts administered by the Commission and held at the City of North Vancouver. The purpose of the Transition Fund is to support operations of the new museum during the year prior to opening and the first thirty-six months in its new venue, while revenues from admissions, programs and venue rentals are coming on-line and building up. This Fund will also purchase some necessary one-time items such as a point-of-sale (POS) system and a volunteer registration and scheduling system.

For clarity, the operating budgets that follow do not consider non-cash items such as depreciation and amortization.

OPTIMAL OPERATING BUDGET – 2023

Line	REVENUES	5-Year Averages	2018	Potential 2023
	<b>Municipal Contribution</b>			
R1	Municipal Salary and Wage Contribution	\$ 744,329	\$ 791,000	\$ 807,097
R2	Municipal Operating and Facilities Contribution	\$ 355,671	\$ 320,000	\$ 328,903
R3	<b>Subtotal Municipal Contribution</b>	<b>\$ 1,100,000</b>	<b>\$1,111,000</b>	<b>\$1,136,000</b>
	<b>Contributed Income</b>			
R4	Grants (Exhibit & Program - Matches Grant Expenditures)	\$ 94,000	\$ 79,000	\$ 107,000
R5	Operating Donations & Sponsorships	\$ 32,000	\$ 35,000	\$ 190,000
R6	Annual Passes			\$ 23,000
R7	<b>Subtotal Contributed Income</b>	<b>\$126,000</b>	<b>\$114,000</b>	<b>\$320,000</b>
	<b>Earned Income</b>			
R8	Gate Admissions			\$ 85,000
R9	Public Programs, Tours, Touring Exhibit	\$ 4,000	\$ 6,000	\$ 7,000
R10	School Admissions	\$ 4,000	\$ 2,000	\$ 18,000
R11	Archives Fees	\$ 2,000	\$ 2,000	\$ 2,000
R12	Venue Rentals			\$ 58,000
R13	Gift Shop Revenue (Net of expenses)	n/a	\$ 5,000	\$ 20,000
R14	<b>Subtotal Earned Income</b>	<b>\$10,000</b>	<b>\$15,000</b>	<b>\$ 190,000</b>
R15	<b>TOTAL INCOME</b>	<b>\$ 1,236,000</b>	<b>\$ 1,240,000</b>	<b>\$ 1,646,000</b>

Current annual revenue of \$1.24M is forecast to increase by approximately \$400,000 by year four of the plan, as shown above, due to new income streams from admission fees, annual passes, rentals, retail sales and donations and sponsorships.

Line	EXPENSES	5-Year Averages	2018	Potential 2023
	<b>Municipal Expenses</b>			
E1	Municipal Salaries and Benefits	\$ 744,329	\$ 791,271	807,097
E2	Municipal Exhibits	\$ 26,000	\$ 25,700	25,700
E3	Municipal Programs	\$ 27,000	\$ 29,000	22,000
E4	Municipal Facilities & Admin.	\$ 302,671	\$ 265,029	281,203
E5	<b>Subtotal Municipal Expenses</b>	<b>\$ 1,100,000</b>	<b>\$ 1,111,000</b>	<b>\$ 1,136,000</b>
	<b>Fund Development Costs &amp; Funded Expenses</b>			
E6	Fund Development Contract/Wage			\$ 75,000
E7	Campaign Advisor Allocation			\$ 7,500
E8	Fund Development Materials, Database, Travel, Training, Legal			\$ 15,000
E9	<b>Subtotal Fund Development Costs</b>	<b>\$ -</b>		<b>\$ 97,500</b>
	<b>Expenses Funded by Contributed Income</b>			
E10	Volunteer Coordinator Contract/Wage			\$ 33,000
E11	Volunteer Program Costs, recruiting, retention etc.			\$ 12,000
E12	Program Cost Contribution (wages and other costs)			\$ 65,000
E13	Grant Funded Programs (matches grants received)	\$ 116,000	\$ 128,900	\$ 107,000
E14	<b>Subtotal Expenses Funded by Contributed Income</b>	<b>\$ 116,000</b>	<b>\$ 128,900</b>	<b>\$ 217,000</b>
E15	<b>SUBTOTAL Fund Development Costs &amp; Funded Expenses</b>	<b>\$ 116,000</b>	<b>\$ 128,900</b>	<b>\$ 314,500</b>
	<b>Earned Income Costs</b>			
E16	Communications and Marketing Coordinator or Contractor			\$ 65,000
E17	Communications & Marketing Costs			\$ 65,000
E18	Guest Services Wages & Costs			\$ 34,000
E19	<b>TOTAL Earned Income Costs and Funded Items</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 164,000</b>
E20	<b>TOTAL EXPENSES (Rounded to ,00)</b>	<b>\$ 1,216,000</b>	<b>\$ 1,239,900</b>	<b>\$ 1,614,500</b>
N1	<b>NET INCOME &amp; RISK MANAGEMENT RESERVE</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 31,500</b>

## BUDGET DISCUSSION

**Lines R8 through R14: Revenue.** Throughout the report, all expense and revenue lines were either carefully reexamined or calculated anew based upon the most current available information.

**Line E4 Municipal Facilities and Administration:** The City of North Vancouver owns the new museum space. The City has indicated that museum lease costs will be fully offset by a Community Facilities Grant. Similarly, the District of North Vancouver foregoes lease costs for the Archives facility. Both municipalities will continue to share equally in the annual operating costs of both facilities. Therefore, this line will remain the same as in 2018, adjusted for escalation.

## CONTRIBUTED REVENUE

**Line E13: Grant Funded Programs.** Most grants are specific to a program or exhibit project and the entire grant must be expended on items specific to the project. Very often the granting agency specifies the eligible items. Frequently, organizational overheads are excluded, these being implicitly considered part of a matching amount by the granting agency. Often the grant is dependent upon the organization raising a matching amount from other sources.

An amount of \$94,000 has been included for Program and Exhibit Specific Grants; the same as has been typically raised in the past by the Commission. The potential exists to exceed this amount significantly as new exhibits and programs are developed.

**Lines E6- E9:** Smaller organizations frequently struggle at fund development because they don't appreciate several key points:

- 1) The fund development environment is competitive; expert staff must be engaged to ensure successful fund raising.

- 2) As a rule of thumb, the lowest revenue threshold for a professionally managed annual campaign with an investment of \$100,000 is a net of \$200,000 or more. With an investment of any less, the net proceeds would be significantly lower.
- 3) Campaign results are proportional to effort and investment.
- 4) Donors respond to a well-run campaign that has the expertise to assure their contribution will be well stewarded.
- 5) Expert help is required to prevent organizations from focusing on unproductive campaign activities.
- 6) To succeed at fund development, organizations must continually develop their boards and supporting organizations. This involves thoughtful recruiting, training, appreciation and supporting the organization's fund-raising volunteer leaders with expert staff.

A successful Annual Campaign can be contemplated at this time due in large part to the success of the Capital Campaign. The Capital Campaign sets the stage for the Annual Campaign by building general organizational capacity in a variety of ways. Funds within the \$2.5M capital campaign target have been directed toward making the transition from the Capital Campaign to the Annual Campaign. This includes earmarking a portion of the Capital Campaign funds to cover expenses of the Annual Campaign during the first four years of the new museum's operation.

As the Capital Campaign moves towards conclusion, a number of the leaders of that campaign as well as new NVMA Commissioners and Friends Society Board Members should be invited to be ambassadors and help with ongoing financial resource development.

## RETAIL SALES

**Line R13:** The Robinson Report does a thorough analysis of retail sales in museums and concludes that the new museum will do \$80,000 in net sales per year, by year four of the business plan, when attendance

is projected to reach 24,880. This means a per-capita net of \$3.22 per guest. This is based upon an estimated shop size of 400 sq. ft.

Adjusting Robinson’s numbers for the fact the shop, as designed, is now planned to be 275 sq. ft. rather than the 400 sq. ft. he based his estimate on results in this adjustment:

<b>Robinson Gift Shop Projection - Adjusted for Size</b>				
Year	1	2	3	4
Attendance	27,080	22,567	23,695	24,880
Net	\$ 20,000	\$ 40,000	\$ 80,000	\$ 80,000
Adjusted 275/400	\$ 13,750	\$ 27,500	\$ 55,000	\$ 55,000
Adjusted net per-capita	\$ 0.51	\$ 1.22	\$ 2.32	\$ 2.21

The firm recommendation is to bring the best museum shop possible to the residents of North Vancouver and visitors. Those consulted during the community needs interviews made it very clear there would be a sense of disappointment in the new museum if it did not have a shop.

As the above table shows there is good revenue to be made and wholeheartedly pursuing the shop both to round out the museum experience for residents and visitors, and to generate the maximum income to make this the best museum possible is worthwhile.

A gift shop retail expert should be engaged to develop the detailed operating plan and budget for the shop and guide the Museum through shop start-up and to arrange the handling of all sales at the ticket desk.

Line R13 shows a very modest revenue projected for the gift shop. It is quite possible the Museum will exceed the targeted revenues before the end of the transition period.

## VOLUNTEER PROGRAM

**Lines E10 and E11:** The proposed budget makes provision for a part-time Volunteer Coordinator. The purpose of this position is to organize the volunteer program in a professional manner.

This position would be responsible for recruiting, training (supported by other staff), retention and recognition. It is vital to provide a single coordinated touchpoint for all volunteers in order to make the program vibrant and fulfilling for participants. The overall aim is to make this North Vancouver’s premier volunteer opportunity for local residents.

## REVENUE MANAGEMENT POLICY

In each year that the Museum and Archives achieves positive net income from non-municipal sources, that income should be placed into a Reserve Fund by the Commission. As a risk management tool, and reserve against losses, the Reserve Fund should grow to a reasonable fraction of the total annual revenues of the organization. The Commission should set a risk management percentage it feels comfortable with. As a starting point the Commission should consider about 15% or \$250,000 in round numbers.

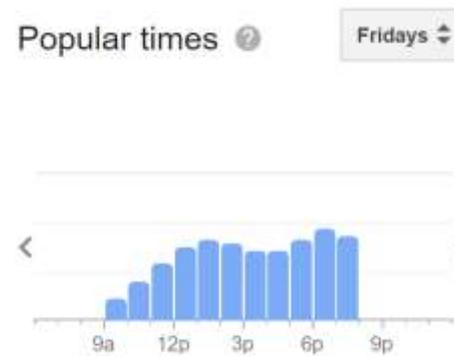
After the Fund reaches the established goal, the Commission may consider how to invest any further balance. A long-term Legacy Fund that can contribute to Museum operations and renewal, where both principal and interest may be drawn on by the Commission, should be considered.

## PUBLIC HOURS OF OPERATION

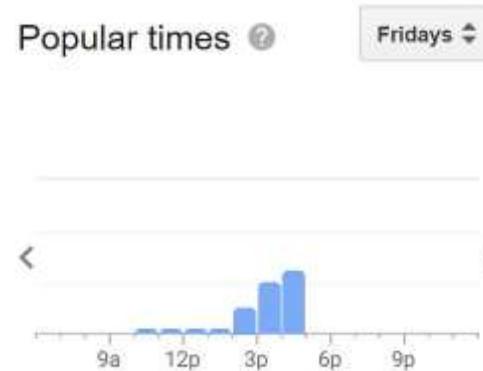
Venue utilization in the Lower Lonsdale area was investigated using Google cell phone location data to decide the optimum public hours for the new museum. The best balance between being available when public are in the area and economy of operation is recommended in this schedule:

Public Hours of Operation			
MUSEUM	Open	Close	# of Hours
Monday			
Tuesday (summer)	12	6	6
Wednesday	12	6	6
Thursday	12	6	6
Friday	12	9	9
Saturday	10	6	8
Sunday	10	5	7
<b>Weekly Hours</b>			42

Here is the data for Fridays at the Lonsdale Quay Market, which illustrates the desirability of being open Friday evenings:



And for the Polygon Gallery:



## PUBLIC OPERATING POLICY AND REQUIREMENTS

Scheduled school and group tour bookings will be available on varying schedules throughout the year, dependent on staff and resources. On Tuesdays during the school year, the Museum will be reserved for in-depth experiences unimpeded by the flow of public. Special Accessibility Programs will address the needs of specific groups, such as autism-friendly programs, tours for those who are blind and partially sighted, dementia-friendly initiatives, and other tailored tours and programs.

## SCHOOL PROGRAM FEES

**Line R10:** The NVMA has had years of success in developing and delivering paid school programs which are deeply engaging and augment the curriculum, helping teachers and students to grapple with subjects and ideas that can be challenging to grasp in the classroom.

Based upon this approach, a school program fee of \$6 per student is planned. This is the same as a child's admission, reasonable compared to other school program fees, and will be seen by teachers and parents as worthwhile due to the valuable and engaging nature of the programs.

## PROGRAM FEES

**Line R9:** The term Public Programs is used by museums to describe all the opportunities, activities, interaction and interpretation that engage visitors beyond the exhibits. Public Programs will be at the heart of the new museum experience ensuring it meets the changing and varied needs of audiences. Fees would be earned from activities like weekend and evening programs, hands-on discovery sessions, content-focused camps, lectures, workshops and forums.

North Vancouver Museum - Potential Rental Rates							
Venue	Rooms	Size sq. ft.	Reception	Row Seating	Banquet	4 or 8 hours	Notes
North Vancouver Museum	Entrance Pavilion	2,518	200	n/a	n/a	\$ 2,000	Few 8 hr. blocks avail.
	Meeting Room (nic. in average below)	225	n/a	10	n/a	\$ 200	
	Community Room	621	70	70	50	\$ 1,000	
	Community Room + Servery + Outdoor Terrace	2,301	90	90	54	\$ 1,500	
	Community Room + Hub + Servery + Terrace	3,290	200	160	110	\$ 2,500	
	Entire Museum		400	160	110	\$ 3,000	Includes gallery admission
	Museum Galleries opened for event						Added Fee \$6 per guest.

## VENUE RENTALS

**Line R12** gives the Venue Rental Revenues net of hosting costs. The table in Appendix 8 provides comparative information for area rental venues. The information is current as of 2018 September 15.

The table above recommends a simplified schedule of venue rental rates for the new museum. The potential revenues to NVMA from venue rentals are \$58,000 annually, calculated from this rental fee table and a reasonable frequency of rental use during the year. This level of income is dependent upon the management of the rental program by a dedicated Communications and Marketing position, as is shown in the Optimal Organization Chart.

## Facility Notes

1. Room maximum capacity varies depending upon room layout and degree of acceptable crowding.
2. Rental rate remains the same regardless of layout or use.
3. There is an advantage in the Museum owning tables, chairs and A/V equipment and either including these in the rental price or renting for a modest add-on fee.
4. Ensure the moveable wall is easily manageable by one person.

To get the most value out of its venue rental spaces the Museum will need to use its spaces intensively and cleverly, taking a creative and entrepreneurial approach to space utilization and a vigorous and proactive approach to marketing.

## TRANSITION PLAN

The Transition Plan builds from year one through year four of operations of the new museum, based on previous years' averages where applicable. Escalation is ignored for reasons of clarity and year-to-year comparability. Since escalation can only be roughly estimated, this is best included at the time the Optimal Operating Budget is refined into a detailed budget.

The Transition Plan is used to quantify the funding necessary to cover the costs that must start before opening and continue until such costs are covered by contributed and earned income.

Working interactively with the Transition Plan also provides a view of how best to move through the period of capacity-building toward the new state of operation. During this period, typically, some services need to be limited and very strategically focused. As well, for a time some positions will have to double up functions or do different functions to implement the strategy to build capacity from year one to year four.

Notes about the Transition Plan Statements:

The Transition Plan is very conservative. It reflects average performance from which business remains flat or slowly builds in some categories. There is equal probability that, with good marketing, the museum will open with stronger attendance than projected here which will then decline somewhat and grow back by year 4. As already noted, these year-to-year variances are best managed as they arise, with negative variances backstopped by transition funds and a Reserve Fund of accumulated net income to facilitate risk management.

The statement assumes the availability of funds (including the Commission's existing Surplus Reserve, NVMA operating and block funds, and Capital Campaign funds) will exist from which up to \$250,000 may be drawn down to support operations during the pre-opening period and the first three years of operations.

While stock purchases for the gift shop would be modest, some funds would need to be made available to purchase branded merchandise. The cost of consignment items would be paid out as the items are sold.

All estimates are in 2019 dollars. Contingency amounts have been built into the proposed budgets.

Transition Period Operating Budget Estimate - Optimal Scenario				Opening Mid-Year	Full-Year Operations		
REVENUE	5-year averages	2018	2019	2020	2021	2022	2023
<b>Municipal Contribution - Core funding</b>	\$ 1,100,000	\$ 1,111,000	\$ 1,136,000	\$ 1,136,000	\$ 1,136,000	\$ 1,136,000	\$ 1,136,000
Grants - Exhibits & Programs	\$ 94,000	\$ 79,000	\$ 90,000	\$ 92,000	\$ 97,000	\$ 102,000	\$ 107,000
Contributed Income	\$ 32,000	\$ 35,000	\$ 35,300	\$ 40,000	\$ 100,000	\$ 157,000	\$ 213,000
<b>Subtotal Contributed Income incl. Grants</b>	<b>\$ 126,000</b>	<b>\$ 114,000</b>	<b>\$ 125,000</b>	<b>\$ 132,000</b>	<b>\$ 197,000</b>	<b>\$ 259,000</b>	<b>\$ 320,000</b>
Admissions and Program Fees	\$ 10,000	\$ 15,000	\$ 15,000	\$ 40,000	\$ 87,500	\$ 100,000	\$ 112,000
Venue Rentals (Net)	n/a	n/a	n/a	\$ 15,600	\$ 39,000	\$ 49,000	\$ 58,000
Gift Shop Revenue (Net of expenses)	n/a	n/a	n/a	\$ 8,000	\$ 12,000	\$ 16,000	\$ 20,000
<b>Subtotal Earned Income</b>	<b>\$ 10,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 63,600</b>	<b>\$ 138,500</b>	<b>\$ 165,000</b>	<b>\$ 190,000</b>
<b>TOTAL REVENUE</b>	<b>\$ 1,236,000</b>	<b>\$ 1,240,000</b>	<b>\$ 1,276,000</b>	<b>\$ 1,331,600</b>	<b>\$ 1,471,500</b>	<b>\$ 1,560,000</b>	<b>\$ 1,646,000</b>
			2.9%	4.4%	10.5%	6.0%	5.5%
EXPENSES	5-year averages	2018	2019	2020	2021	2022	2023
Municipal Core Salaries	\$ 744,329	\$ 791,271	\$ 807,097	\$ 807,097	\$ 807,097	\$ 807,097	\$ 807,097
Municipal Exhibits	\$ 26,000	\$ 25,700	\$ 25,700	\$ 25,700	\$ 25,700	\$ 25,700	\$ 25,700
Municipal Programs	\$ 27,000	\$ 29,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000
Municipal Facilities & Admin.	\$ 302,671	\$ 265,029	\$ 281,203	\$ 281,203	\$ 281,203	\$ 281,203	\$ 281,203
<b>Subtotal Municipal Expenses</b>	<b>\$ 1,100,000</b>	<b>\$ 1,111,000</b>	<b>\$ 1,136,000</b>	<b>\$ 1,136,000</b>	<b>\$ 1,136,000</b>	<b>\$ 1,136,000</b>	<b>\$ 1,136,000</b>
Programs & Exhibits	\$ 116,000	\$ 128,900	\$ 90,000	\$ 107,000	\$ 117,700	\$ 145,000	\$ 172,000
Transition and Development Costs (contracts and software)	n/a	\$ 35,100	\$ 58,000	\$ 60,000	\$ 75,000	\$ 86,000	\$ 97,500
Volunteer Program	n/a	n/a	n/a	\$ 20,000	\$ 45,000	\$ 45,000	\$ 45,000
<b>Subtotal Annual Campaign Funded Items</b>	<b>\$ 116,000</b>	<b>\$ 164,000</b>	<b>\$ 148,000</b>	<b>\$ 187,000</b>	<b>\$ 237,700</b>	<b>\$ 276,000</b>	<b>\$ 314,500</b>
Communications & Marketing	n/a	n/a	\$ 12,000	\$ 55,000	\$ 75,000	\$ 103,000	\$ 130,000
Guest Services and Programs	n/a	n/a	n/a	\$ 25,000	\$ 27,500	\$ 31,000	\$ 34,000
<b>Subtotal Earned Income Funded Items</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ 80,000</b>	<b>\$ 102,500</b>	<b>\$ 134,000</b>	<b>\$ 164,000</b>
<b>SUBTOTAL EXPENSES</b>	<b>\$ 1,216,000</b>	<b>\$ 1,275,000</b>	<b>\$ 1,296,000</b>	<b>\$ 1,403,000</b>	<b>\$ 1,476,200</b>	<b>\$ 1,546,000</b>	<b>\$ 1,614,500</b>
<b>NET INCOME BEFORE TRANSITION COSTS</b>	<b>\$ 20,000</b>	<b>-\$ 35,000</b>	<b>-\$ 20,000</b>	<b>-\$ 71,400</b>	<b>-\$ 4,700</b>	<b>\$ 14,000</b>	<b>\$ 31,500</b>
Transition Funds (from Capital Campaign or Surplus)	n/a	\$ 35,000	\$ 20,000	\$ 75,000	\$ 60,000	\$ 60,000	
<b>Net Income &amp; Risk Management Reserve</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,600</b>	<b>\$ 55,300</b>	<b>\$ 74,000</b>	<b>\$ 31,500</b>

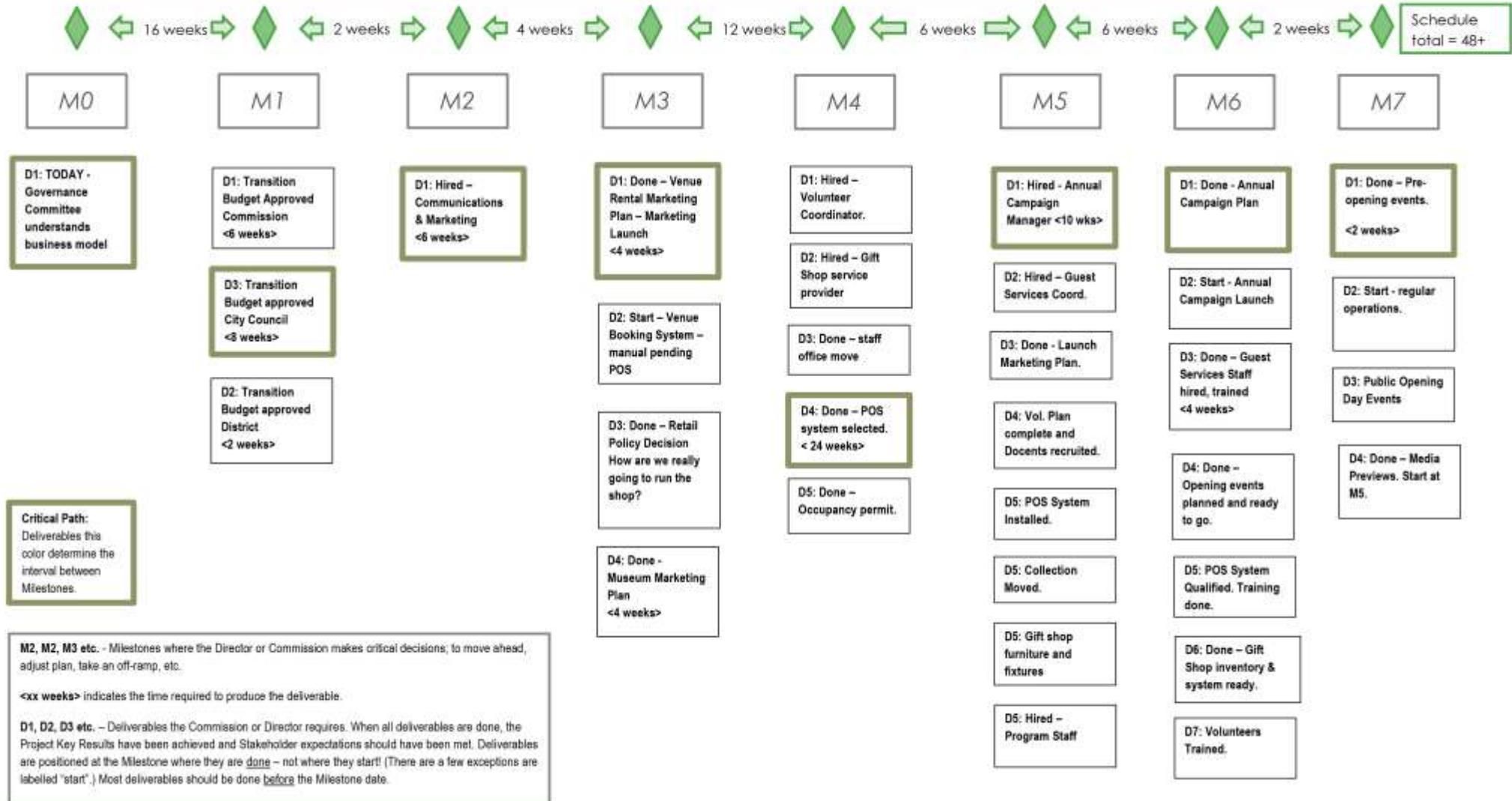
Transition Budget Notes:

- This assumes the museum will open mid-way through 2020.
- Transition Fund amount to cover operations = \$250,000 – light gray row.
  - Increasing the Transition Fund is a useful way to decrease operating risk

# TRANSITION SCHEDULE

## NORTH VANCOUVER MUSEUM AND ARCHIVES – NEW MUSEUM PROJECT

### 3D (Drop Dead Date) Schedule/Critical Path



## APPENDICES

Appendix 1 – Risk Management

Appendix 2 – Major Recommendations

Appendix 3 – Strategic Plan 2018-2023

Appendix 4 – Transition Logic Model

Appendix 5 – Commission Bylaw

Appendix 6 – The Friends Society

Appendix 7 – Position Descriptions

Appendix 8 – Venue Rental Comparisons

Appendix 9 – Change Management

Appendix 10 – References

Appendix 11 – Acknowledgements

## APPENDIX 1 – RISK MANAGEMENT

### RISK ASSESSMENT - HIERARCHY OF RISKS

Risks in the table below are listed in terms of potential severity of consequences from highest risk to least risk. This order also reflects the scale of the contribution or impact of the risk on the operating budget.

In mitigating risk, senior management has significant room to manage. The Municipal Funds Only section is an illustration of this. If management needs to, it may shrink the budget down close to the municipal contribution if circumstances dictate.

In order to effectively manage risk, it is vital that management be given room to maneuver in a timely and effective way. Excessive reporting or permission requirements will hinder responsiveness during the complex transition period. Sufficient reserve funds need to be in place at all times to protect against certain risk factors. Management decisions should be evaluated against policy and results.

In order to manage risk effectively, a risk management attitude needs to pervade the organization. This is best implemented by the Commission having a delegation of authority policy to the Director. This delegation of authority should include an executive limitations policy that clearly outlines the expectations regarding management of risks. Commission members and the Director should receive governance training in framing this type of policy and using it to monitor the Director's performance.

The Municipalities have a delegation of authority in place between themselves and the Commission (Bylaw). This should be reviewed in the context of risk management, in order to reduce risk by effectively delegating appropriate decision-making and reserve retention authority to the Commission.

### MANAGING STAFF COST RISKS

When new positions are created or services contracted, they should be first created as term positions or contracted services to terminate the work if required due to a lack of funds. The Museum needs to ensure that when a contract is issued it complies with the Canada Revenue Agency requirements for either services or employment as appropriate.

### OPERATING SCENARIOS

The consultant was asked to analyze how the Museum would operate with only the monies available in the municipal portion of the budget.

In order to do this, staff and contract positions (shown in brown and green on the Recommended Optimal Organization Chart) would disappear. These positions support extended opening hours, program development and delivery, new exhibit development and rotation, guest services, communications and marketing, and revenue-generation. The Programs & Exhibits division of the Museum would essentially disappear – reduced to a Curator to care for the collections and be responsible for a bare-bones exhibits program.

The result would be a significant increase in the social risk to the municipalities, opening them to possible criticism for a museum that lacks appeal and responsiveness to community needs.

An alternate scenario was considered, adding back some positions based on earned income from admissions only. The Robinson Report refers to this as the "Base Case." The result is still to leave the Museum with, at best, a minimal Program and Exhibits team, less than it has today. The impact of diverting staff time to front-line guest services, entrance monitoring and gallery supervision will result in a staff team that has even less time to carry out the work of the museum and archives such as community engagement, exhibit and program development and delivery, collections management, grant-writing and donor stewardship.

A museum-funds-only or museum-funds-plus-admissions scenario increases the financial risks to the municipalities because all of the risk redounds to the governments, there being no other income streams or partners to share the risk. These scenarios also mitigate against the museum accumulating sufficient reserve funds from annual contributions and earned income to insulate the municipalities from financial risk in the long term.

be heightened because this new, high-profile Museum located in a high-traffic area will be prevented from maintaining a minimally satisfactory level of public visibility, service and community engagement.

In summary, the consultant concludes that if the new museum attempts to operate on municipal funding or municipal funding and limited earned income alone, the risk of winding up in trouble would

<b>RISKS AND RISK MITIGATION</b>	
RISK	MITIGATION
<p>Government Risk</p> <ul style="list-style-type: none"> <li>• Municipal operating support reduced               <ul style="list-style-type: none"> <li>○ i.e. failure to cover full cost of facilities, lease and occupancy</li> <li>○ Decision based on non-municipal income generation</li> </ul> </li> <li>• Imposition of requirements or policies that impair operation and ability to generate income or to satisfy the public               <ul style="list-style-type: none"> <li>○ e.g. setting an inappropriate admission fee that does not work with the business plan</li> <li>○ Limiting or forbidding a retail sales and/or venue rental operation</li> </ul> </li> <li>• Excessive information and reporting requirements that deplete staff resources</li> <li>• Failure to have a clear and complete delegation of authority policy to the Commission</li> <li>• Failure to appoint qualified, engaged Commissioners</li> </ul>	<ul style="list-style-type: none"> <li>• Foster excellent communications with government               <ul style="list-style-type: none"> <li>○ Value of Museum &amp; Archives</li> </ul> </li> <li>• Educate and inform government leaders (elected and staff)</li> <li>• Appoint capable, knowledgeable representation on Commission</li> <li>• Develop supportive policies and delegation of authority to the Commission on the part of governments</li> <li>• Governments operate at policy level, delegate management-level decisions</li> </ul>

<p>Governance Risk</p> <ul style="list-style-type: none"> <li>• Weakness of Commission structure, relationship and policies</li> <li>• Weak selection/management of Director</li> <li>• Lack of delegation and/or limitations policy</li> <li>• Lack of governance awareness and training</li> <li>• Excessive deferral of critical decisions</li> <li>• Failure to raise funds</li> </ul>	<ul style="list-style-type: none"> <li>• Establish clear, agreed roles and responsibilities for Commission</li> <li>• Thoughtful Commission Policies – including Executive Limitations</li> <li>• Commission operates at board policy level and delegates management level decisions, as set out in the governing bylaw</li> <li>• Commission monitors and evaluates management versus policy, based upon results rather than arbitrary evaluation, according to governance best practices</li> <li>• Recruit Commissioners for governance and fundraising excellence</li> <li>• Train and educate Commissioners in governance and needs of the NVMA</li> </ul>
<p>Management Risk</p> <ul style="list-style-type: none"> <li>• Failure to manage budget effectively</li> <li>• Failure to hire well</li> <li>• Failure to manage staff effectively</li> <li>• Failure to reorganize or make staff changes in a timely manner when needed</li> </ul>	<ul style="list-style-type: none"> <li>• Select a skilled, experienced Director with demonstrated ability to deliver on needs identified in Strategic Plan</li> <li>• Monitor Director performance in relation to policy (e.g. Executive Limitations Policy, Delegation Policy)</li> <li>• Solid Commission and City support for the Director when staff changes are required</li> </ul>
<p>Social Risk</p> <ul style="list-style-type: none"> <li>• Museum doesn't engage with and garner support from community</li> <li>• Museum does not fulfill community expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Setting quantifiable targets for community engagement, assessing performance and measuring outcomes</li> <li>• Commission provides oversight</li> </ul>

<p>Business Risk</p> <ul style="list-style-type: none"><li>• Failure to generate earned income</li><li>• Failure to secure contributed income</li><li>• Health, safety or environmental failure</li><li>• Theft or fraud</li></ul>	<ul style="list-style-type: none"><li>• Align variable costs with revenue streams most at risk</li><li>• Build and maintain operating and risk management reserves</li><li>• Manage for business and annual campaign results</li><li>• Assignment of senior staff member to health, safety and environment compliance, training and risk mitigation</li><li>• Rigorous accounting and financial monitoring systems, including annual audit testing for fraudulent transactions</li></ul>
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## APPENDIX 2 – MAJOR RECOMMENDATIONS

- Hours of Operation
  - The museum will be open between 34 and 42 hours per week, with Friday evening opening (to 9 pm) year-round.
  - The archives will continue to be open Thursday to Saturday, with additional hours on Tuesday and Wednesday by appointment.
- Admissions
  - Entry to the museum will be ticketed. A schedule of recommended admission fees has been proposed for adults, seniors/students/youth, and families. Children will be admitted free of charge.
  - Admission revenue will go into a Commission account and be used to fund guest services and marketing staff, programs and communications.
- Annual passes
  - Visitors may purchase annual passes to the museum entitling them to free admission and discounts on purchases.
  - Annual pass revenue will go into a Commission account and be used to fund guest services and marketing staff, programs and communications.
- Membership
  - Membership in the Friends of NVMA Society will continue to be available, with purchasers entitled to benefits similar to those offered now.
- Annual Campaign
  - Fund raising volunteers will be supported by a paid Annual Campaign Manager who will assist in the raising of contributed income through grants, donations, and sponsorships.
  - Tax-receiptable contributed revenue will go into a Friends Society account and be transferred, as required, to support the programs and services of the NVMA.
  - Sponsorship revenue will go into a Commission account and be used to cover the costs of the program or exhibition being sponsored.
- Venue Rentals
  - A venue rental program will provide opportunities for community organizations, local businesses, sponsors and others to hold meetings, receptions and events in museum spaces.
  - This program will keep the building busy and active while, at the same time, providing a significant source of earned revenue to the NVMA.
- Retail Sales
  - North Vancouver residents told us through the 2017 needs assessment that they want the new museum to include a shop.
  - A small gift shop with museum-related publications and merchandise, located in the new museum lobby, will generate earned revenue for the NVMA.

- New Staff - The Plan recommends strategic new positions to be paid for by a combination of re-allocation of existing municipal funding, earned income generated by admissions, retail sales, and venue rental income and contributed income.
  - 
  - Annual Campaign Manager (term employee or contractor)
    - Partial funding during the transition period (starting 2 months before the new museum opens) will come from the Capital Campaign. By 2023, funding will be generated by contributed income.
  - Communications and Marketing Associate (term employee or contractor)
    - Partial funding during the transition period (starting 6 to 9 months before the new museum opens) will come from the Capital Campaign. By 2023, funding will be generated by earned income.
  - Guest Services Coordinator (regular NVMA staff)
    - Funding (starting 2 months before the new museum opens) will come from the NVMA operating budget, using funds freed up by reorganizing existing positions.
  - Volunteer Coordinator (term employee or contractor)
    - Partial funding during the transition period (starting 3 months before the new museum opens) will come from the Capital

Campaign. By 2023, funding will be generated by contributed income.

- Administrative Assistant (regular NVMA staff)
  - Funding (starting at least 9 months before the new museum opens) will come from the NVMA operating budget, using funds freed up by reorganizing existing positions.
- Casual and on-call positions
  - Casual staff will be hired on an hourly basis, as needed, to act as Guest Services Representatives and Program Assistants. These positions will be funded by earned and contributed revenue.

### APPENDIX 3 – STRATEGIC PLAN 2018-2023

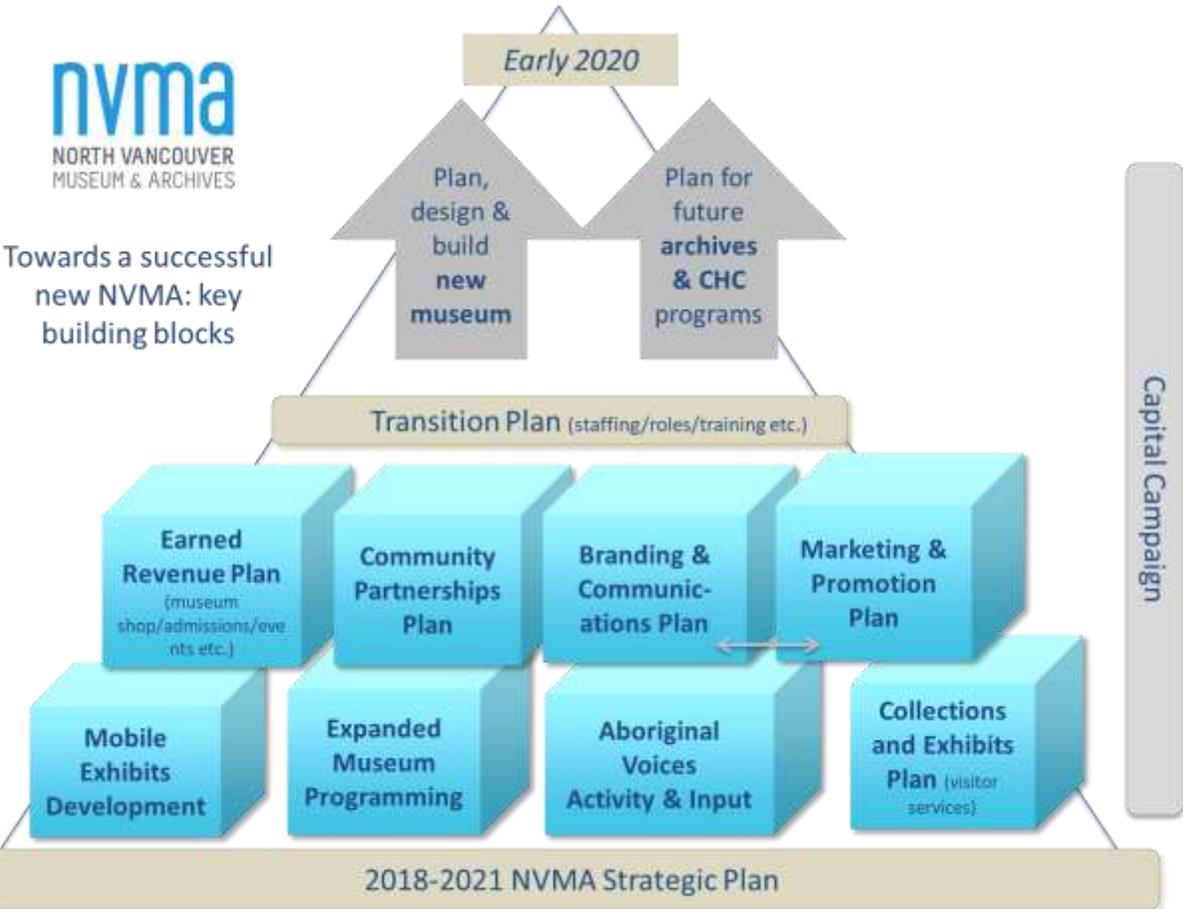
Operationalizing a strategic plan means investing time, effort, organization focus and funds in moving toward and achieving each of the future states described above. Thus, the strategic plan becomes the overarching driver for the Transition Business Plan. In reviewing and approving the Strategic Plan, it is vital to understand that changes to the strategy will demand changes to the operating plan.

<b>TRANSITION BUSINESS PLAN –DRIVING STRATEGY</b>	
The driving strategy of the North Vancouver Museum and Archives is to create and foster a deeply engaging NVMA that includes, a museum, archives, mobile exhibits, virtual experiences and programming; one that connects in transformative ways with three core audiences: North Vancouver residents; children, students and youth; and visitors to North Vancouver.	
<b>SUPPORTING STRATEGIES</b>	
<b>Current State</b>	<b>Future State</b>
<b>Community Connections</b>	
Limited circle of supporters, limited awareness.	Broad circle of supporters, front-of-mind awareness.
Limited circle of volunteers.	Large circle of active, engaged and well-trained volunteers.
<b>Type of Museum, Archives, Mobile Exhibits &amp; Programs</b>	
About programs, exhibits, objects, stories.	About engagement, focusing the programs, exhibits etc. to bring deep meaning and sense of connection to guests. Inspires learning.
A community resource which preserves materials and artifacts that embody collective community memories.	A resource and a hub, a place where the community comes together for personal, cultural, social and business events in an environment of engagement and deep meaning.
Resource constrained, resulting in limits to exhibits, programs, hours of operation and service.	Adequate resources to fulfill the strategy of deep community engagement and meaning, and to help animate a cultural precinct in Lower Lonsdale.

<b>Financing</b>	
Primarily (95%) municipal.	Diversified revenue base shared among municipalities, provincial and federal agencies, support contributors and earned income contributors.
Limited, low-yield annual campaign. Limited donor research, cultivation and stewardship.	Professional, confident, high-yield annual campaign and events. Thoughtful, organized donor research, cultivation and stewardship support.
Limited financial sustainability. Very limited reserve of retained surplus municipal funds – restricted to less than \$100,000. No “working capital.”	Strong financial sustainability. In addition to the existing municipal reserve fund, create a separate non-municipal-fund reserve to hold accumulated surplus of revenues that can be drawn on, as needed, for working capital, risk management, securing matching grants and partnered projects.
<b>Operating Approach</b>	
Administrative.	Strategic and entrepreneurial.
Bureaucratic and overly complex.	Straight forward, with clear policies, agreements and reporting requirements.

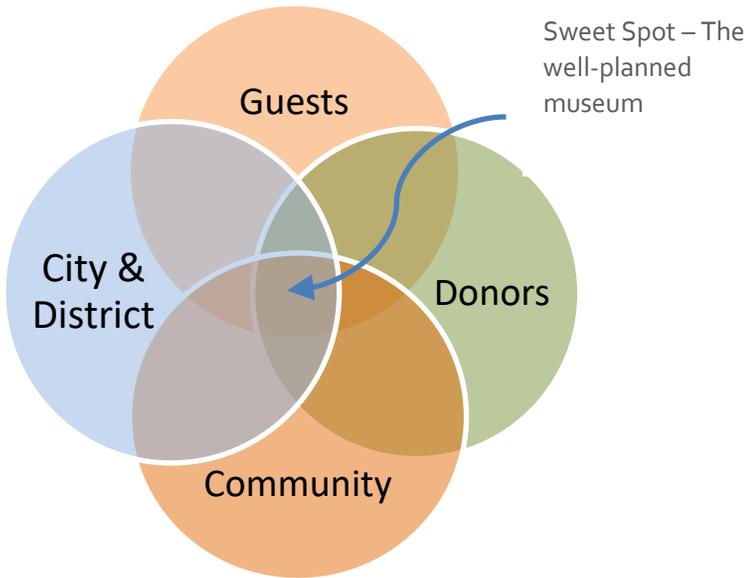
The NVMA Commission sees the Strategic Plan being implemented according to this diagram:

Source: North Vancouver Museum and Archives Commission



This Transition Business Plan, including budgets, is a key element of the Earned Revenue Plan and Transition Plan indicated above.

#### APPENDIX 4 – IMPLEMENTING THE STRATEGY: A LOGIC MODEL



Source: Bill Peters Consulting after John Jacobsen (Ref.5)

A museum delivers value to different constituencies and in turn receives value in the form of investment. For example, a museum typically delivers economic development value to its supporting levels of government through tourism economic development and as a quality of life asset that says this is a community that is a great place to visit, live, work and invest. It receives value from those governments in the form of capital and operating support. The community receives the benefit of special programs and the opportunity to host meetings, weddings, events and activities in the Museum's public spaces. In return the community invests in the form of program fees and venue rental fees.

The horizontal axis of the strategic diagram at left represents support or contributed revenue and the vertical axis earned revenue. Thus, the diagram demonstrates the value in finding the sweet spot - the point where all facets intersect and where the museum provides enough value to each sector, and receives enough value in return to sustain a vibrant operation. This is a robust model that is characteristic of the most successful museums.

This overarching logic model informs how the museum will implement its community engagement strategy in order to capitalize on the opportunities presented by this highly-visible location. Until now, the Museum has been almost entirely funded by the municipalities (95%). The municipal allocation alone will not enable the museum to implement the desired community engagement strategy, keep the museum open for a full schedule of hours, market itself effectively or produce the annual cycle of programs and exhibits to enable it to deeply engage with the community. As stated in the 2016 Council decision approving the project, the New Museum is to be scalable, flexible and efficient, and based on the operational budget of the North Vancouver Museum and Archives. This Transition Business Plan respects that direction, which is consistent with the Commission's strategy.

Could the museum operate on the municipal allocation alone or alone plus gate revenues? While it may be minimally possible, to attempt this would expose the municipalities to increased social and financial risk. The municipalities' support is substantial, and this is not a call to increase that support, but to build the other three channels of income shown in the diagram above (from guests, donors, and the community), providing a significant match for the annual municipal contribution. Thus, the municipalities will receive greater value and service for their investments.

## APPENDIX 5 – COMMISSION BYLAW

The City and the District of North Vancouver agreed in 1995 to establish a joint civic properties commission to serve as sole custodian of the City and District cultural, archival and museum collections.

The Councils of the City and District mandated the Commission to develop and maintain museum and archives services and described expectations for the Commission in fulfilling its mandate, within the “North Vancouver Museum and Archives Commission Agreement Bylaw” (the Agreement). (Ref. 8)

The Agreement outlines the roles of the Commission and Director:

**Commission:** The Commission has the duty to plan for, develop, and conduct, within the approved funding, comprehensive and balanced museum and archives programs for people of all ages and differing intents; establish committees of users and other persons on any matters within the mandate of the Commission; make recommendations to the Councils with respect to the need for additional facilities or for changes to existing Facilities, or policies, implement policies under which the museum and archives services shall operate and rules under which the Facilities shall be used for museum and archives purposes or other appropriate community needs. The Commission may establish fees for the use of museum and archives services.

**Director of Museum and Archives:** The Commission shall employ a person in the capacity of Director who shall be responsible for managing the Museum and Archives programs of the Commission and for the implementation of the Commission's policies and rules, and may make recommendations respecting any matter described above.

The Director shall have authority to hire within the approved complement and budget, and to direct, discipline and discharge such

employees as necessary for the effective and efficient administration of the Commission, and for the proper operation, maintenance and supervision of the Facilities in the possession of the Commission, and the programs related thereto.

## APPENDIX 6 – THE FRIENDS SOCIETY

The North Vancouver Museum and Archives Friends Society has played a seminal role in sustaining the Museum and Archives and the creation of the new North Vancouver Museum through their long-continued fund raising, advocacy and community relations work. The Society has a circle of members who are devoted enthusiasts of preserving the history and culture of North Vancouver. It is assisting with the Capital Campaign and provides the financial facility to receive and raised funds, something available neither through the Commission nor the municipalities.

Following from the governance discussion it is recommended that:

- 1) The Society should recognize and support explicitly, in its own strategic plan and annual budget, the NVMA Commission Strategic Plan, eliminating misalignment of strategic action.
- 2) The Friends Society should confirm that its relationship with the Commission is governed by Memoranda of Understanding, outlining the responsibilities of each party.

The new museum will require a much more substantial annual fund-raising campaign than has been accomplished in the past. Coming out of the Capital Campaign, the fundraising volunteers from the Commission and the Friends Society will be well positioned to enter into this larger scope campaign. As the Capital Campaign progresses, both the Friends Society and the Commission should continue to strategically recruit Commissioners and Directors for both their passion for history and culture and their ability to actively and effectively participate in the annual campaign.

The importance of fostering a culture of philanthropy within the NVMA so that everyone—staff, Commission, Friends and volunteers—collaborate to further the success of the Contributed Income streams cannot be over emphasized. Over time, engaging everyone in conveying the message of philanthropy and the need for on-going

community support can make a huge difference to the annual campaign as well as the future of the entire organization through major gifts, sponsorships, as well as legacy bequests.

As the transition to the new museum takes place the active, participating members of the Friends Society have the opportunity to move into or continue in a direct service volunteer role or play a larger role in fund development, or both. When an organization goes through major change, the impact on long-term, highly-committed members of the supporting organization may be profound.

## APPENDIX 7 – POSITION DESCRIPTIONS

A detailed document entitled Organization and Job Description Review was provided to the Commission for planning purposes. The document develops the concepts and recommendations for staffing a full-service museum as presented in the Recommended Optimal Organization Chart and provides job descriptions for each position, in the context of the driving strategies set out by the Commission.

The most significant change to municipal positions is that the existing receptionist and museum attendant positions are reorganized to create:

**Administrative Assistant:** Handles all school, public program, venue rental and event bookings – both online and by telephone. Supports donor and membership services. Updates and maintains donor and member databases. Handles administrative reception tasks and spells ticketing and sales staff at breaks.

**Guest Services Coordinator:** This position is the shift coordinator for all front-of-house ticketing, sales and venue rental functions. All front-of-house admissions, sales and venue rental hosting staff report to this position. A portion of this position's hours are devoted to shift management, staff recruiting and training. The balance is devoted to staffing the visitor reception and ticket counter. Works most weekends.

Guest Services Representatives are added:

**Guest Services Representatives:** These casual positions staff the visitor reception and ticket counter and host venue rentals. Responsible for clearing the gallery and lock-up at end of business and opening the Museum when necessary. (At all times the Museum is open there should be an additional responsible staff member in the office or nearby to allow for breaks and provide back-up in the case of security issues and emergencies.)

Earned Income supports Communications and Marketing:

**Communications & Marketing Position:** this may either be a contracted service or an Associate position. Manages the museum communications budget to ensure strong resident and tourist visitation and high program utilization. Markets and manages venue rentals. The associate or contractor may also work with other contractors and consultants, as needed, to develop and produce marketing materials, etc.

Contributed Income produces support income which funds these positions:

**Annual Campaign Manager:** Accountable for planning, managing and delivering all functions necessary to organize the annual campaign and achieve the contributed income goal. Supports and coaches staff in crafting fundable grant, donation and sponsorship programs, exhibits and projects and the associated proposals. Assists in recruiting, developing, training and retaining fund-raising volunteers.

**Volunteer Coordinator (part time):** Recruits, trains, organizes, recognizes and retains the Museum and Archives corps of volunteers. A key result is to develop a program that makes the Museum and Archives a top volunteer opportunity in North Vancouver. The primary objective is to recruit and organize volunteers to provide docent and tour leader services during all the hours the museum is open. In addition, the Volunteer Coordinator provides volunteers for Archives reception, school and public programs and events. Works weekends to support volunteers and provide back-up for Guest Services staff.

In addition to funding these two positions, contributed income is expected to provide funding for public and school programs in the form of Program Assistants and associated materials and supplies.

As part of the reorganization the Assistant Director's position is revised as follows:

**Assistant Director – Museum and Archives:** Refocused to make it more-clearly a leadership development position for a person who has the potential to become a museum director. Thus, the external and planning roles of this position have been given greater emphasis. Responsible, in coordination with the Director, for garnering the community input needed to ensure that exhibits and programs meet community needs and exceed community expectations. All delegated functions for health, safety, security and environment are lodged with this position. This is in-part to provide experience in managing in a more general, less museum-specific domain and emphasizes this position is broadly responsible for guest experience, not just the museum content parts of that experience.

Given this broad emphasis on guest experience, this position is responsible for the volunteer program and the **Volunteer Coordinator**

reports to the Assistant Director. In addition, the following positions report to the Assistant Director:

**Curator** – Lead responsibility for developing and installing temporary exhibits. Coordinates development with program staff. Ensures exhibits meet community needs as identified by Director and Assistant Director.

**Program Coordinator:** Handles all school and public program development, delivery and support materials to create engaging, high-quality programs that meet community needs. Collaborates with the Curator on exhibit materials and development. Handles administrative tasks and oversees Program Assistants.

**Program Assistants** – These positions deliver the public and school programs to visitors and groups. Assist the Program Coordinator and Curator in producing engaging exhibits and programs. Assists in and training volunteer docents and student presenters.

The Archives positions remain unchanged.

APPENDIX 8 – VENUE RENTAL COMPARISONS

Venue Rental Comparison Table								
Venue	Rooms	Size sq. ft.	Reception	Row Seating	Banquet	4 hours	8 hours	Notes
Polygon Gallery	Lobby	1,970	200	100	80	\$ 1,950	\$ 2,500	Has catering kitchen.
	Event Gallery, Balcony	2,325	225	240	168	\$ 2,500	\$ 3,200	Event Gallery - \$1,500
	Exhibition Gallery	4,200	350	450	280	\$ 2,250	\$ 3,000	daytime meeting rate.
	Lobby, Event Gallery, Balcony	4,295	425	n/a	168	\$ 4,250	\$ 5,500	
	Exhibition Gallery, Event Gallery, Balcony	6,525	450	n/a	225	\$ 4,500	\$ 6,000	Most rentals include
	Entire Gallery	10,000	600	n/a	n/a	\$ 7,000	\$ 8,500	entrance gallery: 985 sf.
	<b>Average Cost/Person &lt;4,500 sf/8 hrs.</b>		<b>\$11.83</b>	<b>\$11.01</b>	<b>\$20.40</b>			
Museum of Vancouver	Multi-Purpose Room incl. view		200	120	114	\$ 1,000	\$ 1,600	
	History Room and Garden		100	70	60	\$ 600	\$ 1,000	
	Lobby		200	n/a	n/a	\$ 1,000	\$ 1,600	
	Board Room		n/a	20	n/a	\$ 300	\$ 600	\$150 for 2 hours
	<b>Average Cost/Person &lt;4,500 sf/8 hrs.</b>		<b>\$8.40</b>	<b>\$15.24</b>	<b>\$16.67</b>			
Bill Reid Gallery	Entire Gallery		200	100	120	\$ 2,000	\$ 2,400	Security guard @ \$30/hr.
	<b>Average Cost/Person &lt;4,500 sf/8 hrs.</b>		<b>\$12.00</b>	<b>\$24.00</b>	<b>\$20.00</b>			required.
Squamish Roundhouse	Single Bay						\$ 2,500	
	Double Bay						\$ 3,000	
	Three or Four Bays						\$ 3,500	
Shipbuilders Square	Pipe Shop	5,300					\$ 4,500	\$1,200 for community groups.
Pinnacle Hotel	Pier One	650	70	80	50	\$ 700	\$ 700	
	Pier Two	924	90	150	60	\$ 800	\$ 800	
	Pier One & Two Combined	1,585	160	275	160	\$ 1,500	\$ 1,500	
	Pinnacle One, Two and Three each approx	1,539	80	200	110	\$ 1,000	\$ 1,000	
	Pinnacle Combined	4,617	470	600	350	\$ 3,000	\$ 3,000	
	Pinnacle Foyer	891	90	n/a	n/a			
	<b>Average Cost/Person &lt;4,500 sf/8 hrs.</b>		<b>\$10.00</b>	<b>\$5.67</b>	<b>\$10.53</b>			
Lonsdale Quay Hotel	Three Rooms each	625	40	50	40	\$ 200	\$ 300	Buffet set-up space outside
	Two rooms joined	1,250	80	100	80	\$ 400	\$ 600	combined rooms.
	Three Rooms joined	1,875	130	130	130	\$ 600	\$ 900	
	Executive Boardroom		n/a	8	n/a	\$ 150	\$ 200	
	<b>Average Cost/Person &lt;4,500 sf/8 hrs.</b>		<b>\$7.20</b>	<b>\$6.43</b>	<b>\$7.20</b>			

Quality of venue, services provided and time periods of rentals all vary among institutions, however the table above displays the data in as comparable a manner as possible, sufficient for determining initial rental rates for the North Vancouver Museum’s venues

## APPENDIX 9 – CHANGE MANAGEMENT

Today, organizations need to navigate dynamic business, social and political environments. A variety of management approaches and philosophies have been developed, and are constantly being improved, in order to proactively manage organizational change. This Appendix describes a set of principles and tools that the NVMA can use to navigate the change to the new museum.

Change management processes attempt to anticipate and provide appropriate supports for each aspect of change that an organization wishes to implement. It is important to understand that not all aspects of change can be anticipated. Therefore, a robust change management process needs to be flexible enough to deal with some issues and requirements as they emerge.

The following recommendations recognize that the NVMA has very limited resources, especially staff time, to engage in change management processes without those processes becoming a burden that negatively impacts the intended change. Therefore, a very concise, targeted set of principles and tools are recommended.

Strategically the NVMA needs to become less administrative, more entrepreneurial, strategic and responsive. It needs to be more financially flexible and robust. Its parent organizations, the two municipalities, impose policies and processes that are counter to many of these requirements. This is not to criticize the municipalities – that is how they work. Being administrative and highly rule and procedure driven is, in-fact, a success factor for municipal governments.

This potential conflict is not unique. Municipalities deal with it by setting up subsidiary bodies or agencies that then adopt a structure and procedures appropriate to the task versus appropriate to running a municipal government. They have done this in the case of the

Museum and Archives by creating the North Vancouver Museum and Archives Commission with some delegated authority to operate the Museum and Archives.

What this Transition Business Plan implicitly calls for is to have the greater operating and financial authority which is delegated to the Commission, with operating rules and policies optimized for the success of the Museum and Archives, while still retaining appropriate oversight for the municipalities.

### Principle and Tools

#### 1. Change Requires Leadership

The commitment to change needs to be there at the highest level and a clear vision for the change needs to be communicated throughout the organization.

#### Recommendations for NVMA:

- The Director, as she is capably doing, must lead the change processes within the organization and communicate the vision for change. (This Transition Business Plan captures much of the vision for change.)
- The Commission, Friends and the Municipalities all, equally, need to understand and support the vision for change and their respective Chairs, together with the Director, need to communicate the vision for change.
- The City and the District should each assign a senior executive to be the touch-point for the Director, providing advice and support in navigating through the challenges of transitioning to the new museum. Important areas of assistance would be to facilitate decision making and to provide municipal insight into issues that arise.
- The municipal representatives should also be specifically charged with ensuring that delegated authority to the

Commission and the Director is clearly understood by municipal staff and elected officials, in order to lessen the need for excessive permission-seeking and reporting.

- Some amendments to bring the Museum and Archives Commission Bylaw up to date and reflective of its more strategic and entrepreneurial approach may be necessary.
- While the Director must lead, she must also delegate and invite others to develop and implement various aspects of the change processes.

## 2. Address the Emotional Aspects of Change

These are as important as the rational business case for change. Explore the core values of the organization and draw people out on navigating change in alignment with these values. A key question is how change may augment these values.

Recommendations for NVMA:

- Open dialogue sessions with staff draw out the core values and anticipate how the coming cycle of change will impact these. Invite participants to be frank and thoughtful about their feelings about the changes. Draw out their advice on navigating the emotional aspects of change. (NVMA has already had one such staff session.)
- Continue the dialogue at staff meetings and with smaller groups of staff on an informal basis.
- It is vital in these discussions to draw out staff about how these changes to the Museum and Archives will deliver on the long-held hopes among staff for an organization that better represents and engages North Vancouver – and how best to navigate the change to make the new museum the most vibrant resource possible for the community.

- It is vital to communicate to staff about their role to anticipate and think through what they need to do to implement and navigate the changes themselves. Change management isn't something that others do for staff – it is a process that all participate in together.
- Encourage questions and mutual support among staff in navigating change.

## 3. Act on Change Immediately

Don't wait for all of the new systems, practices, policies, exhibits and venues to be in place to start acting in line with the vision for change. As far as possible – start today. Invite others to begin acting in line with the vision for change right now as well.

Recommendations to NVMA:

- Make sure all staff are aware of the overall strategy, the highlights of the Transition Business Plan and the Transition Schedule. Ask staff to contribute to adding detail to the schedule as needed. This can happen in regular staff meetings.
- Have the various lead staff members prepare divisional plans for change as part of their business planning for 2019, 2020 and beyond. Encourage these plans to fully respond to all of the elements of the Strategic Plan, especially in the area of making strategic, entrepreneurial decisions.
- Recognize that the shift from an administrative permission-driven organization to one that is more entrepreneurial and initiative-driven will take some time and generate some anxieties.
- Discuss with staff what it means to act in a more entrepreneurial way and the ways in which they can

contribute to the NVMA earning income, increasing its contributed revenue and expanding its community profile.

- The Director should model the organizational behavior change by encouraging staff to make and act on their own decisions as far as possible and discuss with staff how decisions should be made and communicated.

#### 4. Provide Formal and Informal Supports

As part of the planning process, identify training opportunities. Have a fund available to support these opportunities.

Recommendations for NVMA:

- Encourage staff to consult with peers in other museums whose experience and views would be of benefit.
- Be prepared to support “just-in-time” training opportunities such as short courses in the business and continuing education schools at local colleges and universities. Two or three days or a week of intensive training can be highly valuable to those navigating and managing change.
- Strategic conference attendance is also a great support – for example having the manager responsible for the new gift shop attend the national museum retail conference with a mission to find out specific information.
- Staff should be encouraged to identify areas where they would benefit from some training and bring forward specific opportunities and options.
- Once the new museum is open, continue to emphasize professional development targeted to the skill areas required by the strategic plan.
- Remind staff that the Employee and Family Assistance Program is available to provide support concerning both the emotional and job-related aspects of navigating change.

#### 5. Assess and Adapt

As the process unfolds the change leaders need to assess how well the processes are working and adjust going forward.

Recommendations for NVMA:

- Hold a Director’s review on a quarterly basis. Recognizing the limited resources and small staff of the NVMA this should be as simple as the Director checking in for a few minutes with a cross section of staff, the Chairs of the NVMA Commission, and the designated municipal staff representatives.

#### 6. Manage the Rough Spots Quickly and Decisively

No change should be expected without some reaction or other difficulties. This may express itself as an individual who can’t get on-board with what’s happening and becomes ineffective or obstructive. If this occurs, it is best handled quickly and decisively.

Also, with any change, an external party, for example a member of the public, a community leader or a group may become vocally and visibly critical.

Recommendations for NVMA:

- These eventualities should be discussed among the Director, the City and the District, and leaders of the Commission and the Friends Society. This collective leadership should consider their roles and responsibilities in dealing with personnel or public issues.
- When a rough spot is encountered, communicate with all stakeholders in a prompt concise manner.

- Prepare a brief communications plan for significant challenges, providing key messages and indicating the individuals at the City, District, Commission and staff level who are authorized to comment.
- The Chair of the Commission and the Chair of the Friends Society should be prepared to counsel their Members who have difficulty with or interfere with the change process.
- Likewise, the change leaders within the municipalities should be prepared to deal with excessive bureaucracy, should it arise, and assist in designing processes that align with the Transition Business Plan for the NVMA.

#### 7. Manage Reorganization Early, Quickly and Decisively

A modest reorganization of civic positions and re-assignment of responsibilities is recommended by this Transition Business Plan. The Director should consider if other changes are indicated for optimum operation of the Museum and Archives. Reorganization and/or other staff changes, whether driven by reorganization or for other reasons, should take place all at once if possible. This will enable all staff to adjust to new circumstances and prepare fully for the change that is coming to the organization.

Recommendations for NVMA:

- The Director should ensure that all new appointments or individuals in changed roles are fully capable of taking on the role and navigating or leading their portion of the change. No appointments should be allowed out of excessive sympathy, past history or hope that something will work out. To do so weakens the ability of the NVMA to deliver on its ultimate responsibility to serve the community and leaves a problem to be dealt with later.
- Recognize that it is unkind to allow someone to struggle with change when they may not flourish in the new situation. Similarly allowing someone to struggle or pull against the required direction will pull down the mood and thus the effort throughout the organization.
- If staff changes are needed, while made promptly, they should be made with thoughtfulness, compassion and support.
- In line with good governance practice, where all staff report to the Director, the Director's decision in all personnel matters should be regarded as final by the Commission and the municipalities.
- On-board new staff with a full briefing on the planned new museum, their role and the change the organization is experiencing. Assign them an on-boarding buddy, someone in addition to their boss to whom they can go for information or discussion.

## APPENDIX 10 – REFERENCES & COPYRIGHT

1. North Vancouver Museum and Archives, New Venue Review by Michael Robinson Consulting Revised July 5, 2016 (As reformatted 2016 July 22 to remove confidential personnel information.)
2. North Vancouver Museum, Business Case and Feasibility Study: Final Report, April 2013, Lord Cultural Resources. (This is a thorough and important study; however, its data must be used with care because it was based upon a new museum of a somewhat different scale at a different location. The market analysis and the comparables analysis in this study remain substantially valid and should be read as valuable background to this Transition Business Plan.)
3. Weil, Stephen E.; From Being about Something to Being for Somebody: The Ongoing Transformation of the American Museum, *Daedalus*, Vol. 128, No. 3, *America's Museums* (Summer, 1999), pp. 229-258. This fundamental article describes the sea-change in the museum world to becoming intensively visitor and community focused. For a brief summary of Weil's thesis see the next reference:
4. <https://www.slideshare.net/museumhack/from-being-about-something-to-being-for-somebody> Accessed 2018 September 5
5. Jacobsen, John; *The Museum Manager's Compendium*, Rowman and Littlefield, 2017 page xxxii.
6. Dilenschneider, Coleen; Do Free Museums Attract Lower Income Visitors? (DATA) <https://www.colleendilen.com/2018/03/14/free-museums-attract-lower-income-visitors-data/> Accessed 2018 September 17. See also Ref. 7.
7. Dilenschneider, Coleen; How Free Admission Really Affects Museum Attendance (DATA) <https://www.colleendilen.com/2015/08/12/how-free-admission-really-affects-museum-attendance-data/> Accessed 2018 September 17.
8. North Vancouver Museum and Archives Agreement Bylaw, CCNV Bylaw 6719/7103

### COPYRIGHT

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The consultant retains copyright because the document contains proprietary methodologies, analytical structures, formulations and descriptions that form the basis of the consulting practice and were developed outside the scope of engagement with the North Vancouver Museum and Archives project.

The consultant grants a license for the term of the copyright to the North Vancouver Museum Commission to use this report and the information contained therein for all internal museum purposes; that is it may be freely distributed to staff, Commissioners, Friends Trustees and those within the corporation of City of North Vancouver and the corporation of the District of North Vancouver. The report may not be distributed outside the Museum organization, the City of North Vancouver or the District or North Vancouver without the prior written permission of the consultant.

## APPENDIX 11 – ACKNOWLEDGMENTS

Nancy Kirkpatrick, NVMA’s Director, for thoughtful and detailed process leadership and Google public schedule analysis.

Laurel Lawry, NVMA’s Administrative Services Manager, for financial and personnel information and extensive analytical assistance.

Judy Oberlander, NVMA’s Capital Campaign Adviser, regarding organizational clarity, governance and the annual campaign.

Jessica Bouchard, Associate Director, Polygon Gallery for sharing the Polygon’s transition and venue rental experience.

The NVMA Commissioners for thoughtful and probing questions and for their visionary strategic planning work.

Shirley Sutherland, NVMA’s Assistant Director, for thoughtful program discussions and competitive analysis of regional school program fees.

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## The Safe Mobility Strategy will reframe the City's approach to transportation safety

- Formalizes the City's commitment to a safe mobility system for all users; responding to Council direction from 2016
- Identifies priority actions and initiatives the City will focus efforts and resources around to enable the conditions for a safe mobility system in line with Vision Zero
- Provides foundational policy to built on through the forthcoming update to the City's broader transportation plan update

## The strategy's actions are organized around four "big moves"

1. Design safer streets
2. Right-travel speeds
3. Promote safe behaviour
4. Be evidence-based and accountable

## Design safe streets



- Expand network of protected mobility lanes
- Increase availability of dedicated loading zones
- Increase separation and protection of users at busy intersections
- Increase quality of lighting on streets and at intersections

## Encourage safe speeds



- Establish more slow speed zones
- Increase use of low-cost, temporary measures to slow speeds

## Promote safe behaviour



- Support annual safety outreach campaigns
- Update City bylaws to better reflect safety needs of vulnerable users
- Champion expanded use of automated enforcement

## Be evidence-based and accountable



- Provide new tools to report near-misses and areas of concern
- Undertake a regular road safety study
- Provide annual safe mobility status reports to Council

## Delivering and acting on the strategy

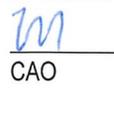
- Support annual capital planning and budgeting
- Focus collaboration opportunities with partners
- Communication tool to outline what is important to the public

Thank you.



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 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**  
**PLANNING & DEVELOPMENT DEPARTMENT**

**REPORT**

To: Mayor Linda Buchanan and Members of Council

From: Andrew Devlin, Manager, Transportation

Subject: SAFE MOBILITY STRATEGY

Date: June 18, 2020

File No: 16-8350-20-0012/1

*The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.*

**RECOMMENDATION**

PURSUANT to the report of the Manager, Transportation, dated June 18, 2020, entitled "Safe Mobility Strategy":

THAT the "City of North Vancouver Safe Mobility Strategy", as presented in Attachment 2 of this report, be endorsed;

AND THAT staff report back to Council with annual progress updates on progress toward achieving the goal, actions, and initiatives outlined in the "Safe Mobility Strategy" starting in 2021.

**ATTACHMENTS**

1. April 18, 2016 Notice of Motion: Vision Zero – Enhanced Safety for All Road Users (Doc #[1894057](#))
2. City of North Vancouver Safe Mobility Strategy (Doc #[1924631](#))

**BACKGROUND**

In April 2016, Council endorsed the goal of working towards achieving zero traffic and transportation-related serious injuries and fatalities in the City. At that time, in support of this goal, staff was directed to develop an action plan to enhance the safety of all people using and travelling on City streets, in particular vulnerable users like people walking, rolling, and taking transit (see Attachment 1). The Safe Mobility Strategy (see Attachment 2) is intended to fulfill this request of Council.

## DISCUSSION

### **Enabling a safe transportation system is a core City activity**

The City works regularly, often with other partners and stakeholders, to enhance streets, sidewalks and pathways to move towards ever-evolving national and industry safety standards, provide safe streets, sidewalks and pathways, support education and outreach to promote safe behaviour, and enforce the rules and regulations of travelling on our streets. Despite efforts to date, collisions resulting in serious injuries and fatalities continue to occur on City streets. Between 2011 and 2015, the average number of collisions resulting in a life-altering serious injury or fatality has remained constant at approximately 10 per year. In recent years, people walking or riding a bicycle have accounted for nearly all fatalities on City streets.

### **The Safe Mobility Strategy will focus the City's transportation planning, design, programming and enforcement priorities to align with Vision Zero**

Vision Zero is the principle that serious injuries and fatalities are unacceptable and preventable, and that the risk of collisions resulting in these serious outcomes for any road user can be minimized through systematic strategies that prioritize the safety needs of the most vulnerable users first: people walking, rolling or cycling, using a mobility aid, or other forms of non-motorized travel. These strategies include:

- Increasing the visibility, separation and protection of different road users to minimize the risk of conflicts and collisions occurring;
- Reducing speeds to minimize the risk that collisions, if they do occur, result in a serious injury or fatality; and
- Increasing enforcement, outreach, and education to reduce the likelihood of risky behaviours.

The Safe Mobility Strategy identifies a range of actions the City will prioritize in support of Council's goal toward zero transportation-related serious injuries and fatalities that are aligned with these strategies. These include new initiatives like creating more people-focused streets and blocks and providing easy-to-use tools to report locations of safety concerns and near-misses. However, the majority of actions included in the Strategy are initiatives the City is already doing in some capacity but will, moving forward, do so in a more systematic and proactive manner to ensure vulnerable road users are prioritized (e.g., accelerating development of mobility lane infrastructure, increasing lighting, systematically improving high-risk intersections, reframing street and traffic bylaw regulations, etc.).

### **Transportation strategies developed with the principles of Vision Zero are demonstrated to reduce the risk of serious injuries or fatalities**

Road safety strategies developed around the principle and strategies of Vision Zero were first initiated in countries like Sweden, Norway, and United Kingdom in the mid-1990's and have gained momentum in Canadian and American cities since the mid 2000's. In Metro Vancouver, Surrey and Vancouver have recently released road safety strategies or policies that draw on Vision Zero. Many cities and municipalities that have

had Vision Zero-based road safety strategies have begun seeing a decrease in the rates of serious injuries and fatalities resulting from collisions. These include Austin, Texas, New York and San Francisco. Oslo, Norway was the first major city in the world to achieve zero serious injuries or fatalities in 2019.

### **Development of the Safe Mobility Strategy occurred through a multi-year process**

Tasks and activities used to support development of the Safe Mobility Strategy included:

- Technical analysis of crash and collision data from the RCMP and ICBC to understand the key factors contributing to safety issues on our streets;
- Reviewing and researching proven practices and actions from peer strategies and plans that have been demonstrated to help to improve safety; and
- Learning from key stakeholders to ensure strategies make sense for the needs of our community.

### **FINANCIAL IMPLICATIONS**

The Safe Mobility Strategy will be used to prioritize the allocation of available and committed funding and staff resources outlined in the City's 2020 – 2029 Preliminary Project Plan. This 2020 - 2029 Project Plan includes funding to support many of the key initiatives and actions outlined in the Strategy. Staff will re-assess the ability to deliver on the actions and initiatives outlined in the Safe Mobility Strategy on an annual basis to determine funding requirements in subsequent years.

### **INTER-DEPARTMENTAL IMPLICATIONS**

The safety of the City's transportation system is a shared responsibility between multiple City departments and external partners and stakeholders. As such, the Safe Mobility Strategy was developed in collaboration with staff from the following City departments: Planning and Development, Engineering, Parks and Environment, Communications, Legal, and North Vancouver City Fire Department.

Key partner organizations who will be critical in helping deliver many of the actions and initiatives outlined in the Safe Mobility Strategy include the City's Integrated Transportation Committee, North Vancouver RCMP, Vancouver Coastal Health, and North Vancouver School District 44. These organizations also contributed to the development of the Strategy through participation in workshops and providing input into draft versions of the Strategy.

The Safe Mobility Strategy has been reviewed and endorsed by the City's Policy and Projects Team and Leadership Team.

## STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

Maximizing the safety and security of all road users is a fundamental objective of the City that is articulated in the Long-Range Transportation Plan (2008), Official Community Plan (2014), and Council's 2018 - 2022 Strategic Plan (2019). The Safe Mobility Strategy will strengthen the City's overarching safety objectives by establishing the goal of moving toward Vision Zero and the actions and initiatives the City will prioritize to support this outcome.

RESPECTFULLY SUBMITTED:



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Andrew Devlin, MCIP RPP  
Manager, Transportation

**NOTICE OF MOTION**

**Excerpt from the Regular Minutes of the Meeting of Council, held in the Council Chamber, City Hall, 141 west 14<sup>th</sup> Street, North Vancouver, BC on Monday, April 18, 2016**

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**20. Vision Zero – Enhanced Safety for All Road Users  
– File: 11-5400-01-0001/2016**

Submitted by: Councillor Buchanan

Moved by Councillor Buchanan, seconded by Councillor Bookham

**WHEREAS** the City of North Vancouver prioritizes active modes of transportation and is investing in its infrastructure, increasing the number of pedestrians and cyclists;

**WHEREAS** the use of a motor vehicle in the City of North Vancouver is still high;

**WHEREAS** the City of North Vancouver is currently updating its pedestrian plan and specific safety goals and objectives;

**WHEREAS** the safety of all road users is paramount, in particular pedestrians and cyclists as the most vulnerable road users;

**WHEREAS** increasing the safety of road users is a shared responsibility that requires collaboration from all stakeholders;

**AND WHEREAS** many cities have a Vision Zero safety goal that works toward zero traffic-related fatalities and zero traffic-related serious injuries;

**NOW THEREFORE BE IT RESOLVED THAT** Council adopt a safety goal of Vision Zero;

**THAT** Council request staff to report back on an action plan to enhance the safety of all road users, in particular pedestrians and cyclists as vulnerable road users, and aspire to reduce traffic-related fatalities and serious injuries to zero through better engineering, education and enforcement including:

- A review of best practices from other jurisdictions
- A methodology that combines data from various sources such as ICBC, RCMP, Fire Department and Health Authority
- A funding strategy for implementation

**AND THAT** staff be directed to report back to Council with quick implementation actions by July 2016, and longer term policies by December 2016.

**CARRIED UNANIMOUSLY**



# THE CITY OF NORTH VANCOUVER **SAFE MOBILITY STRATEGY**

JULY 2020

# ABOUT THE SAFE MOBILITY STRATEGY

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A safe mobility network is foundational to creating a healthy and people-oriented City where everyone has safe, comfortable, convenient, and reliable access to work, school, and other destinations we need to travel to every day.

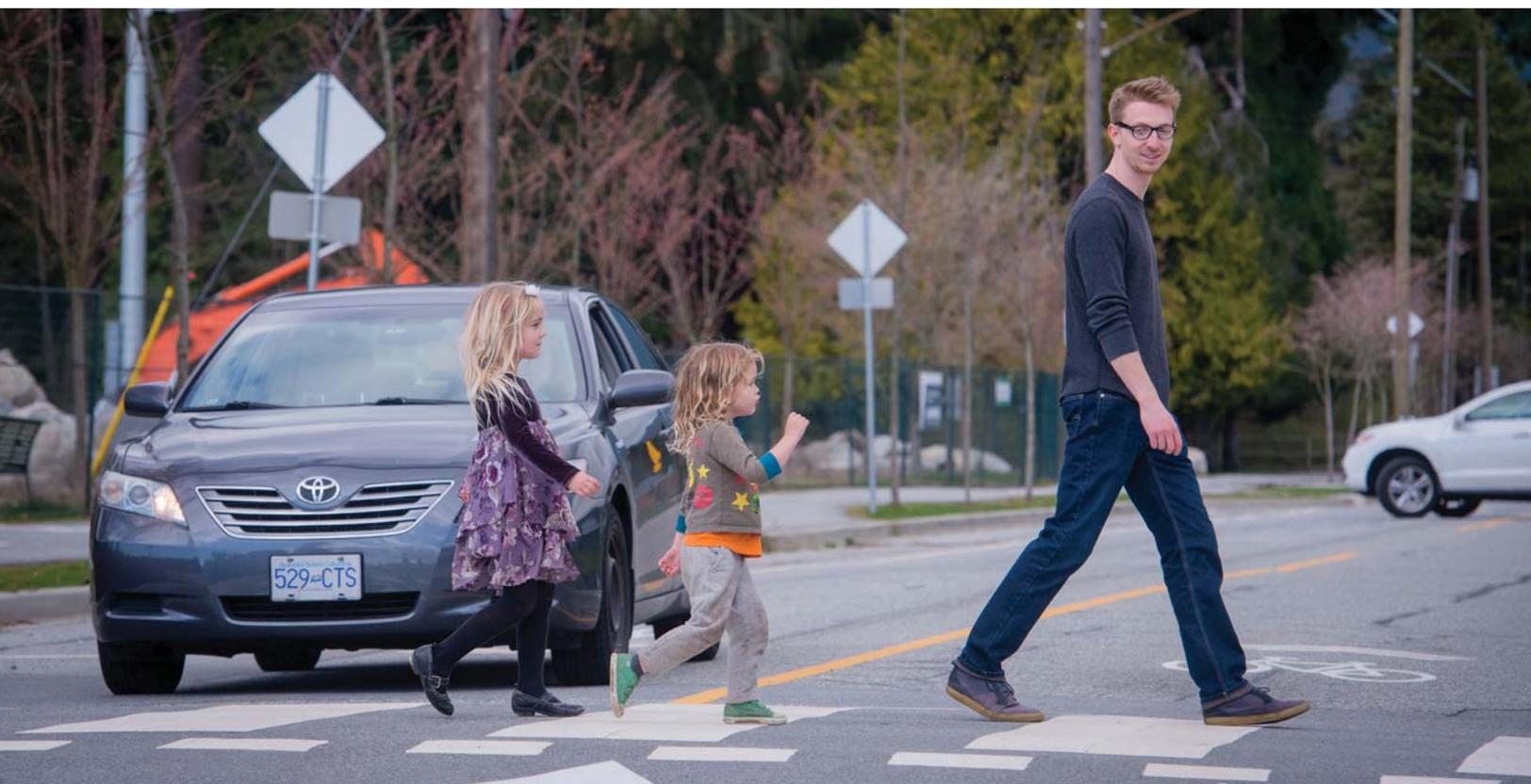
Every year, there are approximately 10 collisions on streets across the City of North Vancouver that result in a serious injury or fatality. Countless other incidents or near-misses go unreported.

Everyone has a role to play in reducing the risk of collisions and incidents on City streets, especially those that result in serious injuries or fatalities. The Safe Mobility Strategy lays out the City of North Vancouver's commitment to improving the safety of City streets for all users through proactive strategies and supporting actions in line with Vision Zero: the principle that serious injuries and fatalities on City streets, sidewalks and pathways are

unacceptable and preventable and that the City's transportation system can be designed to minimize the risk that collisions end in a serious injury or fatality.

The City will use the Safe Mobility Strategy as a policy to help guide and prioritize how we will work with our partners and key stakeholders and with the City's available budgetary and personnel resources, to design safe streets and intersections, deliver community education and programs, undertake enforcement, and collect and make use of data to support our actions.

The Safe Mobility Strategy builds on a multi-year process to examine the key factors contributing to safety issues on our streets, explore proven practices and actions that help to improve safety, and learn from key stakeholders to ensure strategies make sense for the needs of our community.



## OUR VISION:

### SAFE STREETS FOR EVERYONE

The City's streets, sidewalks, and pathways are places where people of all ages and abilities can move safely and comfortably without risk of harm, no matter where they are going or how they get around.

## OUR GOAL:

### MOVE TOWARDS VISION ZERO

A consistent, year-over-year reduction in the rate of collisions on our streets that result in serious injuries or fatalities, no matter what way people use to get around: on foot, using a mobility aid, by bicycle, by transit, or by car.

# PRINCIPLES

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To meet our vision and goal, we commit to delivering strategies and actions that:

## **1** PUT SAFETY ABOVE ALL ELSE IN HOW WE DESIGN OUR STREETS.

This means safety is the City's primary objective and we accept actions and interventions to create safer conditions may result in needing to wait a few extra seconds to cross an intersection, require us to travel a bit slower, or not be able to park directly in front of our destination.

## **2** RECOGNIZE THAT PEOPLE NEED TO BE PRIORITIZED WHEN DESIGNING OUR STREETS.

This means that we are all vulnerable when moving around our City, but especially when we are walking, using a mobility aid, riding a bike, or using other non-motorized modes. By ensuring the safety needs of people traveling using more vulnerable ways are prioritized, streets can be inherently safer for everyone.

## **3** ARE PROVEN TO BE EFFECTIVE AT ADDRESSING THE RANGE OF FACTORS THAT CONTRIBUTE TO SAFETY ISSUES.

This means considering actions and strategies that span a range of areas, from new policies, to changes in how we design our streets and the built environment, to education and awareness.

## **4** CAN BE PUT INTO PLACE QUICKLY.

This means focusing on things we can act on in the near-term by accelerating or expanding initiatives we are already doing and making better use of low-cost, "quick-build" interventions like paint, delineators, signs, and parking adjustments as much as is possible and appropriate based on available resources.

# SAFETY CONTEXT

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Every year, there are approximately 10 collisions on our streets that result in a serious injury or fatality.

There were an average of 1,800 reported collisions on City streets every year between 2011 and 2017.<sup>1</sup> About one-third of reported collisions each year resulted in an injury of some kind.<sup>1</sup> Each year, around 10 collisions resulted in a life-altering serious injury or fatality.<sup>2</sup> In recent years, people walking or riding a bicycle have accounted for nearly all fatalities on our streets.<sup>1</sup>

Collisions happen across the City, but most tend to occur in and around a few key corridors.

The City's topography and natural landscape restricts most east-west and north-south travel to a few main areas. This means streets like Lonsdale Avenue, Esplanade, 3rd Street, Marine Drive, St. George's, and Fell Avenue are shared between many different ways of getting around – including cars, pedestrians, cyclists, and delivery trucks – which has inherent conflicts. The majority of collisions across the City occur in and around these busy areas.<sup>3</sup>

There are multiple factors that contribute to collisions and how safe our streets are.

Common behaviours and circumstances that lead to collisions on City streets include inattentiveness, following too closely, ignoring traffic controls, poor weather or visibility, and speeding.<sup>3</sup> Other conditions that may impact safety include: high volumes of turning vehicles at intersections, increasing numbers of conflicts between people travelling on foot, by bicycle, and in vehicles, traffic congestion and queuing vehicles, and lighting.<sup>3</sup>



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<sup>1</sup> ICBC Collision and Claim Data (2011-2017)

<sup>2</sup> North Vancouver RCMP TAS Data (2011-2015)

<sup>3</sup> City of North Vancouver Network Screening Study (2016)

# THE BIG MOVES

## WHAT WE WILL DO TO MAKE OUR STREETS SAFE

### DESIGN SAFE STREETS

Make changes to the design and features of City streets, intersections, and curb space to reduce the risk for conflicts by providing more space, separation and protection for the growing variety of ways people use to get around.

### ENCOURAGE SAFE SPEEDS

Promote speeds that are appropriate for the type of street or pathway through lower speed limits and street design changes – like narrower streets, speed bumps, landscaping, and other treatments.

### PROMOTE SAFE BEHAVIOUR

Support development of a range of community outreach and education campaigns, targeted enforcement, and new regulations to foster a culture of safe mobility.

### BE EVIDENCE-BASED & ACCOUNTABLE

Prioritize actions and interventions in the right areas by collecting better data through new tools and partnerships to increase our understanding of safety issues on our streets and reporting back to the community regularly on our progress to meeting our vision and goal for safe mobility.

## THE BIG MOVES

# DESIGN SAFE STREETS

By designing a predictable mobility network that protects, separates, and makes people more visible to each other, the City can promote safe behaviour, reduce conflicts, and prevent collisions before they occur.



# ACTIONS

## DESIGN SAFE STREETS

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### 1. PROVIDE SAFE AND PROTECTED SPACE ON OUR STREETS FOR THE GROWING VARIETY OF WAYS WE MOVE AROUND

Street, sidewalk and curb space across the City is limited and needs to be allocated to meet the safety needs of a growing variety of ways people, goods and services move around. Key actions the City will pursue to support this strategy include:

#### **a. Expand the City's network of protected mobility lanes.**

Mobility lanes include a range of infrastructure and facilities designed to separate and physically protect slower-moving modes, like bicycles, scooters, and skateboards, from automobiles and pedestrians. The City will prioritize mobility lane investments on corridors that have high demand and connect key destinations.

#### **b. Increase the availability of dedicated passenger and commercial loading zones.**

Dedicated loading zones provide a safe space for vehicles to pull out of the street when picking up or dropping off people and goods. The City will prioritize establishing new or redesigning existing loading spaces in key locations in the City's most congested areas, where demand for curb space is highest and the risk of conflict is greatest.

#### **c. Deliver a more complete and comfortable sidewalk network.**

The City will focus on providing a complete sidewalk network on both sides of all streets within a reasonable walking distance (typically 400-metres) of all key pedestrian areas and destinations in the City, prioritizing investments around schools, community centres, and frequent transit corridors. The City will prioritize improving the quality of existing narrow sidewalks on our busiest pedestrian corridors.

#### **d. Create more people-focused streets and blocks.**

The City will look to temporarily restrict or close key streets or areas to motorized traffic during times when there are high volumes of people walking, riding, and rolling on streets.

#### **e. Make investments to improve designated walking and rolling routes to schools.**

In recent years, the City has worked with schools across our community to identify designated routes for children and guardians to travel to school using non-motorized ways. Moving forward, we will identify further interventions needed to improve these routes through elements such as gateway signage and wayfinding, traffic diverters, traffic management.

#### **f. Maintain safe and direct routes for people walking or cycling in and around construction and special event areas.**

The City will require the provision of direct, unobstructed and where possible protected routes for people walking or cycling as part of the permitting process for construction and development, special events and public works.

## 2. MINIMIZE THE POTENTIAL FOR CONFLICT WHERE DIFFERENT USERS COME TOGETHER

Over two-thirds of all reported collisions in the City occur at intersections.<sup>1,2</sup> Making intersections safer is a key area the City will focus on to make our streets safer. Key actions the City will pursue to support this strategy include:

### a. Increase the separation and protection of different users at our busiest intersections.

The City will work to expand the use of measures like pedestrian/cyclists-activated traffic signals, dedicated and protected turning signal phases, centerline medians, “no right turn on red” restrictions, and advanced pedestrian and cycling crossing signals at intersections that have high volumes of people using different modes and making different movements.



## 3. MAKE IT EASIER TO SEE AND BE SEEN WHEN TRAVELLING ON OUR STREETS.

The visibility of people, vehicles and infrastructure under all conditions is a critical element of a safe mobility network. This is especially important where extended periods of rain, fog, and darkness can create challenging conditions on our streets. Key actions the City will pursue to support this strategy include:

### a. Increase the quality of lighting on streets and paths.

The City will provide new or upgraded LED streetlight fixtures, prioritizing investments at poorly-lit intersections and along key arterial streets with high traffic volumes.

### b. Increase the visibility of street features, like signs and road markings.

We will make use of retroreflective tape and paint and similar measures to make travel lanes, medians, crosswalks, signage and other features of the mobility system more visible under all conditions, especially on busy arterial corridors and intersections with high traffic volumes.

<sup>1</sup> City of North Vancouver Network Screening Study (2016)

<sup>2</sup> ICBC Collision and Claim Data (2016-2017)

## THE BIG MOVES

# ENCOURAGE SAFE SPEEDS

Speed is a fundamental factor in the severity of a crash or collision. A person walking or rolling hit by a car travelling at 50 km/h has only a 10% chance of survival. The same person hit by a car travelling at 30 km/h has a 90% chance of survival. The faster a person is travelling, the less time they have to react to avoid a collision, and the more severe any resulting injuries will be. Vehicles have the ability to travel at high speeds, but so too do an increasing number of electric-assist modes like e-bicycles and e-scooters. Speed should not put others – especially more vulnerable persons – at increased risk of harm.



# ACTIONS

## ENCOURAGE SAFE SPEEDS

### 4. SET SPEED LIMITS TO FIT THE STREET CONTEXT

The appropriate speed limit for a given street should depend on the use and function of the street and the risk experienced by those who use it. Slower speed limits in key areas of the City send a signal that extra care and caution is needed. The City has already taken steps to set speed limits at 30 km/h on streets immediately adjacent to most schools, parks and designated bike routes. Key actions the City will pursue to support this strategy include:

#### a. Establish more 30 km/h speed limit zones.

The City will work with the RCMP to reduce speed limits in additional areas of the City with high volumes of vulnerable road users and higher risk for conflicts and collisions. Priority areas for slower speed limits may include local streets in expanded zones around schools, parks and community centres, and commercial areas with high volumes of vulnerable persons.



### 5. ENCOURAGE SLOWER SPEEDS THROUGH STREET DESIGN

Designs that promote slower speeds include narrow streets, medians, speed bumps, and others treatments. There is no one-size-fits-all approach when it comes to designing slower streets and pathways so interventions need to work for the surrounding context and minimize impacts on emergency service access. Key actions the City will pursue to support this strategy include:

#### a. Make more use of low-cost, temporary measures to slow speeds on streets and pathways at key locations.

Permanent changes to streets, pathways and curbs have high costs and require significant planning. Using temporary interventions like paint, rubber curbs and planters will allow the City to do more with less and work with users and neighbours to understand impacts and effect before making permanent changes. Where appropriate, the City will prioritize implementing pilots or temporary interventions to slow speed on streets or pathways with high occurrences of speeding.

#### b. Leverage redevelopment to create conditions for slower streets.

We will proactively assess opportunities arising from redevelopment or public works on local and collector streets to deliver design interventions that create slower speeds.

## THE BIG MOVES

# PROMOTE SAFE BEHAVIOUR

The behaviour and decisions of individuals can play a significant role in collisions and incidents on our streets. Tackling the conditions that create risky behaviours through education, awareness-building, regulations and enforcement helps support and complement efforts to design safe streets.



## ACTIONS

# PROMOTE SAFE BEHAVIOUR

### 6. DELIVER AND SUPPORT A COMPREHENSIVE SUITE OF SAFE MOBILITY EDUCATION AND AWARENESS INITIATIVES

The City and our partners have a number of on-going programs and campaigns aimed at bringing awareness to safe mobility and travel options. These programs are a primary touch-point with the community and help promote safe travel behavior. Key actions the City will pursue to support this strategy include:

#### a. Collaborate with partners on safety outreach and awareness-building campaigns.

ICBC, the North Vancouver RCMP, North Vancouver School District, and others deliver regular campaigns to educate and inform all types of users about safe travel behaviour. These include campaigns focused on distracted driving, intersection safety, and speeding. The City will seek to regularly support and partner in these programs.

#### b. Launch a safety campaign focused on building awareness of new micro-mobility and electric-assist ways of getting around on our streets.

Electric-assist bicycles are becoming more common on our streets. Electric-assist scooters, skateboards and others are likely to grow in popularity in the near future. The City will develop a refocused *Look Think Go* campaign – our on-going road safety program – to build awareness of these new ways of getting around, the rules and regulations that apply to them, and considerations all road users need to keep in mind to travel safely on increasingly busy streets.

#### d. Continue to deliver youth-oriented programs around safe and active travel to school.

The City has a long history of working with the North Vancouver School District and individuals schools to develop active school travel plans and initiatives. The City will continue to partner with the School District to deliver these programs to ensure students gain confidence in using active ways to travel.



## 7. UPDATE CITY STREET REGULATIONS AND INCREASE COORDINATION OF ENFORCEMENT STRATEGIES

Rules and regulations about how to travel safely establish what behaviours on our street are acceptable. Enforcing the rules and regulations of travelling on our streets and sidewalks requires partnership and collaboration between the City and the RCMP. Key actions the City will pursue to support this strategy include:

**a. Update City Bylaws to reflect the safety needs of a more diverse range of vulnerable road users.**

The City will review and update the City's Street and Traffic Bylaw and other regulations, to improve the way the safety of pedestrians, cyclists and other new and non-motorized ways of getting around are accounted for and communicated.

**b. Coordinate with partners to focus safety enforcement on the key contributing factors of collisions and at key locations across the City.**

The City will do this by working closely with the RCMP and ICBC to regularly review safety and collision reports and data to determine where enforcement resources should be prioritized and deployed.

**c. Support expanded use of automated enforcement.**

In British Columbia, municipalities do not have the jurisdiction to install or use red light cameras or other types of automated enforcement without provincial approval. The City will work with the North Vancouver RCMP and Provincial Government to explore opportunities to expand the use of automated enforcement tools, where appropriate.



## THE BIG MOVES

# BE EVIDENCE-BASED & ACCOUNTABLE

Knowing where to invest in new infrastructure, programs, or enforcement to improve safety relies on access to good data to understand key issues. Communicating our progress towards achieving our vision and goal for safe mobility is critical to demonstrating accountability.



# ACTIONS

## BE EVIDENCE-BASED & ACCOUNTABLE

### 8. COLLECT BETTER AND MORE REGULAR DATA ABOUT THE SAFETY OF OUR STREETS

**a. Provide easy-to-use tools for the public to report locations of safety concerns or near-misses on our streets.**

Reported collisions and other safety incidents provide us with an incomplete picture of how safe our mobility network is. The City will make it easier for the public to report these occurrences so they can be better considered in decision-making.

**b. Regularly undertake a city-wide road safety study.**

These studies – often referred to as Network Screening Studies – provide a comprehensive overview of the locations and key contributors of reported collisions. These studies can provide valuable information about the effectiveness of implemented actions and measures and identify where new interventions may be required. The City will undertake a city-wide road safety study at least every 5 years.

### 9. REPORT OUT REGULARLY ON THE STATE OF SAFETY ON OUR STREETS

Communicating how we are doing to meet the commitments outlined in this Strategy is critical for transparency and building accountability. Key actions the City will purpose to support this strategy include:

**a. Provide an annual safe mobility status report to Council and the public.**

This report will outline the measures taken by the City and our partners to support the strategies and actions outlined here and the City's progress towards meeting our safe mobility goal of reducing the rate of collisions resulting in serious injury or death across all modes, year-over-year.



# NEXT STEPS

## ACTING ON THE COMMITMENTS IN THIS STRATEGY

Work to deliver on the strategies and actions outlined in this Strategy begins now. Safety cannot wait and the City will move as quickly as possible, with our available resources, to make progress towards achieving our vision and goal of reducing the risk and incidences of serious injury or death on our transportation system. In delivering the Strategy, the City commits to:

### COLLABORATE

We will work with the public, our partners and key stakeholders, including the RCMP, North Vancouver City Fire Department, North Vancouver School District, ICBC, and Vancouver Coastal Health to ensure we properly account for other needs and considerations.

### COMMUNICATE

We will be clear and transparent about when and why strategies and actions are being delivered.



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of north  
vancouver

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 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**  
**PLANNING & DEVELOPMENT DEPARTMENT**

**REPORT**

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To: Mayor Linda Buchanan and Members of Council

From: Zachary Mathurin, North Shore Mobility Options Coordinator  
Natalie Corbo, Sustainable Transportation Coordinator

Subject: NORTH SHORE E-SCOOTER PILOT PROPOSAL

Date: June 24, 2020 File No: 16-8330-05-0001/1

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*The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.*

**RECOMMENDATION**

PURSUANT to the report of the North Shore Mobility Options Coordinator and the Sustainable Transportation Coordinator, dated June 24, 2020, entitled “North Shore E-Scooter Pilot Proposal”:

THAT Council endorse the joint North Shore proposal for a Motor Vehicle Act Micromobility Pilot Project submitted to the Ministry of Transportation and Infrastructure, subject to the following conditions:

1. The pilot scope is limited to the introduction of personal electric scooter devices, with opportunities for shared electric scooter device fleets to be re-assessed at a later date;
2. The pilot proposal is approved by the Ministry of Transportation and Infrastructure and provincial Cabinet and the Provincial Government enacts a regulation permitting the pilot project pursuant to Part 13 of the Motor Vehicle Act;
3. The pilot last for no more than three years from the date of its approval by Cabinet; and,
4. Amendments to applicable City bylaws to regulate and manage personal electric scooter devices during the pilot are brought to Council for consideration and approval prior to the pilot being initiated.

**ATTACHMENTS**

1. Information Report dated January 30, 2020, entitled “Motor Vehicle Act Pilot Project Statement of Intent” ([Doc # 1877182](#))

## 2. North Shore Micromobility Pilot Proposal ([Doc # 1921612](#))

### BACKGROUND

Under the Provincial Motor Vehicle Act (MVA), legal micromobility devices are currently limited to electric bikes and electric mopeds. Electric scooters (“e-scooters”), and other similar devices, are not currently legal to operate outside of private property. In October 2019, the Provincial Government introduced amendments to the MVA to allow the Provincial Lieutenant Governor in Council to make regulations establishing pilot projects for periods of up to three years respecting the use and operation of devices not currently allowed for use under the MVA, such as e-scooters. In January 2020, City staff submitted a joint Expression of Intent with the Districts of North Vancouver and West Vancouver to the Ministry of Transportation and Infrastructure (“MoTI”) to participate in a pilot (see Attachment 1). A full proposal was submitted in March 2020, which proposed two approaches for introducing new forms of micromobility (see Attachment 2):

1. Enabling the use of personally-owned devices not currently legal under the MVA, like e-scooters, e-skateboards, and self-balancing boards, on select streets, roadways, or facilities; and,
2. Enabling third-party operators to deploy fleets of these devices intended for shared use through the City’s forthcoming shared mobility policy and permit framework.

To participate in the pilot, MoTI requires that municipalities provide proof of consent from their governing Councils. District of West Vancouver Council and District of North Vancouver Council will be considering endorsement of the joint pilot proposal at meetings in July 2020. Once consent is received, Cabinet may consider a proposal for final approval. MoTI has indicated that it will notify approved municipalities in summer 2020.

### DISCUSSION

#### **Staff have modified the scope of the pilot proposal to focus on the introduction of personal e-scooter devices only at this time**

Since submission of the City’s initial joint pilot proposal with the Districts of North Vancouver and West Vancouver in March 2020, staff have communicated to MoTI a modification to the pilot scope to only propose the introduction of personal e-scooter devices at this time. This modification was made for the following reasons:

- To align with MoTI feedback that the Province is anticipated to permit pilots for e-scooter devices only; and
- To better align with available staff and financial resources at the North Shore municipalities to support a pilot in light of changing circumstances resulting from COVID-19.

The modified pilot continues to represent an important first step to introduce one of the more common new micromobility devices to the City’s and North Shore’s transportation

system and collect important information to help inform future micromobility projects and programs.

Opportunities to include shared e-scooter fleets within the pilot period will be re-visited pending endorsement of the City’s shared mobility policy and permit framework, which will focus initially on e-bike and e-moped devices, and pending an assessment of e-scooter demand, usage, and feedback through the initial pilot period.

An illustrative example of device specifications for common e-scooters being contemplated under the pilot proposal is provided in Figure 1.

Figure 1: Example e-scooter device specification

Dimensions (H-W-L)	Approx. 120 cm X 50 cm X 100 cm	
Wheel size	Up to 45 cm diameter	
Speed	Up to 24 km/h	
Weight	Up to 45 kg	
Power	Up to 500 W motor	
Brakes	Capable of full stop within 9 m at 24 km/h	

**Under the pilot, the North Shore municipalities will have the ability to set local regulations to regulate e-scooter usage, in addition to those established by the Province**

Pending approval by the Province and enactment of a provincial regulation under Part 13 of the MVA, municipalities will be expected to adopt MoTI’s forthcoming e-scooter regulations as bylaw amendments. It is anticipated these Provincial regulations will address device standards for e-scooters, safety requirements like helmet wear, and broad rules on how and where riders can use e-scooters. Municipalities will have the ability to further modify regulations related to street use through their bylaw process or enable additional regulations, including speed restrictions and designating streets, roadways, or facilities permitted for their use in order to safely and effectively manage potential conflicts with other road users.

Pending approval by the Province, staff will work collaboratively with the Districts of North Vancouver and West Vancouver to prepare amendments to each municipalities’ Street and Traffic Bylaw to incorporate both Provincial and municipal-specific regulations that would be consistent across the North Shore.

**Staff will develop a robust communication and monitoring program to support the pilot**

All three North Shore municipalities intend to coordinate a cohesive communications and public engagement strategy to support the e-scooter pilot. Key components of this strategy are likely to include creation of web content with key information and an overview of regulations, an online engagement portal to collect public input on the pilot, and using the City’s social media and other information channels to promote awareness of the pilot.

As part of the pilot, MoTI expects municipal partners to regularly collect information and report on key performance metrics related to community perceptions, device safety, and ridership levels for the duration of the pilot. To accomplish this, staff at all three North Shore municipalities will coordinate to use a combination of field observations, counting devices, regular meetings with the RCMP and health authorities, and public feedback to regularly measure pilot utilization and trends. The pilot is an opportunity to understand community perceptions about e-scooters to help inform future micromobility and active transportation initiatives.

### **Participation in the Province’s micromobility pilot will allow the City to expand mobility options for residents and visitors in a controlled way**

The main goal of the City’s proposed micromobility pilot is to introduce new mobility options for residents and visitors in a way that maximizes safety and comfort for all road users. The COVID-19 pandemic has had a significant impact on our transportation network and has amplified the need for additional transportation options that allow for safe travel while maintaining physical distancing. Expanded micromobility options can also potentially help fill the gap caused by reduced transit service and mitigate congestion as restrictions are lifted. These devices are a lower-cost alternative to other private and electric modes of travel such as e-bikes or cars. These options can help people looking to make local trips while maintaining physical distance from other riders, support BC’s Restart Plan, and are environmentally sustainable alternatives that can help reduce the community’s carbon footprint and improve local air quality.

### **FINANCIAL IMPLICATIONS**

Implementation and monitoring of the proposed e-scooter pilot can be primarily accommodated with available staff and financial resources. If required, funding to deliver measures like road signage will be appropriated from the 2020 Project Plan as appropriate.

### **INTER-DEPARTMENTAL IMPLICATIONS**

This report was prepared by the City’s Planning and Development department, with input from the City Solicitor and Engineering, Parks, and Environment. Staff have also worked in partnership with the local RCMP detachment and staff at the Districts of North Vancouver and West Vancouver. These departments, along with the City’s Bylaw Services department, will continue to be involved in drafting specific regulations to ensure safety and manage risks.

### **STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS**

The North Shore’s MVA Micromobility Pilot proposal supports key goals and objectives in the City’s Official Community Plan, including prioritizing the use of non-automobile modes of travel (Objective 2.1), encouraging technological innovation to overcome transportation barriers (Objective 2.3.7), encourage low-emission transportation options (Objective 2.3.8), and collaborating with neighbouring municipalities to improve the connectivity of the transportation system (Objective 2.3.10). The pilot proposal also

supports key 2018-2022 Council Strategic Plan priorities, including: exploring innovative solutions to transportation challenges and investigating actions to reduce barriers and challenges to local businesses.

RESPECTFULLY SUBMITTED:



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Zachary Mathurin  
North Shore Mobility Options Coordinator



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Natalie Corbo  
Sustainable Transportation Coordinator



 Division Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**  
**PLANNING & DEVELOPMENT DEPARTMENT**

**INFORMATION REPORT**

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To: Mayor Linda Buchanan and Members of Council

From: Zachary Mathurin, North Shore Mobility Options Coordinator

Subject: MOTOR VEHICLE ACT PILOT PROJECT STATEMENT OF INTENT

Date: January 30, 2020 File No: 16-8330-05-0001/1

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**ATTACHMENTS:**

1. Motor Vehicle Act Pilot Projects webpage (# [1876693](#))

**PURPOSE:**

The purpose of this report is to notify Council that staff plan to submit a Statement of Intent regarding a proposal for a micromobility pilot to the Ministry of Transportation and Infrastructure (MOTI). This Statement of Intent will be submitted jointly with the Districts of North Vancouver and West Vancouver.

**BACKGROUND:**

Since 2018, City staff, along with colleagues from the Districts of North Vancouver (DNV) and West Vancouver (DWV), have been working on strategies to attract third-party electric micromobility operators, such as e-bike share services, to the North Shore.

In October 2019, the BC Legislature introduced amendments to the *Motor Vehicle Act* (MVA) to allow municipalities to conduct pilot projects on devices not currently allowed for use under the Act, such as e-scooters. The pilot projects enable the exploration and evaluation of new modes of transportation, and allow communities to test their own regulations for micromobility devices. The Province intends that the pilots will help inform permanent regulatory approaches in the future. In November 2019, Council

directed staff to work with the other North Shore municipalities to develop “a shared micromobility licensing framework to further enable supportive conditions for e-bike share and other related types of services on the North Shore.” Staff have been working collaboratively with colleagues from the Districts of North Vancouver and West Vancouver since 2018 to plan for electric shared micromobility, such as e-bike share services, on the North Shore.

In January 2020, MOTI released regulations for the first phase of micromobility pilots. Municipalities in BC were invited to submit a Statement of Intent to submit a proposal to pilot e-scooters and similar devices by January 31, 2020. This Provincial pilot framework creates the enabling conditions for staff to proceed with Council direction from November on emerging electric micromobility devices. Working with North Shore colleagues, staff will submit a proposal to create a licensing framework for third-party e-scooter operators and similar devices. If approved, this proposal would constitute one component of a broader micromobility licensing framework which would include a separate component to license e-bike share operators. Since e-bikes are already regulated in BC, a Provincial pilot project is not required for these devices. The combined licensing framework would articulate the conditions and requirements for shared micromobility operators to launch services across the North Shore and provide additional transportation options for residents to better connect our communities.

The micromobility licensing pilot project proposed by staff to MOTI would also allow the City to pilot new Street & Traffic bylaw regulations for the use of personally-owned e-scooters and similar devices. The intent of the pilot regulations will be to maximize safety and comfort for all road users.

#### **NEXT STEPS:**

Staff will submit a Statement of Intent by January 31, 2020. This statement does not commit the City or its partners to submitting a full proposal but it is a necessary first step toward submitting a proposal.

Staff will develop the full proposal with North Shore colleagues to meet the March 6, 2020 deadline set by MOTI. The regulations require municipal staff to describe a process for seeking consent from Council as part of the proposal. Staff will continue to update Council on the proposal and, prior to submitting, will develop a plan to seek Council's consent.

MOTI and Cabinet will review proposals in the spring and approved pilots are expected to be able to launch as early as summer 2020.

RESPECTFULLY SUBMITTED:

  
Zachary Mathurin  
North Shore Mobility Options Coordinator

Motor Vehicle Act Pilot Projects webpage:

<https://www2.gov.bc.ca/gov/content/transportation/transportation-environment/active-transportation/motor-vehicle-act-pilot-projects>

[Home](#) > [Driving & Transportation](#) > [Transportation & the Environment](#) > [Active Transportation](#) >

[Motor Vehicle Act Pilot Projects](#)

- [B.C. Active Transportation Grants Program](#)
- [Active Transportation Design Guide](#)
- [Cycling in B.C.](#)

## Motor Vehicle Act Pilot Projects

We invite interested local communities (municipalities and Treaty First Nations including the Nisga'a) to submit proposals to conduct a pilot project for the use of e-scooters or other similar forms of **micromobility devices\*** not currently authorized to be used on streets and sidewalks.

**\*Micromobility device** - a zero-emission motorized personal mobility device such as an e-scooter, typically designed to transport one person.

The pilot could enable use of other types of devices that have technical features, operating functions and requirements comparatively similar to an e-scooter:

- equipped with a zero-emission motor
- similar maximum speed
- similar safety equipment
- can be operated along the same portion of roadway as an e-scooter

The pilot project is to be established under new authority ([Part 13](#)) of the [Motor Vehicle Act](#).

During the consideration process, the Ministry of Transportation and Infrastructure may contact the individual(s) identified in your community's Motor Vehicle Act Pilot Project Proposal for further information or clarification.

A pilot project regulation may remain in force for a maximum of 3 years to promote the goals of research and evaluation.

### Contact Information

For questions related to pilot projects, please contact:

**Phone:**  
[236-478-0460](tel:236-478-0460)

**Email:**  
[MVA.Pilot.Project@gov.bc.ca](mailto:MVA.Pilot.Project@gov.bc.ca)



355 West Queens Road  
North Vancouver, BC V7N 4N5



141 West 14th Street  
North Vancouver, BC V7M 1H9



750 17th Street  
West Vancouver, BC V7V 3T3

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The North Municipalities are pleased to submit our application for consideration by the Province to participate in testing micromobility options to learn more about the benefits and impacts of this emerging mobility option.

Since 2018, the three North Shore municipalities have collaborated on an innovative inter-governmental framework to improve active transportation options for residents and visitors by encouraging the deployment of third-party shared mobility operators in our community. Our shared vision is to attract healthy, active, and low-carbon transportation solutions to flourish in a community surrounded by and connected to pristine natural environments.

In response to the Ministry of Transportation and Infrastructure's invitation, the attached micromobility pilot project proposal outlines the goals and characteristics of a key piece of our program and is in line with our respective Official Community Plans, transportation strategies, and the work developed through the Integrated North Shore Transportation Planning Project (INSTPP). Our joint priorities will set a leading example for the Metro Vancouver region and all of British Columbia on how municipalities can partner to develop solutions for building safer, healthier, and more equitable communities, and responding to the climate emergency.





INTRODUCTION

This document is to be completed by individuals employed and acting on behalf of municipalities or Treaty First Nations, including the Nisga'a (hereafter referred to as 'local communities'). In accordance with Part 13 of the Motor Vehicle Act (MVA), the Ministry of Transportation and Infrastructure (Ministry) will only consider and recommend to the Lieutenant Governor in Council (Cabinet) those MVA Pilot Project Proposals received from local communities.

For the Ministry to consider your community's proposal, detailed responses to questions herein are important. If you have questions during the preparation of your proposal, please contact:

Email: MVA.Pilot.Project@gov.bc.ca Phone: 236-478-0460

This Form H1402 should be completed and submitted; and may include appendices or Excel spreadsheets as you deem necessary to support ministry staff in considering your proposal.

The deadline for submitting an MVA Pilot Project Proposal is on or before March 6, 2020 at 4:00 p.m.

Submitting an MVA Pilot Project Proposal does not mean that the pilot project is or will be accepted or approved by the Ministry or Cabinet under Part 13 of the MVA. All costs associated with preparing this form and the proposed pilot project are the responsibility of your local community.

HOW TO COMPLETE THIS DOCUMENT

Please provide responses immediately below each question. For non-applicable questions, enter 'n/a'. The following is an example of the Ministry's recommendation for answering questions herein:

0.0 Please provide a description of the e-scooter or other similar micromobility device that is the subject of your community's Pilot Project Proposal.

- If possible, include one or more pictures, device's technical specifications (related to the size, min/max speed, weight, power source, etc.).

Our community seeks to pilot the use of e-scooters, sometimes referred to as 'electric kick scooters'. These devices are equipped with: 2 wheels, one at the front and rear of the scooter; a steering handlebar that provides a breaking mechanism; and have an electric motor with a maximum power output of 500W that is the sole power source for the scooter. When unladen the scooter weighs no more than 45kg. These scooters travel at a maximum speed of 24 km/hr. Please see Appendix A of this document for pictures of e-scooters that our community seeks to pilot the use of by way of provincial regulation.

PART 1 – COMMUNITY CONTACT INFORMATION

Name/Location of Community: City of N. Vancouver-District of N. Vancouver-District of W. Vancouver

Table with 3 columns: Contact Name, Phone, Email. Rows include Zachary Mathurin and Natalie Corbo.



## PART 2 – OVERVIEW OF YOUR COMMUNITY’S PROPOSAL

### 2.1 Please provide a description of the e-scooter or other similar micromobility device that is the subject of your community’s MVA Pilot Project Proposal:

- Include the device’s technical specifications (related to size, min/max speed, weight, power source, etc.) and, if possible, include one or more pictures as attachments.

The North Shore is jointly developing a shared mobility policy governing all electric micromobility devices, some of which are already legal under the Motor Vehicle Act and others that would be enabled for use through the proposed pilot. All devices will need to be electric powered with rechargeable or battery swap technology. Traditional acid batteries or lithium-ion batteries will be accepted. Devices not currently legal in BC or whose legal status is uncertain, are the focus of the North Shore’s pilot proposal. The policy framework will address devices for personal use and those deployed in fleets by shared micromobility operators, with accompanying permitting and licensing conditions for operators. Additional bylaw amendments will define where devices can travel and conditions for personal or shared use. Below is a list of the devices that currently do not have a legal status in BC that will be covered by the pilot:

1. "Kick" style e-scooter
2. "Hybrid" seated e-scooter
3. "Moped" style e-tricycle
4. Segway
5. E-skateboard
6. Self-balancing board ("hoverboard")

North Shore staff have prepared the attached catalogue (Attachment 1) with device specifications and example images for all micromobility devices that will be covered by the North Shore shared mobility policy framework, including those already having legal status. Some device types may not be appropriate for shared operations (e.g. e-skateboards); the attached catalogue outlines where the devices fall along the shared vs personal spectrum.

### 2.2 Please provide a brief summary overview of your community’s MVA Pilot Project Proposal.

- How and where do you propose the identified device be used?

The pilot proposal has two components. The first is a permitting framework to allow shared micromobility operators to deploy fleets of emerging devices, like e-scooters, for residents and visitors to use to travel across the North Shore. The second component is a set of bylaw amendments governing the types of transportation facilities devices can use, which will cover shared devices and personal devices. The anticipated facilities for different device classes are outlined in Attachment 2 of this proposal.

- Why is the pilot project important to your local community?

Smaller jurisdictions, geographies with variable topographies, and regions with cool and wet climate are not yet well served by the micromobility industry and the three North Shore municipalities can provide a unique environment to pilot regulations and operational models. The North Shore wants to be a leader and pioneer a test environment for emerging electric mobility options that can help respond to the climate emergency and address our community’s transportation challenges by introducing an emerging option.

- What is the overall desired outcome?

Micromobility’s impact on the public realm, its ability to reduce GHG emissions, whether it contributes to reducing reliance on personal vehicles, and how electric transportation options fit within a transportation ecosystem are not yet well understood, especially in smaller communities. The North Shore wants to understand the local demand for these services, safety impacts, and the industry’s business case and share these learnings with similar communities looking to experiment with micromobility.



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## PART 3 – PUBLIC INTEREST AND CONSENT

### 3.1 How is the pilot project in the public interest?

Under the MVA, Cabinet must be satisfied that the proposed pilot project is in the public interest before it can make regulations to implement a pilot project.

- What *specific* opportunity or problem does this address?

The North Shore's topography can sometimes present a barrier to accessing our expanding active transportation facilities and that challenge can be surmounted with electric micromobility devices. Allowing personally-owned devices to be legally used is an important first step, but purchasing these devices can present a cost barrier to residents and visitors alike. We also want to welcome a more affordable option through third-party operators to provide an additional choice for our community and the wider region to move around, especially for short trips and first- and last-mile connections to fill a gap in neighbourhoods not well served by frequent transit. There have been limited use cases in smaller communities and we want to understand the impacts of micromobility in communities like ours.

- 
- How does the proposed pilot project support the needs of your community?

(e.g. transportation infrastructure, availability of public transport, affordable transportation, parking, seniors, children, people with disabilities)

The North Shore municipalities have experienced employment growth, leading to increased local and regional congestion and cost of living. Many employers have had to find workers from outside the North Shore due to challenges with housing affordability impacting their workforce. This has led to further congestion due to limited transit options as an alternative to driving. Micromobility devices provide an opportunity to create a new option for shorter, local trips that can be completed through efficient active modes and bridging the first- and last-mile gap to transit. Personal and shared micromobility devices can offer an affordable alternative for travel, but their public realm, health, and environmental impacts are not yet well understood due to their recent introduction in the transportation ecosystem. The North Shore views this pilot as an opportunity to learn and demonstrate these impacts.

- 
- What measures will be necessary to ensure public safety within the proposed pilot project?

The North Shore municipalities strongly believe broad safety requirements, such as helmets and the presence of lights and reflectors, should be defined by the Province for all of BC. Furthermore, speed limitations should be established provincially and allow municipalities to lower speeds in some cases. The Province should also develop health metrics for injuries and incidents with medical authorities. At the local level, municipalities should be responsible for establishing how, where, and when different devices can be used within the context of local transportation infrastructure. For shared micromobility operators, insurance standards should be established Provincially, while licensing fees should be local.

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### 3.2 Consent of local government

Under the MVA, Cabinet must be satisfied that any local community in whose jurisdiction a pilot project will take place has consented to the pilot project before it can make the regulations required to implement the pilot project.

- Please describe how you expect your local community's governing council will provide its consent to the proposed pilot project outlined herein prior to Cabinet potentially approving the pilot project later in 2020.

Staff plan to bring an overarching shared micromobility policy to the three councils alongside the permit framework that would enable and regulate all shared micromobility businesses, regardless of the device type they provide, in Spring 2020 for formal adoption, prior to the introduction of Street & Traffic bylaw amendments to regulate the use cases and other regulations for non-legal micromobility devices, like e-scooters.

Should the pilot be approved, amendments to the Street & Traffic bylaws would be brought forward subsequently to define the facilities in which device classes only permitted through the pilot, such as e-scooters, are permitted for personal and shared use. Associated amendments relating to enforcement and fees would be brought forward at the same time.



3.3 Authority to make by-laws or laws

- Are you submitting this proposal on behalf of a municipality?  No  Yes  
 If yes, what authority to make bylaws under the MVA, *Community Charter* or the *Vancouver Charter* do you anticipate your local government exercising in respect of the proposed pilot project?

The municipalities plan to update their respective Street & Traffic bylaws with similar provisions to address how and where different device types can be used on our streets and active transportation facilities, whether for shared or personal use. We will also introduce a new street use permit to define the operating requirements and conditions for shared micromobility operators. The North Shore communities plan to adopt a standalone bylaw or amend the existing inter-municipal business licence (IMBL) bylaw, permitted under the Community Charter, to licence shared mobility businesses upon approval of their street use permit. Associated enforcement and fee provisions will be added to the appropriate bylaws.

- Are you submitting this proposal on behalf of a Treaty First Nation?  No  Yes  
 If yes, what authority do you anticipate the Treaty First Nation government exercising under the Nation's Final Agreement in respect of the proposed pilot project?

- Are you submitting this proposal on behalf of Nisga'a?  No  Yes  
 If yes, what authority do you anticipate the Nisga'a Government exercising under the Nisga'a Final Agreement in respect of the proposed pilot project?

PART 4 – PILOT PROJECT DETAILS

4.1 Geographic area of the pilot project

- Please provide a detailed description of the geographic boundaries of the pilot project, including any location-specific limitations.

The entirety of the three North Shore municipalities will be included in the pilot area. The regulations defining how different device classes, personally owned or shared, can use municipal infrastructure will be applied consistently. While the intent of the shared micromobility aspect of the proposal is to serve all three communities, the North Shore recognizes that industry may choose to define service areas that do not serve the entirety of each community. The municipalities will work with operators to define service areas.

- Does the boundary include any areas outside of your jurisdiction?  No  Yes  
 If yes, how will this be managed?



**4.2 Proposed duration of the pilot project**

- What is the proposed duration of the pilot project, and the rationale for the duration?

The North Shore municipalities propose to run the pilot for three years. Municipal staff have met with representatives from micromobility operators and municipalities that have had similar pilots and there is a broad consensus that pilot programs need to run for extended periods of time for operators to have the possibility of building a market. Furthermore, for both shared operators and personal devices, pilots need to run long enough for staff to collect data on performance, utilization, and injuries and analyze these metrics and identify trends for future policymaking.

The three municipalities also recognize there could be a need to alter the pilot or cancel an operator's permit early due to safety, operator-related, or other public concerns with the pilot.

**4.3 Partnership with other local governments**

Are you now, or do you anticipate, partnering with another local government for this pilot project?  No  Yes

If yes, please describe:

The City of North Vancouver, District of North Vancouver, and District of West Vancouver are partnering together for the proposed micromobility policy framework that would establish the vision, goals, and conditions for operating personally-owned or shared micromobility devices. The municipalities would jointly develop and bring to council bylaw amendments on the permitted uses of different micromobility device classes on municipal transportation infrastructure.

The North Shore municipalities would also jointly administer a shared micromobility program by inviting third-party operators to apply for a street use permit to be allowed to use public infrastructure for staging and operations and, if approved, to acquire an inter-municipal business licence through a single administrative process.

**4.4 By-laws or laws required**

- What, if any, by-laws or laws do you expect your local community will need to enact for the purposes of the pilot project (Please add any further detail you feel is necessary in addition to that you provided under section 4.2 above)?

Create a standalone or amend the existing North Shore inter-municipal business licence (IMBL) bylaw for micromobility operators for the devices covered under this pilot proposal and separately, a section regulating e-bike share operators, which would go forward to councils regardless of whether the pilot is approved by the Province so as to future-proof the North Shore for future opportunities. We will create a new street use permit and application process for third-party operators and traffic bylaw amendments to regulate how and where devices are used on local streets. The fees and charges and enforcement bylaws will need to amend permit fees for operators and enforcement actions and fines for operators and for users of micromobility devices, whether they are shared or personally owned.

- What expectations do you have for provisions of a provincial regulation for the pilot project?

As stated elsewhere in this proposal, device specifications such as speed, weight, and user age should be established by the Province as has been done for Motor Assisted Cycles and Limited-Speed Motorcycles. These regulations should be consistent throughout BC so that users and operators can learn and understand their requirements no matter where they choose to use micromobility devices. Basic safety standards such as helmet wear and presence of lights should be determined by the Province and established consistently in BC so as to avoid the creation of a patchwork environment of local regulations. We also want to understand how the Province will evaluate success and what expectations municipalities should have regarding ongoing partnerships during the pilot period.



- What aspects of the pilot project should be governed by provincial regulation?

While the North Shore municipalities have done extensive research on the performance aspect of various classes of micromobility devices such as e-scooters, e-mopeds, e-tricycles and others, they may differ from what other communities specify. In the short term, it likely makes sense to test different standards in various municipalities with the goal to eventually create Province-wide specifications. In the long term, the Province should establish performance standards as they have for e-bicycles through the Motor Assisted Cycle Regulations, for example. Furthermore, the Province should establish for all pilot communities the insurance standards for share micromobility operators, and safety requirements for users such as wearing a helmet. Retail standards for the sale of personal devices should be established provincially.

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#### 4.5 Consultation/public review and comment

- What, if any, consultation has already been completed, is ongoing, or is planned for before, during, and after implementing the pilot project?

Staff from all three municipalities have previously consulted internal and external stakeholders as part of the development of a guiding framework for an e-bike share program. The feedback provided, especially regarding how devices are distributed in the public realm, continues to be useful for planning for other micromobility device classes. Going forward, staff plan to expand consultation relating to North Shore plans for all other devices to previously consulted stakeholders and seek feedback on how operators should manage the public realm impacts of their systems, how users of both shared and personal devices should use public infrastructure networks, and discuss enforcement and safety concerns. We are considering creating digital and traditional tools to capture broad public and user feedback to capture on-going feedback on the pilot during the duration of the initiative.

- Who has been/will be consulted with?

The e-bike share RFP consultation process involved the business community, municipal advisory committees on transportation, and local cycling advocacy groups with whom we plan to follow-up. We will also consult with other groups, like the North Shore Advisory Committee on Disability Issues, going forward. Staff plan to meet with the North Vancouver RCMP detachment and West Vancouver Police during the development of the micromobility policy framework.

Staff plan to regularly engage with the wider public as part of ongoing program performance evaluation to refine how the shared and personal device pilot is implemented in future years.

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#### 4.6 Current or previous experience with micromobility devices

- What, if any, experience does your local government have with micromobility devices that are currently operating in your jurisdiction?

In 2019, the three municipalities partnered on a joint Request For Proposals (RFP) to bring an e-bike share operator to the North Shore. This required extensive research on the system and street operating conditions necessary to serve a suburban and hilly community and developing the program characteristics desired for the uses and activities for which residents want to use micromobility options. Since the RFP, staff have continued to engage with the industry and other municipalities to continually refine our original program. For several years, two of the municipalities have also managed their own fleets of e-bikes for employee use and have the experience in working with users directly and learning about their behaviour, which is useful in developing a successful program with shared micromobility operators.

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#### 4.7 Research and pilot project development activities

- Describe activities that have been completed, are ongoing, or are planned to research and develop the pilot project.

The North Shore municipalities have jointly hired a North Shore Mobility Options Coordinator to work on joint micromobility, active transportation, and new mobility initiatives. This staff member is responsible for facilitating the development of joint goals, policies, and bylaws across municipal boundaries, departments, and with outside stakeholders. Staff across the three municipalities have developed a catalogue (Attachment 1) describing the specifications of device classes we contemplate piloting. Staff have continued to engage with stakeholders to refine how operations should occur on the North Shore to support healthy transportation choices, economic development, and reduce greenhouse gas emissions related to transportation. We will also use data collected from operators to monitor the pilot's progress.



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#### 4.8 Micromobility device safety requirements

- Describe any proposed requirements for safety equipment, e.g. helmets, lights, horns.

Safety equipment standards, such as lights, setting speed limits, and braking requirements, should be established by the Province as with the Motor Assisted Cycle regulations. User requirements, like wearing a helmet, should also be set by the Province and apply to all device classes. Device class standards, such as number of wheels, should be relatively flexible as the industry evolves and introduces new form factors that can be safer and more popular to users. Horns or bells are recommended as devices are often quiet.

- 
- What prohibitions, if any, should be in place respecting equipment or things attached to a device (e.g. should seats or baskets be prohibited etc.)?

Prohibitions can affect the number of shared mobility operators eligible to operate, especially in smaller communities experiencing different challenges in attracting operators compared to larger municipalities. Furthermore, enforcement at the retail level for personal devices should be a Provincial responsibility. The micromobility industry is evolving at a rapid pace and prohibitions may have unintended consequences on new device types or features which may be popular with users, such as seats, if the Province or municipalities don't have the ability to make updates.

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#### 4.9 Micromobility device usage limitations

- Describe any proposed limitations on the use of the micromobility devices in the pilot project (e.g. daytime operation only, where it may be operated, if it may be operated on roads or sidewalks, parking and storage).

For shared operators most operation parameters, like operating hours, staging, and re-balancing requirements, would be negotiated between the municipalities and operators to meet the needs of the community. We do not intend to define specific parameters in order to cast a wide net to attract operators and collaboratively develop program characteristics. The North Shore municipalities, through their Street and Traffic authority, will establish the kinds of facilities device classes are permitted to use regardless of whether devices are shared or for personal use, which we plan on establishing through bylaw amendments should the pilot be approved. We expect that shared devices and most devices intended for personal use will not operate on sidewalks and instead be directed to cycling infrastructure, mobility lanes, and streets. Some key considerations for their use cases include device speed, weight, and form factor.

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#### 4.10 Operators of the micromobility devices

- Describe the anticipated user group(s) including any restrictions on the age of the users.

Some devices like "hoverboards", e-skateboards, and some e-scooters are popular among minors below the age of 16, the minimum age for riding an e-bike in BC. For personally owned devices like those described above, users should be at least 14, which would be consistent with some other rights and responsibilities in BC (e.g. organ donation). Higher operating speeds could require increasing the age. For shared mobility operators, the minimum age could be slightly higher such as 16 given the additional liabilities the privacy sector must consider. Large devices that can be classified as a limited-speed motorcycle (LSM) such as e-mopeds or "moped" style e-tricycles should carry the same minimum requirements as LSMs, such as a valid class 5 or 7 (not learner's) driver's licence.

- 
- Please include information, if any, on the extent to which the pilot project is intended to support use of a personal assistive mobility device by a person with a disability?

The North Shore municipalities would look favourably on shared operators that offer devices outside the defined classes in Attachment 1 to serve the needs of people living with a disability.

People living with a disability may also want to use atypical devices, such as a Segway, as a mobility aid instead of a traditional powered wheelchair. If such a device were restricted to certain facilities for personal use, the municipalities would consider waiving those restrictions to allow people living with mobility challenges to travel anywhere a mobility aid is permitted to travel.



4.11 Third-party service providers

- Will there be a third-party service provider for the pilot project?  No  Yes  
If 'yes', what is the scope, terms and conditions of their involvement?

A significant portion of this proposal is to enable third-party shared micromobility operators on the North Shore, in addition to regulating how personally-owned devices can be used on public streets. The North Shore would establish an annual permit and licensing program to enable operators to deploy their services in the three municipalities. The North Shore would define basic operating requirements and conditions for approval, however industry has indicated a preference for the flexibility of negotiating program elements and characteristics, and we want to craft mutually agreeable terms through partnerships and dialogue to create a successful program.

- What data do you anticipate requiring from third-party service providers, and how do you intend to ensure they meet such requirements?

At a minimum, trip-level data, such as origin and destination, route, and time of use will be required as a condition of their street use permit. There is a preference for real-time data (updates every 5-10 seconds) available through a data portal, API, or dashboard, however there may be flexibility in the data requirements when the North Shore negotiates with prospective shared micromobility operators.

The municipalities will also require regular incident reporting such as injuries, street and traffic bylaw infractions by users, and complaints received.

- Please describe any other requirements that you anticipate third-party providers will need to meet, (e.g. in respect of parking and storage of devices).

The three municipalities plan to jointly set minimum safety and device specification standards that operators will need to meet to be considered for a permit. The municipalities will also establish additional criteria, considered "nice-to-have", that operators will be encouraged to meet as it will make their applications more favourable during the final evaluation process for approving the permit. The North Shore anticipates that service and operating conditions like staging, rebalancing, parking, and marketing will be developed through a collaborative process with prospective operators through the permit and licensing process. This will allow for flexibility as the North Shore's needs change and the industry evolves.

4.12 Financial impact and funding

- Are there costs associated with the proposed pilot project?  No  Yes  
If yes, outline the types of costs and how the pilot project will be funded.

Depending on the operations and service model interested micromobility operators bring forward, the North Shore municipalities will consider using funds from transportation budgets to make small, local improvements to municipal infrastructure such as signage and pavement paint to designate staging areas for devices, and to allocate space on public property for staging. It may also be possible to use the permit fees the municipalities plan to require to fund these improvements. The municipalities would look to investments from the operators or to collaborate on external grant funding for infrastructure investment going beyond curb and public realm management, such as docking stations or charging infrastructure.

- Are there any fees associated with the proposed pilot project?  No  Yes  
If yes, outline the types of fees and how they will be implemented.

The municipalities anticipate requiring a permit fee for shared operators that will be tied to the number of vehicles in an operator's fleet. The municipalities also anticipate requiring a bond that would be returned at the end of the pilot period, unless there are infractions and penalties whose costs would count against the bond amount. All of these fees would be required jointly, so operators would be required to pay only once to one municipality acting on behalf of all three who would share the revenues between the partners. After receiving approval for their street permit, operators would also be required to hold a valid business licence in all three municipalities. We anticipate using the inter-municipal licence mechanism already in place on the North Shore, or a similar standalone mechanism for the purposes of the pilot, to charge a flat business licence fee to operators. If the operators plan to set up offices or warehouses on the North Shore, existing "brick and mortar" business licence costs would still apply at the municipal level and would not be shared.



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#### 4.13 Enforcement

- How do you envision the enforcement of the pilot project, (e.g. by by-law, other?)  
Fines? And, if so, how much for specific contraventions?

The three municipalities will adopt new enforcement provisions relating to the use of personally owned devices, including fines for misuse of transportation infrastructure and unsafe behaviour. Users of shared devices will likely be subjected to the same rules, however there is a possibility of further penalties through the shared micromobility operator's platform, such as bans. Bylaw officers and policing services will be involved depending on the nature of the infraction (e.g. improper use of infrastructure or endangering safety of self or others). New requirements and fines will also be created for shared operators themselves, including for non compliance with permit or licence conditions, such as sharing data and responding to complaints in a timely fashion.

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#### 4.14 Ongoing monitoring during the pilot project

- How will the pilot project be monitored?

Surveys and an online portal will be used to monitor behaviour change and measure resident views. Data collected directly from operators will be used to evaluate operation performance and staff will go into the field to evaluate public realm impacts. We are interested in working with the Province and health authorities to monitor injuries associated with different micromobility device classes. We plan to collaborate with bylaw enforcement staff and local policing forces to measure and monitor safety.

- 
- How frequently will the pilot project be monitored?

There is a desire for real-time data from shared operators, however historical data reported on a regular basis may be accepted. Surveys and other reports will likely be conducted seasonally or annually.

- 
- What indicators will be tracked on an ongoing basis to see if the desired outcome is being achieved?

- Mode shares, behaviour change (e.g. TransLink Trip Diary, North Shore Transportation Panel Survey)
- Level of uptake, trip numbers, locations to compare device popularity
- Injury rate and safety incidents, conflict areas, hot spots and popular routes
- Public perception
- Public realm impacts, parking rates, staging/redistribution frequency
- Emissions and sustainability efforts

- 
- How and when do you expect to share your monitoring results with the Ministry?

Summary reports would be generated monthly or quarterly for public consumption and those same reports or would be shared with the Ministry. These reports would summarize operator performance metrics, mode share evolution over time, and aggregated data on time and location of trips.

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#### 4.15 Evaluation of the pilot project by government

- What are the expected outcomes for the pilot project?

We want to understand the necessary and optimal conditions to encourage and welcome personal and shared micromobility devices as an additional transportation network in suburban communities. We want to understand the public realm impacts of these devices to inform future planning of network and infrastructure improvements. We want to understand the mode share and environmental implications of increased micromobility and active transportation uses in our community.

- 
- What are the key areas to be evaluated for the pilot project?

- Mode share trends
- GHG emission impacts
- Public realm impacts
- Resident and user perceptions
- Operator experience
- Safety impacts



- How will you measure the expected outcomes?

Surveys will be used to measure mode share trends, resident and user perceptions, and operator experience. Observations and tabulating data from operators will be used to verify or contextualize key areas, and to measure GHG emissions and public realm impacts. We are also keen to learn of the safety impacts on users of micromobility devices and non-users sharing our streets.

- What data will you collect to assess the pilot project?

Third party operators will be required to submit data on performance metrics (e.g. trips per device per day) as well as trip information including time, frequency, and origins and destinations. We will use these data as well as trip diary survey results, which will capture the privately owned devices, to measure mode shares and trends, which we can use to derive emissions data. Operators will also need to submit operations emissions reports. Device placement and staging, end of trip parking, and rebalancing activities and frequency will be used to assess public realm impacts.

- How will the data be collected?

The three municipalities plan to require much of the operations and performance data directly from third party operators. Public realm data will be captured throughout the project through field visits and observations of device placement and user behaviour will collected over time will be reported. Data on the use of personally owned devices and mode shifts will be primarily captured through surveys. The surveys will likely be done on a regular basis to capture trends over time and measure changes in perception.

- What will be the indicators of success?

High mode share shifts toward electric and active transportation, reduction in transportation-related community emissions, low levels of poorly staged or parked shared devices will all be considered indicators of success. An increase in the absolute number of trips over time, increased sense of mobility freedom, and a feeling of safety will traveling will also be considered successful outcomes.

- How and when would you share your evaluation results with the Ministry?

In reports similar to the regular monitoring summary reports we plan to make available publicly and to the Ministry. A pilot summary report will be developed after the end of the pilot period and annual reports may also be produced as longer process and progress reports to account for changes in how the pilot is administered by the municipalities and in partnership with third-party operators.

## PART 5 – OTHER COMMENTS OR INFORMATION

If you have any comments or information that relate to your proposal, please feel free to provide them here.

The micromobility pilot proposal outlined in this form represents one component of a broader shared mobility policy framework the three municipalities are developing and plan to adopt by summer 2020. The key components are a formalized permitting and licensing mechanism for e-bike share and shared electric limited-speed motorcycles (e.g. e-mopeds) which are already legal under the Motor Vehicle Act, and updates to our street and traffic regulations governing how and where micromobility devices are allowed to operate. The framework will facilitate the negotiation and development of mutually agreeable conditions and characteristics for operations and serving our three communities. A key reason for developing the framework is due to the increased interest from the private sector in piloting or offering these services in parts or all of the North Shore, and demand from the community for more transportation options. There is desire to have a formal relationship, which does not currently exist for many device types, that allows the municipalities to partner together and with operators to ensure programs are mutually beneficial and collect important data to inform future policymaking and infrastructure planning.

We are also seeing an increased presence of personally owned devices on our roadways with no formal rules or requirements for their safe use in the appropriate infrastructure. We want to be in a position to welcome these devices while protecting riders and other vulnerable road users.

# North Shore Micromobility Catalogue

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## Classification terminology

This catalogue describes mobility devices in three broad categories based on their legal status in BC.

The North Shore also classifies the devices based on their use case: personal, shared, or both.

### Legal status

<b>Legal for use on BC roads</b>	<b>Unknown legal status</b>	<b>Not currently legal on BC roads</b>
Devices in this category carry legislative and regulatory definitions under the <i>Motor Vehicle Act</i> . Their performance requirements, and sometimes their physical form, are defined.	These devices' market specifications could allow them to be classified under existing definitions, but otherwise do not neatly fall under a legal device class outlined in the <i>Motor Vehicle Act</i> .	These devices are explicitly prohibited or have characteristics that do not match any legal device specifications defined in the <i>Motor Vehicle Act</i> .

### Use case

<b>Personal</b>	<b>Shared</b>	<b>Personal and Shared</b>
These devices are permitted for personal use by people on designated transportation facilities.	These devices are permitted to be deployed by shared mobility operators for shared use by the public on designated transportation facilities. Additional age and operating conditions may apply.	These devices are permitted for personal use and/or to be deployed by shared mobility operators. Age and operating conditions, and permitted transportation facilities may differ based on type of user.

## Devices with legal status in BC

### *For personal and shared use*

#### 1. “Bicycle” style e-bike

Dimensions (H-W-L)	Approx. 105 cm X 60 cm X 175 cm
Wheel size	50-60 cm diameter
Speed	Up to 32 km/h whether pedal-assist or throttle
Weight	Up to 45 kg
Power	Up to 500 W motor
Brakes	Present on all wheels or axles, provide full stop within 9 m at 30 km/h
Legal Status in BC	Legal, classified as Motor Assisted Cycle (MAC)
Registration, licensing, and insurance	No, but rider must be 16



## 2. “Scooter” style e-bike

Dimensions (H-W-L)	Approx. 120 cm X 70 cm X 175 cm
Wheel size	50-60 cm diameter
Speed	Up to 32 km/h with throttle
Weight	Up to 75 kg
Power	Up to 500 W motor
Brakes	Present on all wheels or axles, provide full stop within 9 m at 30 km/h
Legal Status in BC	Legal, classified as Motor Assisted Cycle (MAC)
Registration, licensing, and insurance	No, but rider must be 16

This device qualifies as a bicycle because it meets the above performance specifications and possesses working pedals. The pedals are capable of propelling the device but are not necessary to do so.



### 3. "Bike-style" e-tricycle

Dimensions (H-W-L)	Approx. 105 cm X 75 cm X 195 cm
Wheel size	50-60 cm diameter
Speed	Up to 32 km/h whether pedal-assist or throttle
Weight	Up to 45 kg
Power	Up to 500 W motor
Brakes	Present on all wheels or axles, provide full stop within 9 m at 30 km/h
Legal Status in BC	Legal, classified as Motor Assisted Cycle (MAC)
Registration, licensing, and insurance	No, but rider must be 16



#### 4. "Moped" style e-scooter

Dimensions (H-W-L)	Approx. 120 cm X 70 cm X 175 cm
Wheel size	Minimum 25.4 cm diameter
Speed	Up to 70 km/h
Weight	Up to 95 kg without batteries
Power	1,500 W (1.5 kW) motor
Brakes	On each wheel touching the ground, with the rear wheel brake operated by a control mounted on the left handlebar; provide full stop within 9.14 m at 32 km/h
Legal Status in BC	Legal, classified as limited-speed motorcycle
Registration, licensing, and insurance	Must be registered, licensed, and insured for road use



***For personal use only***

**5. Mobility Scooter (“Motorized Wheelchair”)**

Dimensions (H-W-L)	Approx. 135 cm X 65 cm X 145 cm
Wheel size	35-45 cm diameter
Speed	Up to 15 km/h
Weight	Up to 120 kg
Power	800 W motor
Brakes	Uncertain
Legal Status in BC	Legal, classified as pedestrian
Registration, licensing, and insurance	No. Riders are considered pedestrians, no special requirements or rules apply.



## Devices with Unknown Legal Status in BC

### *For personal and shared use*

#### 6. “Moped” style e-tricycle

Dimensions (H-W-L)	Approx. 110 cm X 75 cm X 170 cm
Wheel size	Minimum 25.4 cm diameter
Speed	Up to 70 km/h
Weight	Up to 95 kg without batteries
Power	Up to 1,500 W (1.5 kW) motor
Brakes	On each wheel touching the ground, with the rear wheel brake operated by a control mounted on the left handlebar; provide full stop within 9.14 m at 32 km/h
Legal Status in BC	Uncertain, specifications outlined here would be classified as limited-speed motorcycle
Registration, licensing, and insurance	Must be registered, licensed, and insured for road use



***For shared use only***

**7. Segway**

Dimensions (H-W-L)	Approx. 135 cm X 85 cm X 70 cm
Wheel size	45-55 cm diameter
Speed	Up to 20 km/h
Weight	Up to 45 kg without batteries
Power	2 X 800 W motors
Brakes	Uncertain
Legal Status in BC	Legal status unclear, may be allowed under MOTI pilot
Registration, licensing, and insurance	Possible requirement to be registered, licensed, and insured for road use



## Devices not currently legal in BC

As these devices are not currently legal, the specifications outlined are based on performance in other jurisdictions and suggested for North Shore and BC use.

### *For personal and shared use*

#### 8. “Kick” style e-scooter

Dimensions (H-W-L)	Approx. 100 cm X 50 cm X 100 cm
Wheel size	15-25 cm diameter
Speed	Up to 15 km/h for shared devices
Weight	Up to 15 kg
Power	Up to 500 W motor
Brakes	Proposed: present on all wheels or axles, provide full stop within 6 m at 15 km/h
Legal Status in BC	Not legal, may be allowed under MOTI pilot
Registration, licensing, and insurance	No



## 9. "Hybrid" seated e-scooter

Dimensions (H-W-L)	Approx. 120 cm X 50-60 cm X 150 cm
Wheel size	25-40 cm diameter
Speed	Up to 24 km/h for shared devices
Weight	Up to 35 kg
Power	Up to 500 W motor
Brakes	Proposed: present on all wheels or axles, provide full stop within 8 m at 24 km/h
Legal Status in BC	Not legal, may be allowed under MOTI pilot
Registration, licensing, and insurance	No



***For personal use only***

**10. E-skateboard**

Dimensions (H-W-L)	Approx. 20 cm X 25 cm X 100 cm
Wheel size	8-10 cm diameter
Speed	Up to 15 km/h
Weight	Up to 15 kg
Power	Up to 500 W motor
Brakes	Proposed: provide full stop within 6 m at 15 km/h
Legal Status in BC	Not legal, may be allowed under MOTI pilot
Registration, licensing, and insurance	No



### 11. Self-balancing board ("Hoverboard")

Dimensions (H-W-L)	Approx. 20 cm X 25 cm X 70 cm
Wheel size	15 cm diameter
Speed	Up to 15 km/h
Weight	Up to 10 kg
Power	Up to 500 W motor
Brakes	Proposed: provide full stop within 6 m at 15 km/h
Legal Status in BC	Not legal, may be allowed under MOTI pilot
Registration, licensing, and insurance	No



## Other devices

Must be similar in dimensions and performance to any above categories.



Segway One

ATTACHMENT 2

**Micromobility Device Street Use Matrix**

Device Class	Legal Status in BC	Use Case	Sidewalks	Bike/Mobility Lanes	On Street
Bicycle-style e-bike	Legal	Personal & Shared		X	X
Scooter-style e-bike	Legal	Personal & Shared			X
Kick-style e-scooter	Not legal	Personal & Shared		X	X
Moped-style e-scooter	Legal	Personal & Shared			X
Hybrid-style e-scooter	Not Legal	Personal & Shared		X	X
Bicycle-style e-tricycle	Legal	Personal & Shared		X	X
Moped-style e-tricycle	Uncertain	Personal & Shared			X
Mobility scooter	Legal	Personal	X	X	X
Segway	Uncertain	Shared		X	X
E-skateboard	Not legal	Personal		X	X
Self-balancing board	Not legal	Personal		X	X



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**  
**PLANNING & DEVELOPMENT DEPARTMENT**

**REPORT**

To: Mayor Linda Buchanan and Members of Council

From: Naz Kohan, Chair, Social Planning Advisory Committee  
Heather Evans, Community Planner

Subject: 2020 ROUND ONE COMMUNITY GRANT RECOMMENDATIONS

Date: June 24, 2020 File No: 5-1850-20-0005/2020

*The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.*

**RECOMMENDATION**

PURSUANT to the report of the Chair of the Social Planning Advisory Committee and the Community Planner, dated June 24, 2020, and entitled "2020 Round One Community Grant Recommendations":

THAT grants be allocated to the following organizations from the 2020 Community Grants budget:

AssistList Association (Operating)	\$600
AssistList Association (Program – AssistList North Vancouver Program)	\$650
Athletics for Kids Financial Assistance (B.C.) Society (Operating)	\$2,500
Athletics for Kids Financial Assistance (B.C.) Society (Program – Youth Sports Granting)	\$3,000
Avalon Recovery Society (Operating)	\$5,000
Avalon Recovery Society (Program – Childcare Expansion)	\$1,500
Avalon Recovery Society (Program – Operating Hours Expansion)	\$4,000
Backpack Buddies (Operating)	\$2,500
Backpack Buddies (Program – Backpack Buddies)	\$2,500
Big Brothers of Greater Vancouver (Operating)	\$1,000
Big Brothers of Greater Vancouver (Program – Community Mentoring Program)	\$1,500

Big Brothers of Greater Vancouver (Program – Teen Mentoring)	\$1,500
Big Sisters of BC Lower Mainland (Program – North Shore Mentoring)	\$2,000
Canadian Mental Health Assn. – North and West Vancouver Branch (Operating)	\$5,000
Canadian Mental Health Assn. – North and West Vancouver Branch (Program – Social Support Programming)	\$3,000
Canadian Mental Health Assn. – North and West Vancouver Branch (Program – Steps Youth Program)	\$500
Crisis Intervention & Suicide Prevention Centre of BC (Operating)	\$1,000
Crisis Intervention & Suicide Prevention Centre of BC (Program – SafeTALK)	\$1,500
Crisis Intervention & Suicide Prevention Centre of BC (Program – YouthInBC.com)	\$1,500
Friend 2 Friend Learning Society (Program – Autism Demystification Programs)	\$1,000
Friend 2 Friend Learning Society (Program – Play Centre for Children with Autism Program)	\$2,000
Greater Vancouver Law Students' Legal Advice Society (Program – Law Students' Legal Advice Program)	\$1,000
Hollyburn Family Services Society (Operating)	\$2,000
Hollyburn Family Services Society (Program – Aboriginal Mental Health Court Outreach Worker)	\$2,000
Hollyburn Family Services Society (Program – Domestic Violence Unit Indigenous Workers)	\$1,200
Hollyburn Family Services Society (Program – Seniors at Housing Risk)	\$1,200
Hollyburn Family Services Society (Program – Supporting Seniors to Remain Housed)	\$1,200
Lionsview Seniors' Planning Society (Operating)	\$2,600
Living Systems: Family Systems Counselling, Education, Training & Research Society (Program – Play Therapy and Parent Counselling Program)	\$2,000
North Shore ConneXions Society (Program – Education and Community Awareness)	\$1,500
North Shore ConneXions Society (Program – Friendship Circles)	\$500
North Shore Disability Resource Centre (Program – Summer Bursary Program)	\$2,500
North Shore Keep Well Society (Operating)	\$1,500
North Shore Meals on Wheels Society (Operating)	\$6,000
North Shore Multicultural Society (Operating)	\$6,000
North Shore Multicultural Society (Program – Community Bridging)	\$1,000
North Shore Polish Association Belweder (Operating)	\$1,500

North Shore Stroke Recovery Centre (Operating)	\$5,000
North Shore Stroke Recovery Centre (Program – Speech Language Pathology Program)	\$2,000
North Shore Table Tennis Society (Program – Happy Hands Table Tennis)	\$800
North Shore Table Tennis Society (Program – Newcomer Youth Leadership Table Tennis Program)	\$850
North Shore Women’s Centre (Program – North Shore Coordinating Committee to End Violence Against Women in Relationships)	\$3,000
North Shore Women’s Centre (Program – Separation Support Group)	\$1,000
North Star Montessori Elementary (Operating)	\$1,000
Pacific Post Partum Support Society (Operating)	\$1,000
Parkgate Community Services (Program – Youth Outreach)	\$2,000
Pathways Serious Mental Illness Society (Operating)	\$1,750
Sharing Abundance Association (Program – Sharing Abundance Community and Senior Meal Programs)	\$4,000
Special Olympics British Columbia Society – North Shore (Program – SOBC – North Shore Sports Programs)	\$1,000
St. Andrews United Church (Program – St. Andrews Community Meal Program)	\$3,000
St. Catherine’s Anglican Church, Capilano (Program – Community Thanksgiving Dinner)	\$500
St. John the Evangelist Anglican Church (Program – Queen Mary Family Learning Program)	\$7,000
St. John Society (British Columbia & Yukon) (Program – Medical First Response (MFR) Program)	\$2,000
Vancouver Adaptive Snow Sports (Operating)	\$500
Vancouver Adaptive Snow Sports (Program – Adaptive Learn to Ski)	\$1,000
Vancouver Brain Injury Association (Program – Brain Gain Fridays)	\$1,000
Vancouver Brain Injury Association (Program – North Shore Brain Injury Support Groups)	\$1,000
Vancouver Brain Injury Association (Program – One-on-One Case Management)	\$1,000
Volunteer Cancer Drivers Society (Program – Cancer Patient Transportation for CNV and DNV Residents)	\$1,500
West Vancouver Dance Conservatory (Operating)	\$3,000
TOTAL	\$122,350

THAT the following organizations be notified that the City will not fund their application for a 2020 Community Grant:

Avalon Recovery Society (Program – Volunteer Training & Staff Development Program)
------------------------------------------------------------------------------------

Big Brothers of Greater Vancouver (Program – In-School Mentoring)
Canadian Red Cross (Operating)
Lionsview Seniors' Planning Society (Program – Age Friendly Seniors Action Tables)
Lionsview Seniors' Planning Society (Program – Older & Wiser Column – Media Support for Seniors on the North Shore)
Lionsview Seniors' Planning Society (Program – Services to Seniors Coalition / Planning Table)
North Shore Disability Resource Centre (Program – Adapted & Accessible Yoga)
North Shore Disability Resource Centre (Program – Parents' Night Out Group 2020/2021)
North Shore Disability Resource Centre (Program – Parent Training and Support Groups)
North Shore Multicultural Society (Program – NEONology)
North Shore Table Tennis Club Society (Program – Racket Power for Women & Girls Table Tennis)
North Shore Volunteers for Seniors (Operating)
Pacific Post Partum Support Society (Program – Child Care at North Van PPD/A Support Group)
Pathways Serious Mental Illness Society (Program – Family-to-Family Education)
Special Olympics British Columbia Society – North Shore (Operating)
Spinal Cord Injury BC (Program – Peer Support Program: "Life Changer" Activities)
Upper Lonsdale Preschool (Program – ULP Outdoor Play Program)
Vancouver Brain Injury Association (Operating)
WAWAW Rape Crisis Centre (Operating)
West Vancouver Dance Conservatory (Program – Artistic Development)

AND THAT the Social Planning Advisory Committee commends all applicants for their innovative and timely responses to address the impacts of COVID-19 for the changing needs of the community.

## ATTACHMENTS

1. North Shore Municipal Community Grant Applications Guidelines (CityDocs [#1732931](#))
2. List of 2020 Round One Community Grant Applications (CityDocs [#1924085](#))
3. List of Community Grant Applicant Responses to COVID-19 (CityDocs [#1914252](#))

## PURPOSE

The Social Planning Advisory Committee (SPAC) is pleased to submit to Council its recommendations for the allocation of the 2020 Round One Community Grants. SPAC appreciates Council's continued support of the Community Grant Program.

## BACKGROUND

Community Grants are among several grant funding opportunities and financial supports that the City of North Vancouver offers to non-profit agencies to assist with the delivery of

services that work to reduce social, economic or physical inequity, and/or which improve the quality of life for City residents.

Community grants have been available in some form for decades, and provide an opportunity for non-profit agencies to gain municipal financial support for projects or general operations that address provisions of the City's Social Plan and Official Community Plan. The City's annual budget for Community Grants is the sum of two components: the City's operating budget: \$100,000 per year plus the interest accrued on a reserve fund called the Lower Lonsdale Legacy Fund ("LLLLF"). The LLLF amount varies annually based on the previous year's interest and is approximately \$75,000 to \$80,000 per year.

## DISCUSSION

### ***Total Amount of Community Grants***

In 2020 the operating budget funding of \$100,000 is combined with interest in the amount of \$76,423 from the Lower Lonsdale Legacy Fund, for a total 2020 Community Grants budget of \$176,423. This amount is being distributed into two rounds of application submission intakes in January 2020 (first round) and September 2020 (second round). This report addresses the first round of grants for 2020.

### ***Application Review Process***

SPAC reviews applications thoroughly and evaluates them systematically according to criteria set out in the Community Grant Guidelines (Attachment #1) and in relation to the City of North Vancouver's Social Plan.

To be eligible for funding, an organization must be not-for-profit, be providing services to residents of the City of North Vancouver, seeking additional other sources of funding, and provide proof of financial responsibility (financial statements).

Eligible not-for-profits are required to offer services in the City of North Vancouver and they must provide a service that directly benefits local residents. The number of residents benefiting from the services must be measured and reported by the receiving agency.

Grant applications that meet basic criteria are reviewed by SPAC and prioritized according to the "Procedural Guidelines for the Review of Grant Applications by Sub-Committees" as follows:

- 'A' or top priority
  - evidence of need for the service or project
  - evidence of clear goals and expected outcomes
  - evidence of financial need for a Community Grant
  - relevance to Social Plan
  
- 'B' or medium priority
  - quality of management
  - uniqueness of service
  - involvement with community partners
  - addressing barriers to services for people with disabilities and for ethno-cultural residents.

- 'C' or lower priority
- number of local residents served
  - number of local volunteers and their role
  - amount of funding requested from each municipality related to the numbers of residents served.

The COVID-19 pandemic began in March 2020, after community grant applications were received. SPAC requested that the applicants submit supplementary information to explain how the COVID-19 pandemic affected the delivery of operations, programs and services that they applied for City funding to support. Responses from the applicants are included in Attachment 3. SPAC referenced the additional COVID-19 related information from applicants in their deliberations, to ensure that they would be recommending community grant support to agencies that are able to deliver priority programs and services to the community.

### ***Grant Recommendations***

Eighty grant applications were received and reviewed in the first round of 2020 grants in January, requesting a total amount of \$277,135. Of those, 73 were repeat applications for new or existing programs and seven were applications from first-time applicants. A list of grant applications with recommended allocations is in Attachment #2.

Of the 80 applications received in round one, sixty are recommended to receive funding. The committee's recommendations are to allocate \$122,350 and hold back \$54,073 for the September (round two) intake of applications. SPAC is recommending that the City hold more than the typical amount for round two of Community Grants. In the COVID-19 context, it is anticipated that community and social needs will continue to arise as socio-economic impacts continue and intensify for non-profits and residents. Round two grants will provide some ability for the City to respond to the arising needs.

Twenty applications are not recommended to receive funding. Some of these agencies applied for more than one grant and are recommended to receive some but not all of the grants they applied for. For other applications that are not recommended to be funded, the need was not as evident (compared to other applications) or as prioritized as other applications that were received especially in light of the COVID-19 pandemic.

## **FINANCIAL IMPLICATIONS**

The community grants budget remains the same as in previous years.

## **STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS**

The allocation of grant funding is in keeping with the guiding principles of the 2014 Official Community Plan, specifically:

### **Community Supporting Community:**

The City will continue to be a compassionate community recognizing that all individuals and/or their families will require support at some point in their lives. The City will assist organizations and individuals that provide community support through the responsible allocation of its resources.

All community grant applications are reviewed relative to the goals and objectives of the City's Social Plan and the Community Grant Guidelines. These will be reviewed within the scope of the Community Well Being Strategy project.

RESPECTFULLY SUBMITTED:



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Naz Kohan  
Chair, Social Planning Advisory Committee



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Heather Evans  
Community Planner

**Submission Deadline: January 31st each year\*\***

**\*\* Please note: The City of North Vancouver has an additional intake of applications with a deadline of September 15<sup>th</sup>.**

**PLEASE NOTE:** These guidelines are for the City of North Vancouver and the District of North Vancouver. The District of West Vancouver now has a separate Community Grants Program, which can be found at: <https://westvancouver.ca/be-involved/grants-awards/community-grants>.

# Guidelines

**Using these Guidelines**

These guidelines are to be used to correctly and effectively complete the North Vancouver Municipal Grant Application Forms.

***Read this document before completing the forms to ensure your application is completed correctly.***

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**North Vancouver Municipal Community Grants - Overview**

**Purpose of the North Vancouver Municipal Community Grants**

North Vancouver Municipal Community Grants are intended to support not-for-profit organizations serving North Vancouver (both City and District) residents. The City and District of North Vancouver provide these grants in order to:

- To provide local government endorsement to better attract funding from more senior levels of government, donors, and foundations;
- To assist groups with the delivery of services which work to reduce *social, economic or physical* disadvantage; and/or which *improve the quality of life* for residents;
- To serve vulnerable and hard to reach populations in areas where the municipalities do not provide services;
- To effect positive social change;
- To provide seed money to enable quick responses to changing and / or unmet community needs.

## **Who Can Apply?**

### Eligible Organizations

The organization applying for a grant must be:

- a) A not-for-profit with a BC Society No. and/or Charitable Registration No.
- b) Providing services to residents of the municipality(ies) from which funding is requested.
- c) Seeking sources of funding other than North Vancouver Municipal Community Grants.
- d) Able to provide proof of financial responsibility (latest financial statement).

### Eligible Expenses

- a) Special projects and events: e.g. hosting a workshop or producing resource material.
- b) Operating costs: e.g. ongoing operating costs such as rent, utilities, fixed costs.
- c) New projects: e.g. a new program to serve a particular group. A program typically has distinct resources committed to the operation of that specific program such as staff costs and other expenses related to that program.
- d) Capital costs: e.g. the purchase of office equipment. NOTE: Only the City of North Vancouver, the District of North Vancouver does not fund capital costs.

### Program Grants: Applying for More than One

You may apply for more than one program grant, but must complete a SEPARATE Program Grant Application Form for EACH additional grant.

## **Funding Characteristics of the North Vancouver Municipal Community Grants**

Each municipality is working with a set grant budget during each funding cycle and strives to be equitable in funding both new and established needs. Funding is not guaranteed: each cycle, the applications are considered and grants are allocated in response to current needs and resources.

### Funding Limits

The District of North Vancouver has no limit to the amount of money an organization may request. The maximum grant available from the City of North Vancouver is \$15,000.

### Funding Term

The term of a North Vancouver Municipal Community Grant is one year.

### Funding Cycles

In the District of North Vancouver, two year operating and program grants are provided. An Annual Accountability Form must be completed by agencies currently on the District's 2-year funding cycle.

Grants are allocated bi-annually in the City of North Vancouver. An annual Accountability Form must be completed.

### Notification of Application Decisions

Allocations by municipal Councils are made in June/July. Organizations are notified at this time by letter.

## Disbursement of Funds

Cheques are typically issued by each municipality's finance department in June or July.

## **Acknowledgement of North Vancouver Municipal Community Grants**

All recipients of North Vancouver Municipal Community Grants are required to publicly acknowledge such donations on their print and digital promotional materials, website, and social media relating to the program and/or service funded by the grant.

## **Applying for North Vancouver Municipal Community Grants**

### **Two Municipalities.... One Set of Application Forms**

#### Each Municipality Allocates Grants Separately

The North Vancouver Municipal Community Grant Application forms are to be used when applying for funds from the North Vancouver Municipalities: the City of North Vancouver and the District of North Vancouver. **PLEASE NOTE:** the District of West Vancouver has a separate Community Grants Program, which can be found at: <https://westvancouver.ca/be-involved/grants-awards/community-grants>.

Each municipality allocates grants separately.

#### Applying to One or More Municipality(ies)

Organizations may apply to one or more of the North Shore municipalities depending on which municipality(ies) the organization serves. You must submit a copy of your completed application package to each municipality to which you are applying for funding.

### **Application Submission**

#### Application Deadline

The deadline for applications is 5:00 p.m. January 31 of each year, or, where January 31 lands on a weekend, the last Friday of January.

The City of North Vancouver has an additional intake of applications with a deadline of September 15. **PLEASE NOTE:** If your organization applied for a grant in the first round of the year, you may apply to the second round but for a **different** program only.

#### Submitting Forms to Each Municipality

##### *City of North Vancouver*

Submit two copies of your completed application package:

- Email: [communitygrants@cnv.org](mailto:communitygrants@cnv.org)  
**or**
- Mail:  
Planning Department, Attn: Edytha Barker  
City of North Vancouver  
141 West 14th Street  
North Vancouver, V7M 1H9.

*District of North Vancouver:*

Send one copy of your completed application package:

- Email: [csac@dnv.org](mailto:csac@dnv.org)  
**or**
- Mail:  
Community Services Advisory Committee  
District of North Vancouver  
355 West Queens Road  
North Vancouver, V7N 4N5

## Evaluation Criteria

In evaluating each application for funding, the following will be the basis for assessment of your application. Please address these in your application:

- a) Evidence of need for the service or project.
- b) Number of local residents served.
- c) Quality of management (established track record, proposal well thought out and clear, etc.).
- d) Evidence of clear goals and expected outcomes.
- e) Uniqueness of service (does not duplicate but may complement an existing service).
- f) Number of local volunteers.
- g) Evidence of financial need for a North Vancouver Municipal Community Grant.
- h) Amount of funding requested from each municipality is proportional to the numbers of residents served.
- i) Addressing barriers to services for people with disabilities, from varying social and economic backgrounds, and for ethno-cultural residents.
- j) Indicated involvement from other community partners whether financial or in kind.

Further, the social goals and objectives for each municipality will also be considered while reviewing grant applications, these can be found in the following documents:

- City of North Vancouver:
  - The City's Social Plan  
<http://www.cnv.org/CityServices/PlanningandPolicies/SocialPlan>
- District of North Vancouver:
  - Section 6.3 Community Services, Programs, and Facilities of the DNV Official Community Plan [identity.dnv.org/](http://identity.dnv.org/)
  - Municipal Community Grant Goals and Guiding Principles found at [www.dnv.org/communitygrants](http://www.dnv.org/communitygrants)

## Filling in the Application Forms - Overview

Please ensure the following information is read carefully prior to filling in your application forms to ensure the forms are filled out adequately, accurately, and effectively.

### Acceptable Applications

Applications will only be accepted if they are:

- Completed *in full* including all attachments listed on the North Vancouver Municipal Community Grant Application Checklist.

- Completed *legibly*
- Submitted *on time* to each municipality from which funds are being requested

**\*\*\*Please note:** unless all information is supplied or an acceptable explanation offered as to why this information cannot be supplied, incomplete applications will not be considered.

### Three Application Forms

There are three application forms to be used as follows:

- Organization Summary Form: to be filled out by *all* applicants;
- Operating Grant Application Form: for organizations applying for financial assistance for ongoing operating costs such as rent, utilities, fixed costs;
- Program Grant Application Form: for individual projects/services/programs. You may apply for more than one program grant, but must complete a SEPARATE Program Grant Application Form for EACH additional grant.

### Quality of Information

The application forms provide the opportunity to explain information on the history, mandate, experience, and objectives of your organization; and to demonstrate to Committee members what makes your organization and its programs valuable to the North Vancouver communities and how your organization responds to community need.

### Maximum Words for Answer

Always stick to the stated word count and be concise with your answer.

### Questions Regarding Both North Vancouver Municipalities

The grant application includes some questions where information concerning both North Vancouver municipalities is required. These questions must be completed even if an organization is applying for a grant from one municipality only.

## Filling in the Organization Summary Form

The Organization Summary Form is to be filled out by *all* applicants.

The questions on the Organization Summary Form should make it clear what information is required. Keep in mind the information above in Evaluation Criteria and Quality of Information. However, some specifics and examples are provided here to assist.

### Section: Accessibility

*Examples of topics to consider are provided below for each item in this question:*

Question: How does your organization ensure your services are accessible and inclusive to:

- a) People with disabilities
  - Is your building wheelchair accessible?
  - Are you on a bus route?
  - Are there designated parking spots for persons with disabilities adjacent to the building in which your programs/services take place?
  - How do you market/communicate your programs/services to people with disabilities?
- b) Culturally diverse communities: (maximum 50 words)
  - Do you list languages other than English that are spoken by your staff/volunteers?

- Are your program/service materials available in languages other than English? Which languages?
  - Are your website and/or social media in languages other than English? Which languages?
  - How do you market/communicate your programs/services to speakers of languages other than English?
- c) People of various social and economic backgrounds: (maximum 50 words)
- Which organizations have you approached that serve this demographic in order to promote your programs/services?
  - How do you market/communicate your programs/services to people of various social and economic backgrounds?

### **Section: Trends**

Question: What current trends affect your organization? E.g. is the demographic changing, is the waitlist changing, etc. (maximum 50 words)

Municipalities rely on the non-profit social service organizations to identify current trends. For example, whether more of their clients are feeling isolated, more families are seeking food or on the verge of homelessness. Other trends could include growing waitlists for particular programs or a decrease in volunteer hours.

As a social service organization working closely with our more vulnerable populations, the organization's ability to adapt or create new programs and services to meet these changing needs is significant.

This question asks organizations to identify and share these trends.

### **Section: Sustainability**

Question: Please describe what steps your organization has taken to reduce Green House Gas Emissions and increase energy efficiency (e.g. implementing Power Smart measures, carpooling to meetings, etc.).

The North Vancouver municipalities all place strong value on environmental sustainability. Explain how the organization shares this value. Please be sure to provide examples.

## **Filling in the Operating Grant Application Form**

The Operating Grant Application Form is for organizations applying for financial assistance for ongoing operating costs such as rent, utilities, fixed costs.

The questions on the Operating Grant Application Form should make it clear what information is required. Keep in mind the information above in Evaluation Criteria and Quality of Information. However, some specifics are provided here to assist.

### **Section: Operating Budget**

The Operating Budget refers to the costs and revenue associated with the general operation of the organization. Examples of expenses include ongoing operating costs such as rent, utilities, fixed costs.

### Question: In-kind Sources

In-kind sources are sources of non-cash support in the form of goods and services.

## **Filling in the Program Grant Application Form**

The Program Grant Application Form is for individual projects/services/programs. You may apply for more than one program grant, but must complete a SEPARATE Program Grant Application Form for EACH additional grant.

The questions on the Program Grant Application Form should make it clear what information is required. Keep in mind the information above in Evaluation Criteria and Quality of Information. However, some specifics and examples are provided here to assist.

### **Section: Program Proposal**

Question 4. If you applied for and received funding for this program last year, what were the specific outcomes of that program? Please provide quantitative and qualitative information.

This question asks for “quantitative and qualitative information”. Qualitative information is anecdotal, quantitative is numbers, statistics.

Stories and anecdotal responses are interesting and valuable; however, the response should be backed with numbers to validate the statements made. Examples of numbers could be: count of volunteers, volunteer hours, clients served, meals provided, referrals made.

Question 5. Please identify the specific criteria you will use to evaluate your program’s results and how you will measure success.

The tools used to evaluate should provide quantitative information, be backed by numbers, whenever possible as this helps demonstrate the results. Examples of criteria you could use could be: count of volunteers, volunteer hours, clients served, meals provided, referrals made.

Question 7. If you did not receive the amount of money requested last year, what was the impact to the program?

Qualitative or anecdotal information is expected along with quantitative information, the numbers, in order to demonstrate the impact. Examples of quantitative information could be the number of clients turned away, resources that had to be cut which impacted the quality of the program.

### **Section: Program Budget**

Question: Please indicate program start and end dates or fiscal start date as appropriate

Note that programs can have a specific start and end date or be continuous. Please indicate as appropriate.

Question: In-kind Sources

In-kind Sources are sources of non-cash support in the form of goods and services.

## Final Steps to Completing the Application Package

### The Checklist

Organizations must include attachments with the application forms to create their completed *application package*. Please be sure to use the Checklist provided as a cover sheet for your submission. This Checklist details the attachments and forms that must be completed to ensure your application will be considered.

### Attachments

All attachments required with your application should be marked on your Checklist

All applications will be required to include:

- Organization Summary Application Form
- Most recent Year End Financial Statement (examples include balance sheet, income/expenditure)
- Most recent Annual Report (just one per organization to municipality regardless of number of applications submitted)
- Organization's Proposed Budget for your fiscal year

Depending on grant applications being made, an application may be required to include any of the following:

- Signed Operating Grant Application form
- Signed Program Grant Application form(s)
- Annual Accountability Form for grant funds spent in the previous year

## Frequently Asked Questions

### 1. *What is the difference between a program grant and an operating grant?*

Generally, an operating grant refers to the general on-going operation of your organization (e.g. rent, utilities, fixed costs), whereas a program has distinct resources committed to the operation of that specific program (staff costs and other expenses related to that program).

Note: Programs can be continuous or have a specific start and end date.

### 2. *The service that my organization offers on the North Vancouver is part of a larger umbrella organization located elsewhere. Our published financial statements reflect the larger organization. Is this an issue?*

There is an expectation that the budgets and financial information that you include in your grant application reflect the North Vancouver service that is being offered by your organization. The financial information for the larger umbrella organization is informative, but does not provide Committee members the information they need to assess your application.

### 3. *When we apply for grants, our organization typically requests more than we require in anticipation that we may receive less. Is this advisable?*

It is best to request the actual amount that your organization requires. Applications where the funding request appears to be inflated can be viewed unfavourably.

*4. Can we rely on the municipal community grant funding as the sole source of funding?*

Municipal funding is considered one source of funding. Organizations should not prepare and submit budgets where the municipal request is the only source of revenue.

*5. In order to save time, our organization sometimes will 'cut and paste' from previous application forms. Is this acceptable?*

Although we do not expect agencies to re-write their applications from scratch every year, we do expect the information included in the application form to reflect current information, both qualitative/anecdotal and quantitative/statistical.

*6. When filling out the application, I sometimes reduce the font size in order to get all of my answer to fit into the box, is this acceptable?*

Always stick to the stated word count and be concise with your answer.

*7. Can I just include qualitative/anecdotal information in my application form, or do you require statistics or other quantitative analysis?*

The answer is both. Stories and anecdotal responses are interesting and valuable; however, your response should be backed with numbers and photos whenever possible as this helps Committee members clearly see the funding need for your program or organization.

Examples of numbers could be: count of volunteers, volunteer hours, clients served, meals provided, referrals made.

*8. As some of the services that we offer are done discreetly without recording names or addresses, it is challenging to provide precise numbers of individuals accessing services or what municipality they come from.*

While we respect your clients' need for anonymity, there is data that can be collected that will not infringe on confidentiality. For further information or assistance, please contact one of the municipal staff liaisons.

*9. On the Operating Grant Application, the question asks for how many individuals were served in each municipality. Are percentages okay or do we need to go through postal codes and get exact numbers?*

The actual numbers are required. For further information or assistance, please contact one of the municipal staff liaisons.

*10. To make it easier for applicants, could the municipalities not evaluate the applications in line with the fiscal years and funding cycles of the applicant organisations?*

The application timeline is based on the timing of the municipal budgets and includes the time required for the Committees to evaluate the applications and make recommendations to Council. Further, the current model allows the funds to be allocated taking into consideration all applications received which is only possible with a single review per grant period.

*11. If we are making applications to each municipality, do we ask for the full amount we require from each municipality?*

You should split the full amount you require and ask for a portion, usually a third, from each municipality.

*12. I am not sure whether certain expenses would be considered operating costs, how do I know?*

Operating costs are your ongoing costs such as rent, utilities, fixed costs. If you are unsure, please contact one of the municipal staff liaisons.

*13. We receive a great deal of funding in-kind, are these considered in relation to financial funding in terms of evaluating whether the municipal grant would be a sole source of funding?*

Indeed, yes: in-kind sources of funding are requested in the budget sections of the application forms to allow them to be evaluated in monetary terms along with financial sources.

*Updated: December 2018*

**2020 ROUND ONE  
COMMUNITY GRANTS APPLICATIONS MATRIX**

APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>Athletics for Kids Financial Assistance (B.C.) Society #214 - 901 West 3rd Street North Vancouver, BC V7P 3P9 Sandra Hancock, Executive Director 604-221-7529 sandyhancock@a4k.ca</p>	<p><b>Operating</b> - A4K exists to eliminate the financial barriers to entry to amateur sport for children and youth between the ages of 5 and 18. A4K strongly believes in the importance of sport participation for youth and for building stronger communities. The sport granting program values &amp; promotes the development through sport of life skills in youth, equality, inclusion and access for low-income populations. Important issues such as obesity, promotion of mental health and building of community is also addressed. Operating funds would be used to cover the cost of the Summer Youth Position, to increase social media engagement, to pay for advertising campaigns as well as graphic design, website setup and updating.</p>	<p align="right">\$2,500</p>
<p>Athletics for Kids Financial Assistance (B.C.) Society #214 - 901 West 3rd Street North Vancouver, BC V7P 3P9 Sandra Hancock, Executive Director 604-221-7529 sandyhancock@a4k.ca</p>	<p><b>Program - Youth Sports Granting Program</b> - Successful applicants aged 5 - 18 have 80% of their base sport registration fees paid for by A4K up to an annual maximum of \$600 per child. The child can be funded for more than one sports grant in a year and from year to year as long as the family continues to qualify. Eligible applicants must meet a criteria; A4K makes payments directly to the intended organization. Funding would be spent on youth sports grants to cover registration fees for CNV applicants.</p>	<p align="right">\$3,000</p>
<p>Avalon Recovery Society #300 - 132 East 14th Street North Vancouver, BC V7L 2N3 Heide Mayne, Centre Manager 604-913-0477 heidem@avaloncentres.org</p>	<p><b>Operating</b> - The Avalon Woman's Centre provides services to a hard-to-reach population and do so by making services as barrier free as possible. For people facing addiction the cost of ongoing support is a major obstacle to overcome and services are offered free of charge. Operating funding would be used for rent of facility, staffing costs and centre supplies.</p>	<p align="right">\$5,000</p>
<p>Avalon Recovery Society #300 - 132 East 14th Street North Vancouver, BC V7L 2N3 Heide Mayne, Centre Manager 604-913-0477 heidem@avaloncentres.org</p>	<p><b>Program - Childcare Expansion</b> - The Centre has found that the availability of childcare is a crucial piece when it comes to addiction recovery. Having free childcare available at Avalon has made it possible for more women to attend regular meetings and achieve long-term recovery. By doubling the hours for the childminding program, more moms will be able to access this resource. Childcare will be available evenings and weekends so that women that are primary caregivers and work through the day attend support group meetings.</p>	<p align="right">\$1,500</p>
<p>Avalon Recovery Society #300 - 132 East 14th Street North Vancouver, BC V7L 2N3 Heide Mayne, Centre Manager 604-913-0477 heidem@avaloncentres.org</p>	<p><b>Program - Operating Hours Expansion</b> - Avalon would like to expand their operating hours in order to be able to offer extended drop-in hours for women seeking support. Staff members provide emotional and peer support as well as crisis management and referral to other local services. Funding would be used to pay trained staff members to be present at the Centre for an additional six hours a day and on weekends.</p>	<p align="right">\$4,000</p>

**2020 ROUND ONE  
COMMUNITY GRANTS APPLICATIONS MATRIX**

APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>Avalon Recovery Society #300 - 132 East 14th Street North Vancouver, BC V7L 2N3 Heide Mayne, Centre Manager 604-913-0477 heidem@avaloncentres.org</p>	<p><b>Program - Volunteer Training &amp; Staff Development Program</b> - Volunteers are a critical part of Avalon Women's Centre. Volunteers provide front desk support, peer to peer support, cleaning services and much more. The Society must support and develop the volunteer base in order to ensure long-term, sustainable growth of the organization. This year a 4-month part-time Volunteer Development Coordinator will be incorporated and will include the delivery of at least 3 training sessions throughout the year.</p>	<p align="right">\$0</p>
<p>Backpack Buddies (formerly Community First Foundation) #102 - 370 Esplanade East North Vancouver, BC V7L 1A4 Joanne Griffiths, President/Co-Founder 604-807-0347 joanne@backpackbuddies.ca</p>	<p><b>Operating</b> - Operating funding is needed to cover salaries for the staff who manage the organization. The program is completely funded by donations, grants and fundraising activities. The operations base is now located in North Vancouver. The program is delivered in 4 schools plus two donor schools in North Vancouver.</p>	<p align="right">\$2,500</p>
<p>Backpack Buddies (formerly Community First Foundation) #102 - 370 Esplanade East North Vancouver, BC V7L 1A4 Joanne Griffiths, President/Co-Founder 604-807-0347 joanne@backpackbuddies.ca</p>	<p><b>Program - Backpack Buddies</b> - This program bridges the weekend hunger gap for vulnerable, low income students. On Friday afternoons, backpacks are filled with food for children to take home for the weekend. This includes two breakfasts, two lunches, two dinners plus snacks &amp; fresh fruit. Backpacks are provided once a week to 66 schools in North Vancouver through the school year. Funds would be used for food, delivery costs and supplies for the program. Each backpack costs \$11 to fill (not including donated food).</p>	<p align="right">\$2,500</p>
<p>Big Brothers of Greater Vancouver 102 - 1193 Kingsway Burnaby, BC V5V 3C9 Teresa Quach, Development Officer 604-876-2447, ex. 249 tquach@bbgvf.com</p>	<p><b>Operating</b> - Operating funds would support the salaries and travel expenses of staff who serve the North Shore families, allowing them to interact with the community on a regular basis. Mentoring coordinators recruit volunteers for North Shore programs, perform volunteer and family assessments, provide child safety training and coordinate and supervise programs.</p>	<p align="right">\$1,000</p>
<p>Big Brothers of Greater Vancouver 102 - 1193 Kingsway Burnaby, BC V5V 3C9 Teresa Quach, Development Officer 604-876-2447, ex. 249 tquach@bbgvf.com</p>	<p><b>Program - Community Mentoring Program</b> - This program matches adult male volunteers with boys aged 7-14 who have limited or no contact with a positive male role model in their lives. Big and little brothers spend 2-4 hours each week doing a wide range of low-cost fun activities together. The boys in the program experience higher levels of self-esteem and confidence, improved relationship skills, more positive attitudes towards school and decreased likelihood to develop negative conducts. Funds will go towards screening, assessing and training newly recruited volunteer mentors as well as matching them with appropriate Little Brothers.</p>	<p align="right">\$1,500</p>

**2020 ROUND ONE  
COMMUNITY GRANTS APPLICATIONS MATRIX**

APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>Big Brothers of Greater Vancouver 102 - 1193 Kingsway Burnaby, BC V5V 3C9 Teresa Quach, Development Officer 604-876-2447, ex. 249 tquach@bbgvf.com</p>	<p><b>Program - In-School Mentoring</b> - This program matches elementary school-aged boys and girls with local male and female adult volunteers. The ISM program is friendship-based and mentors spend 1 hour per week at a child's elementary school. Activities range from playing games and sports to doing crafts, enjoying hobbies, reading or just hanging out. Funding would be used to assist in recruiting and training local volunteers as well as to maintain these friendships throughout the year.</p>	\$0
<p>Big Brothers of Greater Vancouver 102 - 1193 Kingsway Burnaby, BC V5V 3C9 Teresa Quach, Development Officer 604-876-2447, ex. 249 tquach@bbgvf.com</p>	<p><b>Program - Teen Mentoring</b> - This is a friendship-based program which matches male &amp; female high school buddies with elementary school-aged children. The buddies spend time on school grounds 1 hour each week during the school year doing a variety of non-academic, fun activities together. Both big and little buddies report positive impacts on their lives as a result of the mentoring relationships. Funding would be used to support the creation &amp; monitoring of matches in partnership with Carson Graham Secondary and Westview Elementary. Funds would also be used for supplies for the program activity bins and to host year end celebration parties.</p>	\$1,500
<p>Big Sisters of BC Lower Mainland 34 East 12th Avenue Vancouver, BC V5T 2G5 Molly Loudon, Director of Philanthropy 604-873-4525, ex. 317 mloudon@bigsisters.bc.ca</p>	<p><b>Program - North Shore Mentoring</b> - Big Sisters of the Lower Mainland facilitates life-changing relationships that inspire youth to reach their full potential, both as individuals and as citizens. Two mentoring programs are provided to vulnerable youth in the CNV: Big Sisters Mentoring Program: matches girls (7-17) with a volunteer Big Sister in a one-to-one mentoring relationship, and Study Buddy Program: matches girls with adult, female volunteers who offer them educational guidance outside of school.</p>	\$2,000
<p>Canadian Mental Health Assn. - North and West Vancouver Branch 300 - 1835 Lonsdale Avenue North Vancouver, BC V7M 2J8 Julia Kaisla, Executive Director 604-987-6959 julia.kaisla@cmha.bc.ca</p>	<p><b>Operating</b> - CMHA facilitates access to the resources people require to maintain and improve mental health and community integration, build resilience and support recovery from mental illness. Operating dollars from grants cover infrastructure as well as a portion of wages for the leadership team.</p>	\$5,000
<p>Canadian Mental Health Assn. - North and West Vancouver Branch 300 - 1835 Lonsdale Avenue North Vancouver, BC V7M 2J8 Julia Kaisla, Executive Director 604-987-6959 julia.kaisla@cmha.bc.ca</p>	<p><b>Program - Social Support Programming</b> - Started as an isolation reduction initiative last year, this program continues to expand. Free wellness groups are offered including art therapy, Wellness Recovery Groups, music and cultural groups.</p>	\$3,000

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APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>Canadian Mental Health Assn. - North and West Vancouver Branch 300 - 1835 Lonsdale Avenue North Vancouver, BC V7M 2J8 Julia Kaisla, Executive Director 604-987-6959 julia.kaisla@cmha.bc.ca</p>	<p><b>Program - Steps Youth Program</b> - Steps is a recreation based group for North Shore youth experiencing challenges with their mental health. Most participants are living with anxiety &amp;/or depression. Program goals include reducing participants' experiences of anxiety and depression, reducing isolation and creating a safe space for new connections with peers, supporting recovery from mental illness through physical activity and combating negative stigma associated with mental illness. Group &amp; individual counselling is also offered. Funds would be used for weekly program activities and a year end retreat.</p>	<p align="right">\$500</p>
<p>Canadian Red Cross 3400 Lake City Way Burnaby, BC V5A 4Y2 Christian Bates, Foundations &amp; Grants 604-709-6683 christian.bates@redcross.ca</p>	<p><b>Operating</b> - Funding would be allocated to the operational costs of the North Shore HELP service. These costs include the annual rent, utilities, building maintenance, support and training for the volunteer team and the costs of moving returned and newly cleaned equipment back and forth from the facility in Richmond.</p>	<p align="right">\$0</p>
<p>Crisis Intervention &amp; Suicide Prevention Centre of BC 763 East Broadway Vancouver, BC V5T 1X8 Jeffrey Preiss, Manager, Dev. &amp; Comm. 604-872-1811 jpreiss@crisiscentre.bc.ca</p>	<p><b>Operating</b> - The Crisis Centre provides a continuum of support to youth, adults and seniors in distress through 24/7 Distress Phone Service and Online Distress Service. They also provide resiliency and coping workshops to youth and interactive crisis intervention and suicide prevention workshops for adults including important community service providers. Operational funding is needed to continue to support the delivery of life-saving Crisis Centre programs and services to individuals on the North Shore.</p>	<p align="right">\$1,000</p>
<p>Crisis Intervention &amp; Suicide Prevention Centre of BC 763 East Broadway Vancouver, BC V5T 1X8 Jeffrey Preiss, Manager, Dev. &amp; Comm. 604-872-1811 jpreiss@crisiscentre.bc.ca</p>	<p><b>Program - SafeTALK</b> - SafeTALK is a certified half day training session developed by Livingworks Education that increases suicide awareness and response to North Shore community members so that participants can be better prepared to identify and respond to individuals at risk of suicide. Training combines presentations, audiovisuals and skills practice. Funding would help subsidize workshops for individuals &amp; organizations that may not be able to afford external training.</p>	<p align="right">\$1,500</p>

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<p>Crisis Intervention &amp; Suicide Prevention Centre of BC 763 East Broadway Vancouver, BC V5T 1X8 Jeffrey Preiss, Manager, Dev. &amp; Comm. 604-872-1811 jpreiss@crisiscentre.bc.ca</p>	<p><b>Program - YouthInBC.com</b> - YouthInBC.com is part of the Crisis Centre's Youth Suicide Prevention Program - a continuum of youth focused programs and services created to empower young people with the capacity to help themselves and others in times of crisis. YouthInBC.com provides distressed youth and those concerned about them with an opportunity to receive private, online chat support and obtain information and resources from highly trained volunteers. Funds would be used for service delivery, ongoing program support, additional part-time responders &amp; improvements to volunteer training.</p>	<p align="right">\$1,500</p>
<p>Friend 2 Friend Learning Society 596 Blueridge Avenue North Vancouver, BC V7R 2J2 Heather McCracken, Executive Director 604-671-5028 f2fheather@gmail.com</p>	<p><b>Program - Autism Demystification Programs</b> - These are evidence based, social-emotional, educational programs that focus on educating peer groups about autism while teaching pro-social communication strategies to enhance social inclusion and to reduce isolation and bullying. Age-appropriate tools are used in fun and interactive educational ways to foster understanding, acceptance and empathy. Puppet presentations are used for children ages 3 to 10 and Simulation Game Presentations are used for ages 11 and up. Funding would be used for direction operational costs to support the delivery of these programs.</p>	<p align="right">\$1,000</p>
<p>Friend 2 Friend Learning Society 596 Blueridge Avenue North Vancouver, BC V7R 2J2 Heather McCracken, Executive Director 604-671-5028 f2fheather@gmail.com</p>	<p><b>Program - Play Centre for Children with Autism Program</b> - The Play Centre for children provides highly innovative and effective Integrated Play Group programs at the Greater Vancouver Play Centre for children ages 3-12 with Autism Spectrum Disorder and their typically developing siblings and peers. These programs are offered year round on an ongoing basis. Each play group program runs for 32 weeks. Program funding would be spent on direct operational costs.</p>	<p align="right">\$2,000</p>
<p>Greater Vancouver Law Students' Legal Advice Society (GVLSLAS) 129 - 1822 East Mall, UBC Vancouver, BC V6T 1Z1 Connie Do, Executive Director 604-822-1661 execdirector@lslap.bc.ca</p>	<p><b>Program - Law Students' Legal Advice Program</b> - Students provide free legal advice and representation services to low income individuals through the North Shore clinic year-round located at the North Shore Neighbourhood House. Funding would be used to hire summer students to staff legal advice clinics within the North Shore municipality over the summer and to help pay for general operating costs and the salary of permanent staff.</p>	<p align="right">\$1,000</p>
<p>Hollyburn Family Services Society 104 - 267 West Esplanade North Vancouver, BC V7M 1A5 Joy Hayden, Innovation &amp; Engagement 604-512-2483 jhayden@hollyburn.ca</p>	<p><b>Operating</b> - Hollyburn Family Services Society's mission is to provide unique services in response to existing and emerging community social needs across the North Shore. The most prevalent social issues involve youth, senior and family homelessness. Operating funds are challenging to fundraise for. Through municipal grants, more money goes directly to client services. Community grant funding would be used for augments rental and utility costs.</p>	<p align="right">\$2,000</p>

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APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>Hollyburn Family Services Society 104 - 267 West Esplanade North Vancouver, BC V7M 1A5 Joy Hayden, Innovation &amp; Engagement 604-512-2483 jhayden@hollyburn.ca</p>	<p><b>Program - Aboriginal Mental Health Court Outreach Worker</b> - This program supports indigenous adults and youth who are involved in the criminal justice system and have a mental health or concurrent disorder to navigate community-based services. The objective is to increase client &amp; community capacity particularly for those without band affiliate or a strong support system. Also provides direct support to the client's family ensuring they have support and access to all services for their benefit and healing. It has been noted by court house staff that the role of this worker has shown marked improvement in court attendance and decreased offenses.</p>	<p align="right">\$2,000</p>
<p>Hollyburn Family Services Society 104 - 267 West Esplanade North Vancouver, BC V7M 1A5 Joy Hayden, Innovation &amp; Engagement 604-512-2483 jhayden@hollyburn.ca</p>	<p><b>Program - Domestic Violence Unit Indigenous Worker</b> - This unit is the only one in BC that has an indigenous partner. The intent of the DVU is to address the most lethal and highest risk of re-offenses of domestic violence. The support workers works within the North Shore Domestic Violence Unit and provides support to Indigenous women &amp; girls who are victims of domestic violence &amp; sexual assaults. Up to 30 indigenous women &amp; girls are supported appropriately and timely to minimize the lasting impact of violence on them, their families &amp; communities. Grant funds would be used to augment salary and program costs.</p>	<p align="right">\$1,200</p>
<p>Hollyburn Family Services Society 104 - 267 West Esplanade North Vancouver, BC V7M 1A5 Joy Hayden, Innovation &amp; Engagement 604-512-2483 jhayden@hollyburn.ca</p>	<p><b>Program - Seniors at Housing Risk</b> - This program supports seniors who are experiencing homelessness. It is flexible &amp; individualized and assists the senior to secure housing and the supports required to remain housed. Assistance is also provided to help fill out forms and to connect seniors to the mental &amp; general health services they require. Grant funds would be used to help augment salaries and program costs.</p>	<p align="right">\$1,200</p>
<p>Hollyburn Family Services Society 104 - 267 West Esplanade North Vancouver, BC V7M 1A5 Joy Hayden, Innovation &amp; Engagement 604-512-2483 jhayden@hollyburn.ca</p>	<p><b>Program - Supporting Seniors to Remain Housed</b> - This is an active program that works with seniors at risk of losing their housing due to evictions. Evictions are typically due to tenancy issues. Staff within the program work with property managers and landlords to find solutions that result in keeping seniors in their homes and reducing homelessness. Funding would be used to augment salary costs.</p>	<p align="right">\$1,200</p>
<p>Lionsview Seniors' Planning Society 600 West Queens Road, North Building North Vancouver, BC V7N 2L3 Margaret Coates, Coordinator 604-985-3852 lions_view@telus.net</p>	<p><b>Operating</b> - LSPS's mandate is to act as a strong voice for seniors and seniors' organizations and to support goals to create and implement programs and services which mitigate issues and concerns relevant to seniors. Operating funds would be used to cover part of the operating expenses and overhead. These funds would also be used to leverage other funding sources as most grantees require some matching funding.</p>	<p align="right">\$2,600</p>

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APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>Lionsview Seniors' Planning Society 600 West Queens Road, North Building North Vancouver, BC V7N 2L3 Margaret Coates, Coordinator 604-985-3852 lions_view@telus.net</p>	<p><b>Program - Age Friendly Seniors Action Tables -</b> The 4 Seniors Action Tables which are based across the North Shore work on and plan initiatives to improve the quality of life an well-being of seniors on the North Shore. The SATs are made up of volunteer seniors, people who work with seniors and partner organizations. The SATs work with senior residents, local municipalities, community organizations and businesses to raise awareness of senior issues and the need for age and dementia-friendly communities. Funds would be used to support the administrative and operational costs of the CNV SAT in terms of staffing and mentoring and program supports.</p>	<p align="right">\$0</p>
<p>Lionsview Seniors' Planning Society 600 West Queens Road, North Building North Vancouver, BC V7N 2L3 Margaret Coates, Coordinator 604-985-3852 lions_view@telus.net</p>	<p><b>Program - North Shore News: Older and Wiser Column -</b> The Older &amp; Wiser Column reflects the goals of Lionsview Seniors' Planning Society. Sponsored by LSPS, it is a popular and effective medium for discussing and addressing seniors issues. The column, now written in house, is published bi-weekly on Sundays in the NS News. It lends media support to many of the issues that seniors face. The funds would be used to support staff producing the column through research and writing 26 columns for the North Shore News and will assist in promoting the column to a wider audience.</p>	<p align="right">\$0</p>
<p>Lionsview Seniors' Planning Society 600 West Queens Road, North Building North Vancouver, BC V7N 2L3 Margaret Coates, Coordinator 604-985-3852 lions_view@telus.net</p>	<p><b>Program - Services to Seniors Coalition/Planning Table -</b> This Coalition/Planning Table's main purpose is to provide its' members a voice, forum and vehicle for information sharing, collaboration, networking and providing education sessions. 55 participants from the North Shore come together 9 times per year to network, set priorities and plan services strategically. Funds would be spent on staff and program supports; coordinating the 9 meetings per year, organizing the presentations, creating agendas, etc.</p>	<p align="right">\$0</p>
<p>Living Systems: Family Systems Counselling, Education, Training &amp; Research Society 209 - 1500 Marine Drive North Vancouver, BC V7P 1T7 Leila Howard, Business &amp; Finance Director 778-232-0479 leila.howard@livingsystems.ca</p>	<p><b>Program - Play Therapy and Parent Counselling Program -</b> This program involves subsidized play therapy and family counselling sessions for children and families who could not otherwise afford professional services. Play therapy engages young children ages 3 to 11 immediately and naturally by helping them problem solve through their own creative process. Parent sessions also take place regularly to examine their own part in the problems their children are having.</p>	<p align="right">\$2,000</p>
<p>North Shore ConneXions Society 1070 Roosevelt Crescent North Vancouver, BC V7P 1M3 Nathalie Callender, Director of Innovation &amp; Marketing 604-649-5561 nathaliec@nsconneXions.org</p>	<p><b>Program - Education and Community Awareness -</b> This program has been offered as a public service to the North Shore community since 1993. Through interactive and educational presentations, self advocates' personal successes and challenges are shared. Although particular focus is on disabilities, the message of inclusion applies to all types of diversity and reduces prejudice, bullying and isolation. Funds would be spent on facilitating the program.</p>	<p align="right">\$1,500</p>

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APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>North Shore ConneXions Society 1070 Roosevelt Crescent North Vancouver, BC V7P 1M3 Nathalie Callender, Director of Innovation &amp; Marketing 604-649-5561 nathaliec@nsconneXions.org</p>	<p><b>Program - Friendship Circles</b> - Friendship Circles are supported play groups for students with developmental disabilities who are struggling to interact socially with their classroom peers. Through a facilitator, the child with a disability can form inclusive lunch or recess play groups that include the child, yet remain focused on an enjoyable, fair activity instead of any social or cognitive differences. The child with a disability develops social skills and confidence to assume a place amongst her or her peers. Funding would cover the cost of a staff member to facilitate the program.</p>	<p align="right">\$500</p>
<p>North Shore Disability Resource Centre 3158 Mountain Highway North Vancouver, BC V7K 2H5 Kathleen Jessop, Director, Community Based Services 604-904-4090 k.jessop@nsdrc.org</p>	<p><b>Program - Adapted &amp; Accessible Yoga</b> - NSDRC has partnered with Lynn Valley Services Society &amp; the Mollie Nye House to offer this program. The yoga class is offered once a week for 1 hour in the Mollie Nye activity room. The class is open to people who have mobility issues, whether lifelong or acquired. Techniques used include restorative yoga therapeutics, yoga for chronic pain and trauma informed yoga. Funding would be used to pay for room rental and to provide an honorarium to the instructor.</p>	<p align="right">\$0</p>
<p>North Shore Disability Resource Centre 3158 Mountain Highway North Vancouver, BC V7K 2H5 Kathleen Jessop, Director, Community Based Services 604-904-4090 k.jessop@nsdrc.org</p>	<p><b>Program - Parents' Night Out Group 2020/2021</b> - This is a support/educational group for parents of children with special needs aged 0-12 who live on the North Shore. The group provides an opportunity for parents to network with each other in confidential group sessions where they are also provided with knowledge and information about services and resources available to their children. Promotes inclusion and reduces isolation and social stigma. Funds would be used for guest speakers and to cover the cost of family events.</p>	<p align="right">\$0</p>
<p>North Shore Disability Resource Centre 3158 Mountain Highway North Vancouver, BC V7K 2H5 Kathleen Jessop, Director, Community Based Services 604-904-4090 k.jessop@nsdrc.org</p>	<p><b>Program - Parent Training &amp; Support Groups</b> - This is a unique program developed for families supporting children, youth and adults living with autism and other neurodevelopmental disorders. It is group based and runs 2.5 hours weeks for 8 weeks. A self-help kit is provided and participants receive information on resources available. Funds would be used to pay a facilitator, for the self-help kits and for snacks.</p>	<p align="right">\$0</p>
<p>North Shore Disability Resource Centre 3158 Mountain Highway North Vancouver, BC V7K 2H5 Kathleen Jessop, Director, Community Based Services 604-904-4090 k.jessop@nsdrc.org</p>	<p><b>Program - Summer Bursary Program</b> - This program offers financial bursaries to families who have children with disabilities to ensure that they can send their child to a summer day camp of their choice or hire a worker to assist the child at camp. The NSDRC has been providing this assistance since 1978.</p>	<p align="right">\$2,500</p>

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APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>North Shore Keep Well Society 600 West Queens Road North Vancouver, BC V7N 2L3 Michelle Messinger, Coordinator 604-988-7115, ext. 27 keepwellsociety@telus.net</p>	<p><b>Operating</b> - Keep Well offers an exercise and wellness programme to seniors on the North Shore, free or by donation. While membership is \$7 per year, it is not a requirement for participation. The goal is to help seniors stay active, healthy and socially connected. Funding is needed for a part-time coordinator, part-time &amp; contract fitness instructors and rent for office space.</p>	<p align="right">\$1,500</p>
<p>North Shore Meals on Wheels Society 1525 Taylor Way West Vancouver, BC V7S 1N5 Deborah S. Couling, Board Member 604-980-1931 northshoremow@telus.net</p>	<p><b>Operating</b> - Meals on Wheels delivers hot and nutritious meals to those who are unable to prepare meals for themselves. Clients are North Shore residents who are vulnerable because of health issues related to age, illness or life circumstances. Meals are delivered 3 times per week. Grant funds would go towards operating costs of rent, salaries, insurance, supplies, office expenses, etc.</p>	<p align="right">\$6,000</p>
<p>North Shore Multicultural Society 207 - 123 East 15th Street North Vancouver, BC V7L 2P7 Wendy McCulloch, Executive Director 604-988-2931 wendym@nsms.ca</p>	<p><b>Operating</b> - NSMS addresses the successful settlement of immigrants into the NS Communities. Programs include newcomer information, orientation and referral services and educations programs on Canadian systems. The focus is on families, seniors, adults, youth and children. They engage in initiatives that provide the established community with information about immigrants and how the community can assist in welcoming newcomers. Funds would be used for paying for staff time needed to support the community coordinating objectives and time for staff to consult with other NS organizations/planning table.</p>	<p align="right">\$6,000</p>
<p>North Shore Multicultural Society 207 - 123 East 15th Street North Vancouver, BC V7L 2P7 Wendy McCulloch, Executive Director 604-988-2931 wendym@nsms.ca</p>	<p><b>Program - Community Bridging</b> - Funds are being sought to further develop programming "Volunteer North Shore" within the broader Community Bridging Program. Activities will focus on developing supportive group volunteer opportunities with local organizations and increase new immigrants' knowledge about volunteering in Canada.</p>	<p align="right">\$1,000</p>
<p>North Shore Multicultural Society 207 - 123 East 15th Street North Vancouver, BC V7L 2P7 Wendy McCulloch, Executive Director 604-988-2931 wendym@nsms.ca</p>	<p><b>Program - NEONology</b> - NEONology is an award winning educational youth program that engages grades 10 &amp; 6/7 youth on the North Shore to explore topics of diversity and inclusion. Addresses issues of oppression, racism, power &amp; privilege, and the impacts of discrimination in our communities. Program staff use social media as an additional way to connect with youth. A summer leadership camp provides extensive training for teens in leadership, teamwork and conflict resolution. NEONology collaborates with the Centre for Diversity and Innovation to deliver workshops to adults.</p>	<p align="right">\$0</p>

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APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>North Shore Polish Association Belweder 5484 Keith Road West Vancouver, BC V7W 3C9 Urszula Sulinska, President 604-786-1709 belweder.org@hotmail.com</p>	<p><b>Operating</b> - The main purpose of this organization is to promote education, music and arts among young people and families, to foster community spirit through organizing art and music events promoting Poland and keeping Polish culture alive within the community. Currently, they operate only on volunteers. Operating funds are requested in order to maintain operations and continue with programs.</p>	<p align="right">\$1,500</p>
<p>North Shore Stroke Recovery Centre 225 East 2nd Street North Vancouver, BC V7L 1C4 Gail Snelling, Principal Coordinator 778-340-5803 gail@nssrc.org</p>	<p><b>Operating</b> - Stroke is the 3rd leading cause of death and the leading cause of acquired adult disability in Canada and leads to depression and cognitive changes in up to 60% of stroke survivors. The goal of NSSRC is to diminish the effects of depression, isolation and physical limitations in order to regain self-confidence and independence. Grant funding would support the cost of facility rental, utilities, a portion of staff wages and other operating costs necessary to guarantee the Centre's success.</p>	<p align="right">\$5,000</p>
<p>North Shore Stroke Recovery Centre 225 East 2nd Street North Vancouver, BC V7L 1C4 Gail Snelling, Principal Coordinator 778-340-5803 gail@nssrc.org</p>	<p><b>Program - Speech Language Pathology Program</b> - This is a highly sought after core service offered by NSSRC to survivors of stroke. Two registered Speech Language Pathologists (SLP) provide therapy to up to 44 members over the year. Appointments are 30 - 60 minutes in length and groups are 1 hour. The SLP assistant bridges the gap between appointments with the SLP which could be up to 1 week apart by working closely to support &amp; implement the prescribed therapeutic plans ensuring that the clients put into practice techniques learning during the session. Funding would support the wages for 2 part-time Speech Language Pathologists, the SLP assistant and program supplies.</p>	<p align="right">\$2,000</p>
<p>North Shore Table Tennis Club Society 1555 Forbes Avenue North Vancouver, BC V7M 2Y4 Mike Dumler, Chair 604-340-6774 mdumler@mdumler.ca</p>	<p><b>Program - Happy Hands Table Tennis Program</b> - This is an adapted Table Tennis program designed for Special Needs youth. The skills each participant learns will improve eye hand coordination and cognitive activity in the brain. In addition to health benefits, the program provides youth with mental or physical disabilities with skills that could one day see them participating in a para-Olympic sport event. Funds would be used to cover the cost of contracted coaches to sustain the program for 40 instructional hours.</p>	<p align="right">\$800</p>
<p>North Shore Table Tennis Club Society 1555 Forbes Avenue North Vancouver, BC V7M 2Y4 Mike Dumler, Chair 604-340-6774 mdumler@mdumler.ca</p>	<p><b>Program - Newcomer Youth Leadership Table Tennis Program</b> - This program teaches leadership skills, improves physical literacy, social relations and skill development of newcomer youth. The goal is to receive the physical and mental benefits of Table Tennis as well as break down barriers between communities, gain new skills and initiate positive social impact.</p>	<p align="right">\$850</p>

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APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>North Shore Table Tennis Club Society 1555 Forbes Avenue North Vancouver, BC V7M 2Y4 Mike Dumler, Chair 604-340-6774 mdumler@mdumler.ca</p>	<p><b>Program - Racket Power for Women &amp; Girls Table Tennis Program</b> - This is more of a recreational activity which can break down barriers and decrease intimidation; it can also be used as a tool for social change, particularly within the context of gender equality.</p>	<p align="right">\$0</p>
<p>North Shore Volunteers for Seniors 275 21st Street West Vancouver, BC V7V 4A5 Nancy Draper, Coordinator 604-922-1575 volunteers@nsvs.ca</p>	<p><b>Operating</b> - NSVS promotes the independence and well being of seniors (average age: 80-90+) through diverse programs and services at a wheelchair accessible centre. Community service drop-in programs such as book club and computer instruction are also provided. The key issue targeted is isolation. Funds are needed to allow the for the continued delivery of these programs and volunteer services. Funding would be used for a portion of administrative and facility costs.</p>	<p align="right">\$0</p>
<p>North Shore Women's Centre 131 East 2nd Street North Vancouver, BC V7L 1C2 Michelle Dodds, Executive Director 604-984-6009 michelle@northshorewomen.ca</p>	<p><b>Program - North Shore Coordinating Committee to End Violence Against Women in Relationships</b> - The NS VAWIR is a cross-sectoral network of 15+ NS community 303agencies working toward an integrated and effective response to ending violence against women in the community. The goal of the committee is to keep women safe by meeting its objectives in Service Delivery, Education and Systemic Responses. Funding would be spent on staffing, host agency management, coordination &amp; administration, implement of 3 training workshops, marketing &amp; printing of promotional materials, website maintenance, equipment and host agency facility costs.</p>	<p align="right">\$3,000</p>
<p>North Shore Women's Centre 131 East 2nd Street North Vancouver, BC V7L 1C2 Michelle Dodds, Executive Director 604-984-6009 michelle@northshorewomen.ca</p>	<p><b>Program - Separation Support Group</b> - This group assists women to build resilience, skills, knowledge, awareness and connections while navigating complex issues involved in ending a relationship. It will be provided in two free sessions per year through half day workshops and a follow-up 10-week facilitated support group. Women benefit by being less isolated, more supported and empowered. Funding would be used for an experienced facilitator, childminding, facility rental, program supplies and refreshments.</p>	<p align="right">\$1,000</p>
<p>Pacific Post Partum Support Society 200 - 7342 Winston Street Burnaby, BC V5A 2H1 Stace Dayment, Manager, Administration 604-255-7955 admin@postpartum.org</p>	<p><b>Operating</b> - Since 1971, PPPSS has provided support to women with postpartum depression or anxiety (PPD/A), their caregivers and family members. Last year staff managed 13,289 calls and emails, including 5,572 support calls (240 from North Vancouver). The North Van PPD/A support group has been operating for 18 years and had 27 attendees last year.</p>	<p align="right">\$1,000</p>

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<p>Pacific Post Partum Support Society 200 - 7342 Winston Street Burnaby, BC V5A 2H1 Stace Dayment, Manager, Administration 604-255-7955 admin@postpartum.org</p>	<p><b>Program - Child Care at North Van PPD/A Support Group</b> - Provides onsite childcare for mothers attending the weekly North Vancouver facilitated support group for women experiencing postpartum depression and/or anxiety. Offering childcare increases attendance and group impact dramatically. The childcare is provided by trained &amp; experienced childminders and is an important component in mothers' recoveries. Funds would cover the cost of childcare for group participants.</p>	<p align="right">\$0</p>
<p>Pathways Serious Mental Illness Society (formerly North Shore Schizophrenia Society) 205 - 1865 Marine Drive West Vancouver, BC V7V 1J7 604-926-0856 executivedirector@pathwayssmi.org</p>	<p><b>Operating</b> - Pathways is a volunteer-driven, unique front-line organization dedicated to helped families with a loved-one suffering from a serious mental illness. The Society works primarily with family members by providing peer support, education, advocacy, programs and services at no cost. Municipal funding is a crucial part of their budget and would be directed towards operating costs, special projects and events, peer support and promotional material.</p>	<p align="right">\$1,750</p>
<p>Pathways Serious Mental Illness Society (formerly North Shore Schizophrenia Society) 205 - 1865 Marine Drive West Vancouver, BC V7V 1J7 604-926-0856 executivedirector@pathwayssmi.org</p>	<p><b>Program - Family-to-Family Education</b> - This course is a comprehensive, 12 module course offered on the North Shore twice per year, at no cost to participants. The course is taught by a dedicated volunteer base and over seen by Pathway's Program Coordinator. It fosters connection, empowerment, knowledge, strength and confidence which creates ripple effects into the community at large. Peer support is offered throughout the year in person and by telephone.</p>	<p align="right">\$0</p>
<p>Sharing Abundance Association 3843 Hoskins Road North Vancouver, BC V7K 2P1 Lizz Lindsay, Director 604-984-0709 lizzlindsay@hotmail.com</p>	<p><b>Program - Sharing Abundance Community and Senior Meal Programs</b> - Sharing Abundance has been offering welcoming places where food and community meet on the North Shore for a decade. They currently offer a weekly community dinner at North Lonsdale United Church on Tuesdays and at the West Vancouver Legion on Thursdays. Weekly Wednesday community lunches are at the Lonsdale Legion. Bi-monthly seniors lunches and speaker are at St. Agnes Church. Programs address food insecurity and social isolation on the North Shore. Guests include folks on the margins, seniors, veterans, families, new Canadian and those on disability pensions. Almost 7,000 quality meals were served last year.</p>	<p align="right">\$4,000</p>
<p>Special Olympics British Columbia Society - North Shore 2620 Hoskins Road North Vancouver, BC V7J 3A3 Peter Noble, Grants Coordinator 778-229-5951 grants@sobcnorthshore.ca</p>	<p><b>Operating</b> - Facility costs are expensive for the large number of athletes in each sport across the region. Uniforms are important for the athletes to reinforce a sense of pride, belonging and team spirit. Supporting athletes with travel endorsements to provincial and national competitions is essential to their success. Most of SOBC's athletes have limited income and are on social assistance, are not charged the full amount needed to cover the costs. Grants and fundraiser are relied upon to make up the difference.</p>	<p align="right">\$0</p>

**2020 ROUND ONE  
COMMUNITY GRANTS APPLICATIONS MATRIX**

APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>Special Olympics British Columbia Society - North Shore 2620 Hoskins Road North Vancouver, BC V7J 3A3 Peter Noble, Grants Coordinator 778-229-5951 grants@sobcnorthshore.ca</p>	<p><b>Program - SOBC North Shore Sports Program -</b> These sports provide individuals with intellectual disabilities the opportunity to enhance their lives through positive sports experiences. The programs provide these athletes with far more than the physical benefits of improved health and athletic ability. Their participation in sports provides opportunities to develop social skills, cultivate friendships, strive for and achieve goals, build community and increase self-esteem.</p>	<p align="right">\$1,000</p>
<p>Spinal Cord Injury BC 780 SW Marine Drive Vancouver, BC V6P 5Y7 Susie Jackson, Fund Development Officer 604-326-1223 sjackson@sci-bc.ca</p>	<p><b>Program - Peer Support Program: "Life Changer" Activities -</b> This program brings people with spinal cord injuries together in a relaxed environment where they can share and learn from each other and build lasting social connections through a series of "life changing" activities. Planned activities include coffee support groups, larger seasonal events &amp; outings as well as opportunities to try recreational sports. Funds would be used to partially cover the costs of the activities as well as event expenses, facility rentals, adapted equipment needs, entrance fees &amp; refreshments.</p>	<p align="right">\$0</p>
<p>St. Andrew's United Church 1044 St. George's Avenue North Vancouver, BC V7L 3H6 Judith Hardcastle, Minister 604-985-0408 minister@st-andrews-united.ca</p>	<p><b>Program - St. Andrew's Community Meal Program -</b> The community meal program includes a free weekly drop-in program and community lunch every Thursday; year round distribution of baked goods and donated bread; and a free weekly brunch on Wednesdays in the summer months. Funding would be spent on food purchases and supplies.</p>	<p align="right">\$3,000</p>
<p>St. Catherine's Anglican Church, Capilano 1058 Ridgewood Drive North Vancouver, BC V7R 1H8 Vivian McGie, Event Coordinator 604-985-0756 vmcgie@gmail.com</p>	<p><b>Program - Community Thanksgiving Dinner -</b> This event welcomes North Shore residents who may not have the opportunities, resources or skills to participate in the preparation and enjoyment of a home-cooked turkey dinner. Members of the St. Catherine's community, together with partner groups work side-by-side with invited guests to create a festive event.</p>	<p align="right">\$500</p>
<p>St. John the Evangelist Anglican Church 220 West 8th Street North Vancouver, BC V7M 1N1 L. Harrison, Church Program Coordinator 604-985-9848 lindaharrison2010@gmail.com Rev. Patrick Blaney, Priest 604-986-1151 priest.sjnv@telus.net</p>	<p><b>Program - Queen Mary Family Learning Program -</b> This award winning program has been serving the needs of vulnerable families (mainly immigrants and newcomers) continuously for the last 9 years. An inclusive, welcoming and accessible place for adult family members/caregivers to improve quality of life through increased literacy and knowledge of community programs/services to support families. An advisory committee with representatives from six community organizations, a community coordinator and volunteers design program activities. Also supported by Capilano University faculty.</p>	<p align="right">\$7,000</p>

**2020 ROUND ONE  
COMMUNITY GRANTS APPLICATIONS MATRIX**

APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>St. John Society (British Columbia &amp; Yukon) 201 - 6111 Cambie Street Vancouver, BC V5Z 3B2 Natasha Victorino, Grant Writer 604-321-2652, ext. 2720 natasha.victorino@sja.ca</p>	<p><b>Program - Medical First Response (MFR) Program</b> - St. John Ambulance's Medical First Responders (MFR) program is comprised of medically trained first aid volunteers that into North Vancouver communities to provide first aid and healthcare services. Highly accredited volunteers attend community events, local festivals, sporting competitions, charity runs, fairs, etc. to ensure everyone's safety and to provide emergency response services. Funding would allow an increase in capacity and help to purchase vital first aid supplies and equipment.</p>	<p align="right">\$2,000</p>
<p>Upper Lonsdale Preschool 3380 Lonsdale Avenue North Vancouver, BC V7N 3K2 Meaghan Friswell, President 604-988-8710 mfriswell06@gmail.com</p>	<p><b>Program - ULP Outdoor Play Program</b> -The mission at ULP is to offer a play-based program where all parents and children are welcome to explore and learn together. Parents and caregivers are encouraged to take part in the children's preschool experiences. An eclectic play based program for 3 and 4 years olds is offered and builds on children creativity and imagination. Funding would go towards completing Phases 2 and 3 of the expansion to the outdoor play area required by Vancouver Coastal Health.</p>	<p align="right">\$0</p>
<p>Vancouver Adaptive Snow Sports #322 - 125A Denman Street Vancouver, BC V6G 2M6 James Peters, Executive Director 604-646-8277 info@vass.ca</p>	<p><b>Operating</b> - Vancouver Adaptive Snow Sports (VASS) provides ski and snowboard programs for children and adults with cognitive or physical disabilities at Grouse, Seymour and Cypress Mountains. These programs remove the barriers that prevent individuals with disabilities from participating in sports. Operating funds are needed to cover part of the salary of the Executive Director who coordinates all the programs, volunteers and administration.</p>	<p align="right">\$500</p>
<p>Vancouver Adaptive Snow Sports #322 - 125A Denman Street Vancouver, BC V6G 2M6 James Peters, Executive Director 604-646-8277 info@vass.ca</p>	<p><b>Program - Adaptive Learn to Ski</b> - Learn to Ski is VASS's flagship program. Children and adults of all ages with cognitive or physical disabilities are taught to ski or snowboard at Grouse, Seymour and Cypress. Lessons are delivered solely by trained volunteer ski instructors. Every volunteer completes the Canadian Assoc. of Disabled Skiing (CADS) instructor certification to use the adaptive equipment and special teaching techniques for students with disabilities. Funds would be used for the costs of training instructors; although they are volunteers the certification training is essential.</p>	<p align="right">\$1,000</p>
<p>Vancouver Brain Injury Association 220 - 145 Chadwick Court North Vancouver, BC V7M 3K1 Richard Wagar, Senior Manager 778-317-3290 richard@vbia.ca</p>	<p><b>Operating</b> - VBIA provides new services that did not previously exist for people with brain injuries. This includes connecting people with resources, direct one-on-one rehabilitation counselling and coaching, supporting other community organizations and providing legal assistance in dealing with agencies such as ICBC and WorkSafe BC. Operating funding would be used to partly pay employees as well as rent for the office.</p>	<p align="right">\$0</p>

**2020 ROUND ONE  
COMMUNITY GRANTS APPLICATIONS MATRIX**

APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
<p>Vancouver Brain Injury Association 220 - 145 Chadwick Court North Vancouver, BC V7M 3K1 Richard Wagar, Senior Manager 778-317-3290 richard@vbia.ca</p>	<p><b>Program - Brain Gain Fridays</b> - This is a brain injury recovery program for adult survivors after they leave the hospital or outpatient treatment. It prevents isolation and deprivation resulting in decline after leaving treatment. Brains are strengthened by musical activities, art therapy, meditation, social activities and more. Funding would be used for food and refreshments, materials and equipment, staff training, wages and administration.</p>	<p align="right">\$1,000</p>
<p>Vancouver Brain Injury Association 220 - 145 Chadwick Court North Vancouver, BC V7M 3K1 Richard Wagar, Senior Manager 778-317-3290 richard@vbia.ca</p>	<p><b>Program - North Shore Brain Injury Support Groups</b> - VBIA holds monthly support groups at various locations on the North Shore for people with brain injury and their caregivers to provide education on brain injury, facilitate peer support, answer questions and address concerns. These groups provide a sense of community and increase social opportunities. Participants learn about VBIA services and neuroscience advances that might benefit people they know.</p>	<p align="right">\$1,000</p>
<p>Vancouver Brain Injury Association 220 - 145 Chadwick Court North Vancouver, BC V7M 3K1 Richard Wagar, Senior Manager 778-317-3290 richard@vbia.ca</p>	<p><b>Program - One-on-One Case Management</b> - VBIA provides education, rehabilitation, counselling and coaching for brain injury survivors to rebuild their lives after a brain injury. This includes supporting individuals as they traverse &amp; access the variety of professionals they must deal with; may include attending physician &amp; other medical appointments, assisting with applications, etc. Also assist connecting survivors with housing, food services and other community services.</p>	<p align="right">\$1,000</p>
<p>Volunteer Cancer Drivers Society Box 45618 Sunnyside Mall Surrey, BC V4A 9N3 George McAffer, Executive Vice President 604-535-8856 george.m@volunteercancerdrivers.ca</p>	<p><b>Program - Cancer Patient Transportation for CNV and DNV Residents</b> - The VCDS addresses a critical need by providing free, reliable transportation for cancer patients attending their treatments throughout most communities of the Lower Mainland, including the City and District of North Vancouver. Volunteer drivers, using their own vehicles, pick up patients at their residences, transport them to the treatment facility, wait for them and return them to their homes. Transportation requests have increased over 30% annually since inception of the service in 2016.</p>	<p align="right">\$1,500</p>
<p><b>NEW APPLICANTS</b></p>		
<p>AssistList Association 1364 West 37th Avenue Vancouver, BC V6M 1M2 Kevin Chow, President 778-995-3772 info@assistlist.ca</p>	<p><b>Operating</b> - AssistList is a registered charity that enables residents of Greater Vancouver to connect and exchange home medical equipment such as mobility and adaptive aids and connects them to healthcare resources. The AssistList website launched in 2018 and has grown significantly in the amount of people helped by exchanging equipment, website visitors, website capability, partnerships and team members. Operational funding would allow North Vancouver residents to continue to be supported.</p>	<p align="right">\$600</p>

**2020 ROUND ONE  
COMMUNITY GRANTS APPLICATIONS MATRIX**

APPLICANT	DESCRIPTION OF SERVICE/PROJECT	2020 ROUND ONE RECOMMENDATION
AssistList Association 1364 West 37th Avenue Vancouver, BC V6M 1M2 Kevin Chow, President 778-995-3772 info@assistlist.ca	<b>Program - AssistList North Vancouver Program -</b> The program aims to improve service delivery to disabled, senior and low income persons in North Vancouver through community development, educational activities and improving web accessibility. Funds would be used for volunteer recognition, printing, publishing fees, event costs and travel costs.	\$650
North Star Montessori Elementary 1325 East Keith Road North Vancouver, BC V7J 1J3 Tiffany Goulding, Head of School 604-980-1205 tgoulding@northstarmontessori.ca	<b>Operating -</b> North Star offers a range of programs from infancy through Grade 7. Montessori education fosters independent, self-motivated and goal directed children. Grant funding would be used rent and to help continue to keep fees affordable for the community. It will help partially compensate for a operating loss and help guarantee future growth.	\$1,000
Parkgate Community Services 365 Banff Court North Vancouver, BC V7H 2Z8 Adele Wilson, Executive Director 604-983-6375 awilson@myparkgate.com adele.wilson.parkgate@gmail.com	<b>Program - Youth Outreach -</b> Parkgate Youth Services Outreach supports and builds resiliency in youth. Their primary focus is the Seymour area in the DVN, however their services do extend and are available to CNV youth. Funding would be spent directly on Youth Outreach worker wages, specifically the hours youth workers spend supporting youth at the Foundry.	\$2,000
WAVAW Rape Crisis Centre 2405 Pine Street, PO Box 46851, Station D Vancouver, BC V6J 5M4 Emily Oswald, Fund Development Manager 604-255-6228 emily@wavaw.ca	<b>Operating -</b> WAVAW provides services to survivors of sexualized violence with shared experiences of gender oppression. They advocate for social and systemic change through education, outreach and activism. Grant funding would assist with covering overhead expenses.	\$0
West Vancouver Dance Conservatory 1763 Bellevue Avenue West Vancouver, BC V7J 1A8 Tania Brossoit, Director 604-551-2250 tania@danceconservatorywv.com	<b>Operating -</b> WVDC is a non-profit organization striving to offer the highest level of dance training to all students at a rate that is affordable to all families regardless of their income or background. Funds would be used for guest teachers, scholarships for less fortunate families and to continue creating a better physical space.	\$3,000
West Vancouver Dance Conservatory 1763 Bellevue Avenue West Vancouver, BC V7J 1A8 Tania Brossoit, Director 604-551-2250 tania@danceconservatorywv.com	<b>Program - Artistic Development Program -</b> This would be a performance program in collaboration with young musicians and professional choreographers. The goal would be to celebrate local youth and provide affordable performance opportunities with a change to reach out to a broader audience.	\$0

**Edytha Barker**

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**From:** Edytha Barker  
**Sent:** April-28-20 4:58 PM  
**Subject:** CNV Round One 2020 Community Grant Applications

Dear City of North Vancouver Community Grant Applicant:

The City of North Vancouver, through our Social Planning Advisory Committee (SPAC), is in the process of reviewing the Round One 2020 community grant applications that were submitted in January 2020. SPAC will bring forward recommended grant allocations to Council in the forthcoming months.

Could you please briefly reply to this email with an update and/or comments on the program and/or operational grant applications that you submitted; particularly in light of the COVID-19 pandemic? We do not want to take too much of your time, but this information will be valuable as the committee reviews the grant applications during this unusual time.

For example:

- Is your agency able to operate the proposed program(s) during the pandemic? Please describe relevant adaptations to the program content, delivery method (e.g. remote, online), timeline, and budget?
- Impacts on your organization's staffing?

We may have some specific questions regarding your application from the grant reviewers, which we will email to you separately.

If you have questions about the community grants process, please contact Edytha Barker at [ebarker@cnv.org](mailto:ebarker@cnv.org) or 604-990-4223.

Please reply by Friday, May 8, 2020; this would be greatly appreciated.

Sincerely,

Edytha Barker and Heather Evans

Heather Evans, Community Planner  
City of North Vancouver  
cell 604 209 8072  
[hevans@cnv.org](mailto:hevans@cnv.org)

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**Edytha Barker** | Committee Clerk / Secretary  
Planning & Development  
T 604 990 4223 / C 778 229 3358

**City of North Vancouver**  
141 W 14<sup>th</sup> Street, North Vancouver, BC | V7M 1H9

## COMMUNITY GRANT APPLICANTS' RESPONSES TO COVID 19 QUESTIONS

No.	Name of Applicant
1 & 2	<b>Athletics for Kids</b>
	<p>A4K's financial support to children and youth in sports has been fundamentally disrupted because of COVID-19. At the current time and like so many organizations, we're worried about our sustainability, and how we will weather the current storm. Sports is one thing that is tough to do "virtually", so we hope that when programs resume sometime in the summer or fall, we are in a position to fund all those who would not otherwise be able to participate. We expect to have more deserving families applying for our help than ever before after this crisis has settled down; so many of our historical A4K families will continue to need (even) more help and many new families will qualify for our help after having come through these tough economic times, so we need to prepare now to have these funds in place. It goes without saying that families, children and youth will all need the life-changing benefits which sports provide (including mental, emotional and social health and well-being) and crucial connections to community in these times more than ever before!</p> <p>Athletics for Kids has been hit hard by the COVID-19 pandemic, and the timing for us is particularly unfortunate: so much of our fundraising is done through events, and many of these were set for the spring and early summer (including our largest single fundraising event, the annual A4K Boxing Gala originally scheduled for May 1st). During the months of May, June and July our projected gross fundraising revenue attached to these events was approximately \$350,000; it is difficult to say if we will ever be able to recover even half of that with some events having been cancelled and others which will now be much smaller than originally planned (our Gala is now re-set for October 2<sup>nd</sup> however there are many uncertainties, and our annual golf tournament has been cancelled).</p> <p>We have pared down our monthly expenses as much as possible (we may be able to get some help with our office rent with the government subsidy, but currently we are paying that in full) but need to continue to operate and be prepared for the time when sports are once again possible and then we expect a floodgate of applications. While we are not distributing any new sports grants at the current time, we have just finalized all granting we had underway pre-Covid for programs ending in the month of March. Our Grants Administrator has been temporarily laid off, and we are operating with our Executive Director and one part-time local intern and one part-time remote bookkeeper only. We are continuing to try and fundraise to the best of our ability, and community (including Municipal) and foundation grant revenues have become more critically important in our strategic budgeting and scenario-building analyses for the 2020 year and in looking further ahead- especially with so many of our fundraising events in jeopardy or cancelled.</p> <p>It is difficult to change our granting program to accommodate our new virtual "world" as this hinges on kids being permitted to play sports....but we are looking at every way possible to change up our fundraising plans to incorporate more virtual events and campaigns (we are currently taking part in the GIVINGTUESDAYNOW campaign for instance) so that we can have capacity to fulfill the demand that is clearly getting pent up! The postponement of our signature gala and the loss of many other key fundraising events has put us in a tough position, but we are determined to be ready for when sports programs resume and we can once again hear the excited voices of kids playing and adults cheering!!</p>
3 – 6	<b>Avalon Recovery Society</b>
	<p>Avalon is continuing to operate and providing much-needed support and connection for women recovering from addictions. We have closed our physical locations and have moved all of our services to virtual and teleconference methods. Here we provide 12-step meetings, peer support, one-on-one counselling and daily drop-in times to the</p>

	<p>teleconference line where women can reach out for a friendly voice and support from our Centre Manager. The need for our services has definitely increased and we are seeing greater numbers of women reaching out for help to deal with mental health and addiction issues. Isolation is extremely difficult for someone struggling with addiction, and unfortunately the risk of relapse is high right now. We are very proud to be able to continue our extremely important services during this difficult time.</p> <p>We have one full-time staff member who is continuing to work at her regular hours, and she is overseeing all of the meetings and programs we are offering as well as providing one-to-one support for women who reach out. We are not currently offering relief staff or childminders any shifts as we don't have a need for this right now with the Women's Centre being closed.</p> <p>In terms of the projects we applied for (operating hours expansion, volunteer development and childcare expansion) we have pushed the timeline for the Volunteer Development Project back by two months, and the other projects will continue as normal as soon as we can re-open the Centre. We believe that expanding our services will be even more critical than ever as many individuals are using drugs or alcohol to cope with anxiety right now, and we will not only see relapse but sadly the development of new issues in people who didn't struggle with drugs or alcohol prior to this crisis. We have already increased our online and teleconference meetings in order to meet the rising demand right away.</p>
<p><b>7 – 8</b></p>	<p><b>Backpack Buddies</b></p>
	<p>Yes, Backpack Buddies is able to operate our program during the pandemic. With escalating need, we are needed more than ever before. Here are the changes that we have made to our program that impact the children in North Vancouver;</p> <ul style="list-style-type: none"> <li>• North Vancouver children are able to get their Backpack Buddies meal bag at Queen Mary, Larson, and Norwood Elementary Schools</li> <li>• We have increased the size of each child's food bag until at least the end of August. Usually each child receives 6 meals plus snacks every weekend. Now, we are adding extra snacks, meals, and whole foods like pasta, rice, soup, canned proteins, &amp; pantry staples to help each of them make it through the week (value is now \$15, up from \$10)</li> <li>• For the first time, Backpack Buddies will be available to these children right through the summer months</li> <li>• We have to go to much greater lengths to ensure we have enough food for the kids who are counting on us. Fortunately, Save-On-Foods has put a staff member in charge of securing our food order. Fairway Markets is helping us access more food. Diamond Delivery is heavily involved in transporting food.</li> </ul> <p>Province-wide, our program now supports 2,380 children. At the time of our application, our organization budget was \$860,855. That has now increased to \$1,319,000 to support the increased number of children, run the program through the summer, and increase the amount of food in each bag. In some communities we are also delivering through community partners such as Boys and Girls Club but in North Vancouver, our school partners are still handling distribution to kids.</p> <p>Because of school closures and social distancing, we have lost our entire volunteer work force. We no longer have our Buddy Schools, community groups, or employee groups packing our bags of meals. Instead, we have hired 2 staff members who pack our bags. As well, we are no longer hosting any fundraising or promotional events so we are no longer doing that work; however, we are spending significantly more time developing online promotion, responding to media requests, and securing grants and government funding. As well, the food supply chain is not as reliable as it was so our staff spend a significant</p>

	amount of time securing food orders from various suppliers and coordinating delivery. Everyone is working a lot of overtime.
<b>9 - 12</b>	<b>Big Brothers</b>
	<p>We had applied to the City of North Vancouver for the following 3 programs:</p> <p>Community for \$5,000 Our Community program is able to run virtually and most of our matches are participating so they can still connect with their mentors during this time of isolation. Our Mentoring Coordinators are sending weekly activity ideas with video demonstrations to inspire Mentors and Mentees to discuss topics of interest to the mentee (ie: dinosaurs) and rock painting together but virtually. We also value the importance of mental health and well-being of our mentees who are children and youth – there are frequent check-ins by our staff to ensure that they are doing well as can be.</p> <p>Teen Mentoring for \$5,000 and In School Mentoring for \$1,500 These programs are running virtually as well – and we will continue to do this for as long as we need to. The numbers of participants in Teen and ISM virtual mentoring are lower but we are still trying to engage our guardians, mentees and mentors. It has been a challenge because guardians and mentees are not typically as hands on - these programs typically take place with a Mentoring Coordinator facilitating these programs with Mentors and Mentees. As a result, we may serve less children in each program but understand the importance of it to continue to help give Teens who mentor the ability to be champions well into their adulthood as well as their mentees who have guidance, someone to look up to.</p> <p>We are doing our best to continue to run these programs at difficult time like this – as an organization we have loss of revenue from our Annual Bowling Campaign Events and with the suspension of Clothing Donation Operations because of adhering to Covid-19 protocols for the safety of the public.</p>
<b>13</b>	<b>Big Sisters</b>
	<p>The program we are seeking to fund, Big Sisters Mentoring, is carrying on during COVID-19. We have made some adaptations in order to adhere to the province’s physical distancing recommendations and are assisting Big and Little Sister matches in having their weekly meet-ups virtually. Additionally, because COVID-19 is making youth – particularly the vulnerable youth who use our programs – feel isolated and lonely, we have been facilitating activities for Little Sisters such as book clubs and a pen-pal project. Right now, our Little Sisters need our services more than ever, and Caseworkers are working extra hard with Little Sisters and their families to ensure that they are cared for and not made to feel alone in this uncertain time period. The program’s budget remains intact and matches still have the minimum one-year commitment.</p> <p>Our programming staff is – perhaps counterintuitively at this time – seeking to expand. While one caseworker has taken a leave of absence due to COVID, the Big Sisters team has a large caseload and is actively recruiting Mandarin and Cantonese speaking caseworkers to meet a growing demand.</p>
<b>14 – 16</b>	<b>Canadian Mental Health Association</b>
	<p>For our application for operational funding, I would say that mental health needs are primary right now and will continue to be for some time. Everything we can do to secure annual funding to support accessible low cost counselling (free/\$25/\$50 per hour) and administrative oversight is key to ensuring a stable mental health agency in our community.</p> <p>For our Steps program, we have moved the services to online. Younger youth (14-19) were a little harder to reach at the outset of the pandemic but they are becoming more</p>

engaged. We created this video to explain how we have adjusted our Steps program for the pandemic. It may help paint the picture of our programming today.  
<https://northwestvancouver.cmha.bc.ca/news/100-women-rallying-for-mental-health/>.  
 Let's hope we can return to in-person smaller group activities outdoors shortly. I think we would like to offer them throughout the summer - our initial budget was focused only on the school year.

Lastly, for our isolation initiative we have seen an outpouring of support from the community. We have almost doubled the number of volunteers who are hosting or coordinating online groups, providing peer navigation and other services. It took us about 2 weeks to transition to online groups and one-on-one services but since then we have been very busy. We would like to maintain an online offering going forward but also return to in-person groups. In terms of expenses, we are experiencing expenses related to online tools. There remains an excellent opportunity to educate primary care providers to prescribe social activities. The coordination of this training will take staff time.

We would love to be able to continue to distribute art supplies and other items to keep people engaged and the increase in interest in causing costs to increase. Here is an article we posted today about our art therapy group.

<https://northwestvancouver.cmha.bc.ca/news/painting-away-stress-how-a-weekly-online-watercolour-group-is-supporting-peoples-mental-health-during-the-covid-19-crisis/>

**17 Canadian Red Cross**

Here's my update on the operations of the North Shore Health Equipment Loan Program (HELP). At the time of writing, the HELP service at Delbrook Community Centre continues to operate with reduced hours - from M-F 9am-4pm reduced to T and Th 9am-4pm. Of course, we are observing strict protocols; beneficiaries do not enter the office and we are no longer requiring signatures. Returned equipment is left outside the doors and collected by technicians in full PPE where it is vanned to the HELP cleaning and repair facility in Richmond where returned equipment is sterilized in an industrial disinfection machine. Unlike many non-profits on the North Shore, the HELP program has always dealt with airborne and droplet viruses on returned equipment and HELP staff and volunteers have been well-trained in advance for many of the challenges they face.

That said, the BC HELP service continues amid reduced service demands. Elective surgeries (particularly knee and hip replacements) have been canceled across the province reducing the need for mobility, bath and toileting safety equipment for recovery in the home. The health authorities have discharged as many patients as possible who have already picked up the equipment they need. In some areas where HELP offices have had to close, we are continuing to provide service on an on-call basis for patients discharged from hospital and in need of equipment.

To make things even more complicated, despite the reduced demand for loans, we are still running short of equipment. Beneficiaries, many of them locked down in their homes, are not returning their loans. It's understandable as most HELP beneficiaries are seniors, but it has resulted in shortages.

In the longer term, the current service reduction will not impact the HELP program on the North Shore beyond the course of the pandemic. HELP will remain a bricks-and-mortar operation and will return to business as usual, taking our cues from the health authorities. While we have not yet heard plans from the HAs, it is likely once the pandemic is over, hospitals will begin tackling the knee and hip replacement list with additional surgeries to address the ballooning list that is growing each day of the pandemic. This will require growing the stocks of available HELP equipment even beyond current levels. In short, the

	<p>need for support from the City continues despite the uncertainty and the fact that all timelines for resuming full operations depend on the advance or retreat of COVID-19.</p> <p>To keep updated on HELP operations around the province, please check the link below for information on BC HELP offices. While the North Shore office is not on this list, things are changing by the day and the website is updated every morning.</p>
<b>18 – 20</b>	<b>Crisis Prevention &amp; Suicide Prevention</b>
	<p>The Crisis Centre of BC is an essential service, and we continue to operate our 24/hour distress services (phone and chat services) &amp; our community learning initiatives (now online).</p> <p>We have seen over double the usual incoming call volume, with 100 per cent of calls now related to COVID-19 either directly or indirectly.</p> <p>Our essential service volunteers and staff continue to work at the Centre ensuring North Shore residents in distress receive support. We are also shifting to a blended model of answering calls/chats onsite as well as offsite while ensuring confidentiality and high service quality.</p> <p>Our Community Learning and Administrative teams have been working offsite since March 17, 2020.</p> <p>We have increased our essential staff team to ensure high answer rates. This at a time when few volunteers are able to be onsite due to their own needs and onsite physical distancing.</p>
<b>21, 22</b>	<b>Friend 2 Friend Learning Society</b>
	<i>Document attached.</i>
<b>23</b>	<b>Greater Vancouver Law Students' Legal Advice Society</b>
	<p>Our program continues to run at the moment. Our volunteers and staff are working remotely, with the exception of our administrative assistant who comes into the office to manage mail one a week. Although our intakes are normally in-person, have now switched to doing intakes by phone. Our service level has also been affected by court procedures - more recently, courts are only hearing urgent matters. As such, some of our files are currently dormant as we wait for operations to resume at provincial courts. Otherwise, our service level has not changed much.</p>
<b>24 – 28</b>	<b>Hollyburn</b>
	<p>Hollyburn is operating all programs although face to face meetings have shifted to ensure social distancing. This means lots of teleconferencing, zoom, old fashioned phone calls etc.</p>
<b>29 – 32</b>	<b>Lionsview Seniors Planning</b>
	<p>Our agency is able to successfully operate the proposed programs and operational activities and will be able to continue to do so. We have been adapting to the Virus by using virtual means, zoom (which we purchased), WEBEX and teleconferencing. Staff can work from home as can some of our key volunteers. Our programs continue with the same content, but with a different delivery method.</p> <p>We have reached out to our volunteers and participants with regular emails and some phone check ins. Many of our volunteers are continuing their activities, such as keeping up our social media and managing the web site <a href="http://www.lionsviewplanningsociety.com">www.lionsviewplanningsociety.com</a></p> <p><b>Coalition:</b> We have held 2 Coalition meetings through Zoom and teleconferencing and will be holding the next two for the year by WEBEX and Zoom. Attendance at the meetings has been excellent as have the presentations.</p>

	<p><b>City SAT:</b> We have held 3 SAT meetings by Zoom and teleconferencing, also with great attendance and virtual presentations.</p> <p><b>Column:</b> The Older and Wiser Column is continuing to be written and put up on-line at the North Shore News web site. We have also used the column as a new vehicle to get information out about COVID 19, impacts and solutions for seniors. We have sent the column to a growing number of individuals and organizations for an email out to their clients.</p> <p><b>Operationally:</b> We continue with two staff and they are mainly working from home. We have kept to our timelines successfully and there have been no major impacts on our budget. Our board and committees meet via Zoom and teleconferencing regularly, and we will be holding our Annual General Meeting in May by Zoom.</p> <p>We have been attending meetings as usual, but virtually. We continue to sit on various committees and attend meetings when they are scheduled.</p>
33	<p><b>Living Systems Counselling</b></p>
	<ul style="list-style-type: none"> <li>• Is your agency able to operate the proposed program(s) during the pandemic? Please describe relevant adaptations to the program content, delivery method (e.g. remote, online), timeline, and budget? <ul style="list-style-type: none"> <li>○ Yes we are operating. We have moved to on-line counselling. Our referrals were significantly down in April as people likely were scrambling to adapt to basic needs, social restrictions and financial loss. Our referrals have been increasing slowly in April and we anticipate a bit of a surge going forward, at least for the short term, as people will be ready to talk about the impact to their mental health and relationships. We have dropped the fee that clients pay to accommodate loss of jobs and lower income.</li> </ul> </li> <li>• Impacts on your organization's staffing? <ul style="list-style-type: none"> <li>○ No impacts but we operate on a contract/student model so our business model has some flexibility to adapt to the pandemic.</li> </ul> </li> </ul>
34, 35	<p><b>North Shore ConneXions Society</b></p>
	<p>In light of the current Pandemic, we have adapted our programs to provide virtual education and connection for the community instead of face to face programs.</p> <p>Friendship Circles: Currently creating videos to share our message of "including each other at school" and "developing friendships". We are closely networked with the North Vancouver School District and will be facilitating the dissemination of these videos to students virtually.</p> <p>Education and Community Awareness: Currently creating videos to share our message of inclusion &amp; understanding those living with disability; and for our first responders, how to best serve those in our community with disabilities who may be within their reach/scope.</p> <p>We will be spending more money to create these videos than previously requested in the grant application, owing to the expertise required.</p>
36 – 39	<p><b>North Shore Disability Resource Centre</b></p>
	<p>The NSDRC continues to provide full staffing in our group homes during the pandemic.</p> <p>Community programs are currently modified to ensure physical distancing requirements.</p> <p>Summer Bursary 2020 - the bursary allocation committee met on April 21 to review the 139 applications received. Our plan is to allocate the bursary to families with the hope that summer camps/programs may be available. If summer camps do not occur, the bursary will be extended into the winter for either winter camps or spring break 2021 camps.</p>

	<p>Information &amp; Advocacy - our I&amp;A program continues to occur via telephone/teleconference with clients. In person workshops are on hold until physical distancing requirements are lifted.</p> <p>Adapted and Accessible Yoga - this program is not available at this time due to physical distancing requirements. The yoga instructor has created some YouTube videos for individuals to access during the pandemic.</p> <p>All other in person workshops are on hold.</p>
<p><b>40</b></p>	<p><b>North Shore Keep Well Society</b></p>
	<p>We had to suspend our program on March 12th due to the threat posed to our vulnerable population by COVID-19. Since that time, we have been working to reach out to our participants in the following manner:</p> <ul style="list-style-type: none"> <li>• Providing access to our one-hour streaming exercise program on the Keep Well website taught by our lead instructor so that they may participate in the comfort of their homes and remain fit.</li> <li>• Our site coordinators are calling our participants and volunteers to maintain contact with them, and to encourage them to remain active and keep exercising. Emails of interest from numerous agencies that come into Keep Well's office are forwarded to our site coordinators who in turn send them to those who may benefit from certain programs and community resources being offered during COVID-19.</li> <li>• We have arranged with Gluu Technology Society to give free access to their online computer classes on the use of devices such as iPhone, iPad and applications such as Skype, Facebook and Facetime to Keep Well participants.</li> <li>• The impact on our budget has been that we will not pay our contract fitness instructors for the period from mid-March until we reopen, hopefully in September. <b>This foregone expense to the end of August is estimated at \$7000.</b> On the other hand, we have not collected donations from participants attending our exercise classes since mid-March. <b>This shortfall in income to the end of August is estimated at \$6800.</b> We have continued to utilize and pay for the services of the coordinator and part-time bookkeeper as well as for the usual miscellaneous office expenses, including rent, telephone, printing, insurance, etc.</li> <li>• We hope to return to usual programming in September, or on the date as permitted by the authorities, and expect that we will have to make necessary adaptations to address the safety of our vulnerable community. It is likely that these adaptations will negatively impact our budget, as our expenses will likely increase.</li> </ul> <p>We have continued to utilize and pay for the services of the coordinator and part-time bookkeeper. However, our fitness instructors are not being paid as they are paid only for the classes they give. One of our instructors has resigned as she has found alternate employment.</p>
<p><b>41</b></p>	<p><b>North Shore Meals on Wheels</b></p>
	<p>We used to receive our food in bulk from "The Medley Grill" (formerly the Pantry Restaurant), which required many volunteers to package the food in our trays, pour the soup and package the desserts in our containers etc. This required up to five volunteers at each of the two kitchens we distribute the meals from. Once the pandemic was announced our kitchen volunteers felt vulnerable and uncomfortable and many no longer wanted to be involved. We were also afraid that, with restaurants closing, our food source would also be gone. We were very concerned that we may had to fold. But, just the opposite happened ... our chef (Joe from "The Medley Grill") said he would prepare AND package our food for as long as it was necessary! Bless him!!! And because he is portioning out the food we have eliminated all but one of the kitchen volunteers. Now only one volunteer comes in each delivery day to sort the meals and pack them into brown paper grocery bags, one bag per client, our new delivery protocol. So the delivery drivers</p>

	<p>just come in and pick up their route/delivery sheets and the clients' bags and are able to deliver the meals in a distancing way whilst still insuring our clients' wellbeing. This way the drivers don't even have to come back to the churches ... normally they would have to return the styrofoam boxes we have been using for decades to deliver the meals in. I should mention that we have had to eliminate providing hot meals but the clients are instructed as to how to heat them and many are so grateful we are still able to provide this service.</p> <p>I would also like to mention that many of our delivery drivers stayed with us, however, some had to withdraw due to health concerns. However, within days of the crisis forming approximately 40 individuals and a number of groups (police, firefighters, etc.) called our office ready to step up to help North Shore Meals on Wheels! We were overwhelmed!!!</p> <p>Challenges that we are now facing is increasing costs ... our chef found it very difficult to make the food AND package it entirely on his own and said it was essential that he hire an assistant. Of course we agreed to pay extra per meal to allow for this and so now we are just breaking even. Also, we are having to incur new costs to buy the delivery grocery bags! Before COVID we were making one dollar for every meal sold which went towards our overhead so we will need to make up the shortfall somehow. We do not want to put the pressure on our clients however and will seek extra funding moving forward ... although we may be forced to increase the clients' cost if this isn't possible. After all, our mandate is to provide nutritious meals at a reasonable cost as many of our clients are on limited or fixed incomes ... raising their cost is something we will work very hard to avoid.</p>
<b>42 – 44</b>	<b>North Shore Multicultural Society</b>
	<p>NSMS continues to offer services virtually through online meetings, workshops, phone and email appointments. Operationally we are committed to serving newcomers who are highly impacted by the pandemic economically, socially and in their access to health care information and understanding the Canadian health system. NSMS has been translating essential health documents for newcomers and sharing these with community partners; we are compiling information on how immigration statuses and policies impact the very many different types of im/migrant statuses; we have developed mental health and support workshops for impacted immigrants; and we have increased our internal capacity to support immigrants who have experienced Covid-19 related racism – working closely with the NV RCMP. We need municipal support to continue with all of these activities.</p> <p>Our Neonology program is being offered virtually and will focus on helping youth to better understand the dynamics and solutions to racism and exclusion as they related to Covid-19 in order to promote community and relational wellbeing.</p> <p>Our Community Engagement programs are focussing on providing virtual information and support groups on mental health wellness in times of uncertainty.</p> <p>Hoping our application will be supported – we need the help to do all these important things. This Stats- Canada research demonstrates how newcomers are disproportionately impact by Covid- 19 <a href="https://acs-aec.ca/wp-content/uploads/2020/05/Marc-Lachance-Covid-19-and-Immigration-in-Canada-final_ML.pdf">https://acs-aec.ca/wp-content/uploads/2020/05/Marc-Lachance-Covid-19-and-Immigration-in-Canada-final_ML.pdf</a></p>
<b>45</b>	<b>North Shore Polish Association Belweder</b>
	<i>Document attached.</i>
<b>46, 47</b>	<b>North Shore Stroke Recovery</b>
	Our physical locations are shut down but the North Shore Stroke Recovery Centre is still providing programming to its members.

	<ul style="list-style-type: none"> <li>• For those with internet, we are offering three 1 hour conversation/mental aerobics sessions each week as well as two 40 minutes exercise classes – all via zoom. We are sending out weekly emails updating everyone on new community resources available, member updates, birthdays, jokes, mental aerobics, etc. We also email out our monthly newsletter, Turtle Soup.</li> <li>• For those members without internet or who choose not to join our zoom sessions, we follow-up on a weekly basis by phone and have started a bimonthly mailout which includes a letter update on community resources, member updates, birthdays, jokes, chair exercise program, mental aerobics, etc. Our art therapist has provided us with an art therapy challenge which we have sent out to all our members. We have been successful in accessing some technology for some of our more isolated members through the Take Home Technology program</li> <li>• All our staff continue to work except for 1 speech language pathologist (SLP), who normally works 1 day/week. She also works at LGH and the need is greater for her to be available for extra shifts there. For most of us, we are working our full time hours. We are hoping to qualify for the CEWS for all 3 months it is offered because our regular monthly income has gone down considerably. We are starting to recruit some of our volunteers for phoning and mail out assistance.</li> <li>• Our Speech Therapy program continues to run. Both our main SLP and our SLP assistant are seeing clients 1-1 via zoom. We have started 1 supported conversation group for people with aphasia and hope to begin a higher level supported conversation group next week.</li> <li>• In many ways we are busier now than during our regular programming session. It can take many hours to help our members gain access to zoom or to problem solve other technology issues.</li> <li>• Because of the current situation we will not be able to hold our annual fundraiser, Strides for Strokes. We were hoping to reach a now goal of \$40,000 this year through corporate sponsorship and pledges from friends and families of our members. The event is cancelled but we're hoping to have a virtual program on June 13<sup>th</sup> and possibly something more substantial in the fall if we are able to return to a normal way of life. The board and myself are in the midst of finding alternative means of fundraising which will be critical in the coming months.</li> <li>• Our goal during this time is to try to reduce the negative impact of isolation on our members. An extra concern are our aphasia clients who are isolated at home due to the situation but are cut off from the world even more because of their communication challenges.</li> </ul> <p>This gives a brief overview on what we're currently doing. Each week we try to offer our members more resources. We hoping to re-establish our monthly caregiver group in the next few weeks.</p>
48 – 50	<b>North Shore Table Tennis Club</b>
	<i>Document attached.</i>
51	<b>North Shore Volunteers for Seniors</b>
	<p>The Centre has been closed to our members since March 16 and staff have been laid off 3 days after that. One staff member has continued to be in touch with members from home via email and phone to make sure everyone is ok.</p> <p>One member of staff came back on April 23 for a very limited amount of time (4 hours a week) to pay bills, do a newsletter to assist members with available food options and delivery services and any other information they may need.</p>

	<p>The Pandemic has had a huge impact on our organization. We exist primarily on grant money and we really don't know how we will move forward once we are able to come together. We fear that most of the grant funding will no longer be available.</p> <p>We will be putting in new guidelines like face masks, hand sanitizing, and social distancing in the area where programs take place. The Board of Directors have not met together since March. They do want to come together soon to begin the process of reorganizing, adjusting and restructuring our space to accommodate programs once again.</p>
<b>52, 53</b>	<b>North Shore Women's Centre</b>
	<p><u>NS VAWIR:</u></p> <p>The NS VAWIR Committee has been operating during the COVID-19 restrictions period, and will be able to do so moving forward even if the restrictions carry on.</p> <p>The Committee will continue to meet remotely on a bi-monthly basis. By example, our first remote meeting since the COVID-19 restrictions were implemented took place on Tuesday, May 5th from 10am-12noon via Zoom. 17 agency representatives participated in the call and followed an agenda focusing on impacts of COVID-19 for their work and clients including challenges and information sharing regarding North Shore survivors of domestic violence and sexual assault as well as reports from the Committee's active sub-committees. The Committee discussed plans for hosting online workshops for the community, including the Farsi speaking community, regarding how to report domestic violence and sexual assault and the support services available - with a particular COVID-19 focus.</p> <p>The work of and number of hours allocated to the North Shore VAWIR Committee Coordinator is still needed in order continue the coordination and administrative tasks related to scheduling meetings, preparing and distributing documents, coordinating and promoting workshops, maintaining the NS VAWIR website, Google Docs, developing and circulating the newsletter, etc. While costs associated with meeting space rentals and refreshments may or may not be needed depending on the length of the social distancing restrictions, there will be some costs associated with a higher level of conferencing platform needed to conduct confidential online webinars on domestic violence with members of the public, approximately \$250/year - a portion of the overall cost to our organization for this specific program.</p> <p><u>Separation Support Group:</u></p> <p>Since the COVID-19 restrictions have limited in-person social interactions, our separation support group program will have to be adapted to accommodate remote delivery, if necessary.</p> <p>We will continue to adhere to the structure of the program by offering an online workshop first, including presentations by a counsellor, lawyer and financial advisor, followed by a 10-week online facilitated support group, with special consideration given for privacy and confidentiality. Our precedent for being able to run an online support group is our weekly Single Mom's Support Group, which we successfully transitioned online including protocols for remote delivery starting April 1st. The content of the Separation Support Group will be the same as was outlined in our grant application.</p> <p>Depending on the duration of the COVID-19 restrictions we may or may not have an opportunity to deliver the program in person. If we can, then we will still require all funds as outlined in the grant application, including facility rental costs, childcare, transportation, refreshments and supplies. If not, we will still require require the funding for salaries, group facilitator contract fees, and office/administrative costs. We would also have an additional</p>

	<p>cost of approximately \$250/year (a portion of the overall cost to our organization for this specific program) for an up-graded online conferencing plan to deliver specialized presentations remotely.</p>
<b>54, 55</b>	<b>Pacific Post Partum Support Society</b>
	<p>We are currently delivering our support group online until we can meet again in person. We are pleased that we can continue to meet the needs of the women attending our groups by offering this service online. Additional program costs that had previously not been budgeted for include the purchase of a laptop to allow our facilitator to conduct the group remotely online as well as the group online meeting hosting service costs. An additional 5-10 hours were used for training and education purposes to train the facilitator in the use of the online meeting software. In total, these additional costs are approx \$1500.</p> <p>It has not affected our counselling staff as we are still offering groups and telephone support remotely. However until we meet again in person we do not need our childminding staff. When restrictions are lifted and it is safe for everyone to meet again in person, we will rehire the childminders that were laid off because of CoVid19.</p>
<b>56, 57</b>	<b>Pathways Serious Mental Illness Society</b>
	<p>During COVID-19 Pathways has found a way to continue to provide its programs of support for families who are supporting a relative with mental illness.</p> <ul style="list-style-type: none"> <li>• With education and support we have adopted the Zoom platform and in fact increased our support groups from twice a month to weekly time slots.</li> <li>• Our family education program, while on hold for two weeks, is back in progress again using Zoom.</li> <li>• Our education program is gearing up for Sept. adopting a social media platform</li> <li>• Our AGM is being held via Zoom and our publication for families; Pathways and the Advocacy bulletin continue as scheduled.</li> <li>• Our office is open as usual; Pathways board sees the organization as an essential service at this time and while we are not meeting anyone in person, support continues to be provided by telephone or email.</li> <li>• Two of our staff are working from home and two are looking after the office. And as always many volunteers continue to provide peer to peer support from their homes again via zoom, telephone and email.</li> </ul> <p>We have lost a major funding opportunity as our annual fundraiser was cancelled in April. However with the continued support of our municipal partners, foundations and families we have adjusted to a forecast Covid-19 budget and continue to be on track with some of the support through the Federal Government. We will be able to deliver on our grant application.</p>
<b>58</b>	<b>Sharing Abundance Association</b>
	<p>For over a decade Sharing Abundance has been operating community meal programs on the North Shore. We serve over 7000 meals a year giving our guests a restaurant quality experience. We operate our programs out of five locations in North and West Vancouver.</p> <p>All was going very well, then the pandemic forced us to suspend all our programs. The Legion and churches where our kitchens are located were closed mid March and continue to be closed. It is our intention to open as soon as we have access to our facilities. We will modify our delivery system to meet the new guidelines from Vancouver Coastal Health to allow us to safely serve our guests and protect our volunteers. The majority of our volunteers are seniors, who are one the more vulnerable groups in this pandemic. At this point we are unsure how many will return even though we will provide them with every safety required. Normally we operate for almost ten months allowing our volunteers to take a break in the summer. This year we will see if it is possible to continue our community and</p>

	<p>Children and Family programs through to December with a limited summer break. We are evaluating the possibility of starting up with a “take out” model in place. It is a more costly model as single use food packaging must be obtained. We continue to wait patiently for access to the kitchens so that we can start to serve our guests and community again.</p>
<p><b>59, 60</b></p>	<p><b>Special Olympics BC Society – North Shore</b></p>
	<p>Our Programs remain paused for now but we are working to set guidelines and practices in order to resume our programs. Please refer to the document attached. I’m assuming we will be allowed to return to our regular programs by the fall (same delivery method, same number of athletes/coaches, same budget) with certain guidelines to allow for some physical distancing. This will all depend on each sport/program.</p> <p>There are and no changes in our organization staffing. <i>(Further information in attached document.)</i></p>
<p><b>61</b></p>	<p><b>Spinal Cord Injury BC</b></p>
	<p>COVID-19 affects all of us but for people living with a spinal cord injury, the virus is especially terrifying. In fact, our InfoLine service saw a 280% increase in calls during the first week and we continue to be inundated. These are some of the concerns we are hearing:</p> <ul style="list-style-type: none"> <li>• A spinal cord injury is a complex medical condition that puts people at high risk for serious complications should they contract the virus. This is causing anxiety and fear within our community. Many have chosen to completely isolate themselves at home.</li> <li>• Caregiver relationships are being affected. Many personal attendants are not coming to work and if they do, there is concern about cross-contamination from those who work with other patients and then visit individuals in their homes.</li> <li>• Essential medical supplies that are needed to meet daily medical needs are hard to come by. Most masks, gloves and infection control supplies are being directed towards the COVID-19 frontline responders.</li> <li>• People are worried about their finances. Benefits are complicated and often depend on employment status. Many are having to incur out-of-pocket expenses for vital supplies, like catheters, until benefits can be sorted out.</li> <li>• With all public events cancelled and most businesses closed, even the most connected and outgoing people in our community are feeling uncertain and isolated.</li> </ul> <p>In light of all this, we have been quick to adjust and adapt our programs in response to the changing environment. We have suspended all our programs that take place in public spaces. This includes Peer events and “Bean There” coffee groups throughout the province. However, we are still committed to providing crucial support to our members during this difficult time. We are calling all our members to check on them and offer important personal outreach. In addition, we are hosting online events every weekday to help people stay informed and connected. We have also increased the amount of communication on our social media channels and have responded quickly to all messages and concerns. And our blog is updated often with resources for maintaining physical and mental health during isolation.</p> <p>In terms of our grant application with the City of North Vancouver:</p> <ul style="list-style-type: none"> <li>• Our Peer Program is based on bringing vulnerable people together so they can form social connections, reduce isolation and try activities they never imagined possible. Because of the need for social distancing right now, we obviously cannot host in-person Peer events for the time being. However, as mentioned above we have moved to online events to keep people engaged and connected. We are now hosting regular virtual “Bean There” support groups and online activities every</li> </ul>

	<p>weekday, including a “Virtual Coffee and Morning Chat”, a “Make, Do, Mend” arts and crafts session, a “Home Workout”, a “Mindfulness and Yoga at Home” session, an online “Movie Night” with a Netflix watch party, “Wine Wednesdays”, online “Trivia Nights”, a “Book Club”, and virtual cooking classes. We will continue to add more sessions in the coming days and weeks. Rest assured that we’re still here, just doing things a little differently.</p> <ul style="list-style-type: none"> <li>• The costs to transition our services to online have been minimal so far. With all staff now working from home, we have had to increase the number of remote access licenses and server capacity. This IT-related infrastructure and support has cost approximately \$5,000 to date. However, the biggest financial challenge will come from lost revenue. We are conservatively estimating a \$400,000 shortfall provincially from reduced donations, sponsorships, fee-for-service and grant revenue. The effects of this province-wide shortfall will trickle down and impact programs across many communities, including the North Shore. We have already had to reduce hours for some of our staff, including our Peer Program Lead who plans and implements our usual in-person activities.</li> </ul>
<p><b>62</b></p>	<p><b>St. Andrew’s United Church</b></p>
	<p>St. Andrew’s Thursday meal program was cancelled when the church physically closed on March 16. However, we found a way to offer another weekly meal option, Meal-to-Go, which we started on Fri. April 24. Until we can resume our Thursday program (no doubt adapted to meet health guidelines) we will continue the Friday meal instead.</p> <p>We have worked closely with Vancouver Coastal Health who have approved the Friday offering. Three volunteers can work in our community kitchen at one time. Two volunteers purchase the ingredients required to cook the meal on Tuesday; three volunteers prepare the meal on Wednesday; two volunteers package the meal on Thursday; and 4 volunteers distribute it from 2 – 4 pm on Friday.</p> <p>The approximate weekly cost to purchase food/eco-containers for 100 is \$250. (So far, we have served Chili and Beef Stew plus something sweet like cookies.) The actual cost of the meal, therefore, is as follows: 100 people - \$2.50 each; 75 people - \$3.33 each; 50 people - \$5.00 each.</p> <p>There was a gap of 5 weeks when we were unable to offer our Thursday program and the Friday Meal-to-Go program started. Assuming Thursday lunches can resume soon with appropriate modifications, we will offer Thursday lunches throughout August, a time when volunteers normally take vacation. Consequently, there will be only a one-week difference in the number of meals served indicated in our grant application.</p> <p>We are currently working on a plan to continue distribution of baked goods and bread from Cobs Bread and WestLynn Bakery by the middle of May. This requires 4 people to pick up bread from Cobs every Wednesday evening and 4 people to take responsibility for distributing it every Thursday.</p> <p>The Greater Vancouver Food Bank Hub at The North Shore Neighbourhood House is currently distributing food from 4 – 6 pm on Wednesdays. I do not know what will happen in terms of food pick-up during June, July and August when we normally provide a free “brunch” to clients. I anticipate adapting our program to meet their needs.</p> <p>General donations to St. Andrew’s have been minimal since the church closed and I do not expect a change until the church is open again.</p>

63	<b>St. Catherine's Anglican Church</b>
	<p>With regards to the Community Thanksgiving Dinner we hold at St. Catherine's Anglican church, we would not be able to hold such a community gathering in light of the COVID pandemic. We invite approximately 150 people to share in the meal on the Saturday of the October long weekend (Oct. 10) and if things continue along the current path, we will have to cancel the event. This would not impact any of the church's staff since everything is organized and proudly run by volunteers.</p>
64	<b>St. John the Evangelist Church</b>
	<p>On March 18th, the Church closed it's doors to all public gatherings in compliance with Provincial, Federal and National Church Mandatory Covid 19 instructions until further notice.</p> <p>Since March 30th, our program volunteers continue to work with Capilano University Coordinator, Michelle Lebeau to maintain contact with the program participants, by telephone, emails, and weekly online video sessions. The weekly sessions have been setup in Groups 1-5 for different levels of English participation, advanced reading and grammar discussions. We anticipate these sessions will continue until the end of the school year, with adjustments as government regulations permit. Our goals remain the same as outlined in our grant application, just delivered in a different way.</p> <p>We are hopeful that by September, the Covid 19 Pandemic will have subsided and we will be able to resume gatherings within Government regulated guidelines.</p> <p><i>Further information in document attached.</i></p>
65	<b>St. John Society</b>
	<p>Our MFR Program is currently on hold due to the COVID-19 pandemic, as our volunteers cannot go out and provide first aid services to community events at the moment. We are simply waiting for restrictions to be lifted so our volunteers can go out into our communities and help enhance safety and healthcare again. We believe, and hope, that they will be able to go out and provide these services by late summer or the fall season. If we receive funding, it will be used to purchase first aid supplies and equipment for the volunteers that they will be able to use long-term.</p>
66	<b>Upper Lonsdale Preschool</b>
	<p>Upper Lonsdale Preschool is currently closed due to the Covid-19 pandemic. Although the outdoor play program is not currently running, we are still sourcing funds to do the upgrades while the school is closed.</p> <p>All work on the outdoor play space for the outdoor play program needs to be done while the children are not in attendance to ensure their safety. We are currently working with Great Canadian Landscape Company with an updated quote for drainage repair and hope to start this project within the next couple weeks. We received funds from the BC Childcare maintenance fund emergency grant for this repair, but not towards the remaining parts of the project. We hope to receive more funds to do other portions of the project while the school is closed.</p> <p>The teachers are currently on CERB so that they maintain their employment, with this, the preschool society is not required to pay their wages while no tuition is coming in. We are still operating our volunteer board and having monthly meetings. The teachers and board are doing everything we can to maintain the preschool operations during the closure, and to fund this project in preparation for the return of the children.</p>

67, 68	<b>Vancouver Adaptive Snow Sports</b>
	Our operational cycle cannot be better, as we start programming with participants in January 2021 and with any luck at all, we will avoid the COVID disruption all together. Some funds were requested for operations and some for participants within Vancouver Adaptive Snow Sports.
69 – 72	<b>Vancouver Brain Injury Association</b>
	<p>Vancouver Brain Injury Association (VBIA) has been busy getting out our #GivingTuesdayNow campaign and training new volunteers. As you may know, #GivingTuesdayNow day was May 5. The campaign concludes with a #GivingThursdayThanks social media blitz tomorrow.</p> <p>VBIA has transitioned to remote work for our volunteers and Canada Summer Jobs (CSJ) employees starting soon. Brain injury in the time of Covid has increased demand for services. Brain injury survivors who were confused, anxious, depressed, and isolated previously have had their problems increase tremendously.</p> <p>An additional expense is for software. Fundraising software, CRM software, and the Adobe Suite etc. reside on individual workstations that were formerly shared. Now we need to purchase additional software that will reside on remote computers.</p> <p>The CSJ program is very helpful to VBIA. The jobs are highly prized – each year we get over 500 applicants. Some of those applicants are already volunteering, but Service Canada is experiencing delays. The first day of summer employment was supposed to be May 11, but Service Canada is experiencing delays due to Covid measures. The summer students seem to be taking the delay in stride.</p> <p>For the next several months VBIA's focus will be on <b>Brain Injury in Covid Time</b>. Many of these people need VBIA help.</p> <p>Thankfully, VBIA has experience delivering WorkSafeBC coaching services remotely throughout the lower mainland. VBIA is getting more volunteers every week to help deliver local essential programs such as telephone support to isolated brain injury survivors. But first, they must be trained in trauma-informed care.</p> <p>We would really like to hire an occupational therapist for brain injury outreach emergency response. At least for 2 or 3 days a week.</p>
73	<b>Volunteer Cancer Drivers Society</b>
	<p>As we describe in the <b>attachment</b>, the VCDS, like many services, has temporarily suspended our cancer transportation service. We have made plans to safely resume service at the earliest opportunity - our drivers are anxious to begin providing rides again and renew relationships with their patients.</p> <p>Currently just over 50% of our financial support comes from our patients, the public and our volunteers. Most, if not all of these donors will be impacted by financial and economic difficulties. Understandably, many will be unable to continue their support of the VCDS. More than ever we will have to depend on the generosity of community granting organizations to support our patients in their time of need.</p>
74, 75	<b>AssistList Association</b>
	In light of the COVID-19 pandemic, AssistList continues to operate at full capacity. As our organization provides service through an online platform without the need for a physical location, our workforce has been shielded amidst the current global crisis. Prior to the pandemic, our work was already being conducted through roughly 95% virtual/remote means. In fact, we have noticed that our volunteers are generally more available during

	<p>COVID-19 as many of them have been relieved from commitments such as school or work.</p> <p>AssistList will be able to carry out the programs outlined in our Operations Grant and Project Grant applications. However, we request a <b>delay in the completion date</b> of our Project Grant to Dec 2021 in order to allow us more time to engage the community. Given the current circumstances with COVID-19, we will need to postpone visiting organizations such as long term care facilities, but in the meantime we can continue engaging with coordinators and lead contacts.</p> <p>Access to home health medical equipment will always be needed. We are confident that AssistList will help improve the quality of life of the seniors, people with disabilities, and low income people of North Vancouver, particularly once restrictions lessen and are removed. We greatly appreciate being considered for this grant opportunity and look forward to supporting the people of North Vancouver now and in the long term.</p>
76	<p><b>North Star Montessori Elementary</b></p> <p><i>Document attached.</i></p>
77	<p><b>Parkgate Community Services</b></p> <p><i>Document attached.</i></p>
78	<p><b>WAVAW Rape Crisis Centre</b></p> <p>As an organization that provides frontline services, WAVAW has had to move quickly to leverage technology and adapt our resources to offer as many of our services as possible over phone and video platforms. In the face of COVID-19, our victim services workers, sexual assault counsellors and Indigenous program staff are still providing one-to-one services while working remotely; including immediate emotional support on our 24-hour, nation-wide Crisis and Information Line, Victim Services including support navigating the criminal justice system and one-to-one counselling. In accordance with social distancing protocol, our support groups at WAVAW and our partner locations have been postponed, resulting in a loss of connection for many of our marginalized clients, and we are working to assess the infrastructure and technology required to move our support groups online. Our hospital accompaniment program at Vancouver General Hospital has been suspended. We are cognizant now, more than ever, of the community need for a WAVAW Integrated Medical Clinic in order to provide survivors who have been sexually assaulted with critical support and examinations outside of the institutionalized medical system. Through remote service delivery, we are removing barriers that marginalized survivors face in accessing our supports (means of transportation, etc.) We are hyperaware that for survivors of sexualized violence, dealing with isolation can exacerbate trauma responses, and can increase anxiety and depression. We are currently supporting survivors who are in isolation with their abusers, survivors who have to hide their gender identity from unsupportive family members while in quarantine, and survivors who are experiencing diminished community connection. The need for WAVAW's support services is more urgent than ever, and we continue to support survivors from Metro Vancouver, North Vancouver, West Vancouver and beyond. Currently, WAVAW has not had any staff layoffs and we are working diligently to fundraise to ensure the sustainability of all of our programs through the pandemic and beyond.</p>
79, 80	<p><b>West Vancouver Dance Conservatory</b></p> <p>Times have hit us hard through this Pandemic. As you were aware we had been looking for a new location as our lease was up at the end of June. We had hoped we could have negotiated an extension and then COVID hit. We had to stop all classes and as most of our families pay monthly it put all our teachers and directors out of work. We have been offering some classes through zoom and all our teachers have offered their time for free as</p>

so many families have lost employment. It did not seem fair that all the children were not able to attend. We wanted to make sure they could all take part. Some families are offering donations and we are using it as a fundraiser to aid in securing our future. This last week was even harder for us, we have now been evicted, the landlord gave us three days to get our stuff out, so classes will not be able to resume until the Fall when hopefully we can go back to some sense of normal.

We are making plans to open again in August, if restrictions make that possible. We are actually negotiating a lease in North Vancouver as there is no space available in West Vancouver. It's all so hard as no one knows how life will unfold. The plan is to go ahead with all the projects we talked about in our grant applications. As you can see our budgets are now much bigger as we are having to set up a new place. We put so much money into our last location this is devastating for us. They didn't even give us time to reap that money back.

We are determined to not let life defeat us and will do everything in our power to proceed and support the children. The energy and determination of our families, staff and directors is commendable. Any funding or assistance is greatly needed and appreciated



May 3, 2020

Ms. Heather Evans  
Community Planner  
City of North Vancouver  
141 W 14<sup>th</sup> Street  
North Vancouver, BC  
V7M 1H9

CC: Edytha Barker, Committee Clerk / Secretary

## **RE: CNV Round One 2020 Community Grant Application**

Thank you for your email requested an update on our Play Centre for Children with Autism program application, particularly in light of the COVID-19 pandemic. This email describes the impact COVID-19 has had on our programs, timeline, and budget, and describes how we have quickly adapted.

### **Program Adaptations**

The COVID-9 pandemic has had a significant impact on our ability to deliver our programs. Therefore, we are focused on ensuring that the essential services we deliver to and the benefits we provide for vulnerable children with autism and their peers continue.

We took measures to reduce transmission of the virus by suspending the delivery of our Integrated Play Groups for children with autism and their peers and Autism Demystification® Educational Programs effective March 14, 2020. The Society's top priority currently is to ensure the health and safety of our clients, their families, and our staff.

However, after speaking with and surveying families, we know that many of the children and families we support are experiencing great hardship due to the loss of their social, peer play interactions offered through our programs.

We therefore quickly adapted our programs and delivery methods to offer our program online to ensure the essential services we deliver to and the benefits we provide for vulnerable children with autism and their peers continues. A summary of our current activities and plans follows:

- **Virtual Integrated Play Groups** – We are designing and creating a “virtual” play groups program called “Make and Play Groups” to be led by a Master Guide and delivered using an online distance education / social relations tool such as Zoom. Each session will be created around a specific play theme. Children and families will be provided with visual supports to prepare the children for each session. The first programs are being pilot tested the first week of May.
- **Online Autism Demystification Puppet Program** – Our Autism Demystification® programs are evidence-based, social-emotional, educational programs that focus on educating peer groups about autism, while at the same time, teaching prosocial communication strategies to enhance social inclusion and to reduce isolation and bullying. COVID-19 has prevented the delivery of these programs on-site in schools and other community settings. In response we are redesigning and creating videos to enable parents and educators to access the program online for the children in their homes and classrooms. The adapted program will be available for educators working on the remote delivery of learning since classroom instruction is not an option. The program will provide the parents and educators with a selection of videos that support the

social emotional learning of children as well as downloadable materials such as story colouring books that are adapted from each puppet play video.

- **Online Courses** – We have designed several self-service new online parent and educator courses specifically tailored to supporting the social, emotional, peer play, and friendship needs of children with autism.
- **Live Autism Demystification Program** – We are designing and developing a new way to deliver our Autism Demystification program “live” using a distance education tool such as Zoom. The program would be led by our Program lead, with multiple schools and classroom joining and benefiting. We are targeting the initial tests of this program for the Fall of 2020.

We are also adapting our **In-person Play Centre** program services and procedures for a planned re-start date of July 2020, subject to the direction provided by the BC Provincial Government. The adaptations include reduced play group sizes and updated health and wellness policies and procedures.

### **Staff and Budget Impact**

The need to temporarily discontinue the delivery of in-person Play Group services impacted staffing. Our junior and part-time staff have not worked since March 14<sup>th</sup>. However, our full-time program director and senior staff continue to be employed and are working on the development and delivery of our adapted programs. These staff represent about 85% of our staffing budget.

Other budget impacts include the loss of Play Group delivery service fees for a minimum of 3 to 4 months. Our fixed costs, in particular the monthly lease costs for the Play Centre site, have not been reduced.

In summary, the COVID-19 epidemic has impacted our ability to deliver our proposed in-person Play Centre and Autism Demystification Program services. We have quickly adapted our services and delivery methods and are now pilot testing online and virtual versions of our programs. Subject to provincial direction, we are planning to restart adapted version of our in-person programs as early as July as was planned in our grant application.

From a budget perspective, our costs have not significantly dropped while our income from services provided has been greatly reduced. We are more dependent than ever on the community grant funding provided by the North Shore communities. This funding will enable Friend 2 Friend Social Learning Society to continue adapt and deliver our programs for at-risk children with autism during this time of societal change caused by COVID-19.

We trust this provides the response you were looking for. If not, please let me know and we can provide additional information

Thanks, and Stay Safe

Heather McCracken

Founder / Program Director, Friend to Friend Social Learning Society

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May 7<sup>th</sup>, 2020

Edytha Barker  
City of North Vancouver

Dear Madam,

With response to your letter dated April 28<sup>th</sup> we would like to confirm that our organization has been conducting business activities with regards to the planned for this year programs on the continuous basis as usual.

For the past previous years, we were recipients of the City of North Vancouver operating grant which helped us greatly to maintain operation and continue with our programs. This year is not different, we rely on your grant.

Already incurred expenses were spent to cover costs associated with our Annual General Meeting, Annual Report filing, office space and computer rental, telephone, postage, stationary and other regular operating expenses. We also had to use services of a clerk and an accountant while preparing annual financial statements and applying for grants.

Although we had to postpone planned for April 18<sup>th</sup> concert, we were consistently working on deliverance of this project till the notice to cancel all big events was announced. The concert has been tentatively re-scheduled for the end of this year hence we already incurred and expecting to experience additional expenses associated with the organizational part of it.

Our main event, Polish Festival Vancouver, is scheduled as usual for early September. We have booked venue, secured performers and vendors with the expectations that COVID-19 restrictions will be eased before the planned date. Our festival related work is an ongoing process hence expenses are sustained continuously as well.

Moreover, we are in regular communication with members of Polish community on Covid-19 latest news, developments, and recommendations.

If you have any further questions, please do not hesitate to send me an email or call me at 604 786 1709.

Sincerely,

Urszula Sulinska  
President

From: North Shore Table Tennis

Dear Edytha and Heather,

Hope you are doing well and keeping safe.

While the COVID-19 pandemic prevented physical activities from happening since March this year, it provided an opportunity to appreciate Table Tennis like never before. Physically distanced, but socially united, our table tennis community was fully engaged across the digital and social media channels of the North Shore Table Tennis Society with Table Tennis At Home workouts, online lessons and society meetings.

Mike Dumler, our Chair has forwarded this email to me and I would like to respond as I'm primarily responsible for the running of all 3 programs that we requested the grants for:

1. RACKET POWER FOR WOMEN AND GIRLS TABLE TENNIS PROGRAM start June 1<sup>st</sup>, 2020 end date May 31, 2021
2. NEWCOMER YOUTH LEADERSHIP TABLE TENNIS PROGRAM start June 1<sup>st</sup>, 2020 end date May 31, 2021
3. HAPPY HANDS ADAPTED TABLE TENNIS PROGRAM start September 1<sup>st</sup>, 2020 end date August 31, 2021

Strong, inclusive leadership is as important now as it has ever been. We believe that all our programs power for better sport – and while priorities can and should be shifting in this moment, our goal is still to keep building our Table Tennis programs for women and girls, adaptive classes for people with all abilities, disabilities and people of any economical and social background.

Two of the programs were originally set to start in June but due to COVID-19 we have postponed it to September 1, 2020 and we are confident to finish it by May 31, 2021 . We can make the classes longer, we can make the classes 2x a week so the timeline is not an issue. The staff and the budget are remaining the same, we don't need to change anything, we are planning to deliver the program in the same way as we planned, If we need to adjust number of weekly lessons or postpone to the later date we can easily do that.

What we have adjusted to all of these three program is the Safety measures that are in place in our club effective when we re-open (planning to re-open May 18, 2020 in stages as mentioned in our email link below and we have communicated and consulted Vancouver Coastal Health and City of North Vancouver-bylaw office).

These steps will be taken to prevent from spreading the COVID-19 virus in our club and between participants and staff. These safety measures are:

1. NEW Updated WAIVER with additional information of COVID-19 virus that everyone MUST sign prior to start any NSTTS programs:

**BEFORE ENTRY TO ANY FACILITY WHERE NORTSHORE TABLE TENNIS SOCIETY AND/OR NORTSHORE TABLE TENNIS CLUB PROGRAMS, ACTIVITY OR EVENTS TAKE PLACE;**

- a) All persons must read and sign this waiver form
- b) Confirm they are in good health, and have not traveled outside the country in the previous 14 days, or been exposed to someone who has, without having quarantined for 14 days.
- c) Allow their Temperature to be taken with touchless thermometer.
- d) May need to have, or purchase gloves.
- e) May need to have, or purchase a face mask

**FOLLOWING ENTRY TO ANY FACILITY WHERE NORTH SHORE TABLE TENNIS SOCIETY AND/OR NORTH SHORE TABLE TENNIS CLUB PROGRAMS, ACTIVITY OR EVENTS TAKE PLACE;**

- a) All persons must use the hand sanitizer provided at the entrance
- b) Wash hands following any use of rest rooms
- c) Maintain 2-meter physical distancing from all others in the facility at all times
- d) Must wear gloves while playing, unless two different balls are used, so you only touch your own.
- e) Wearing Mask may be required while in the building depending on the number of players at any given time.

Signed this \_\_\_\_\_ Day of \_\_\_\_\_, 2020

SIGNEE: PRINT NAME \_\_\_\_\_ Signature \_\_\_\_\_

WITNESS: PRINT NAME \_\_\_\_\_ Signature \_\_\_\_\_

- 2. Wearing masks and gloves If the Health authorities requirement is still in place at the date of the start of our programs
- 3. Cleaning the equipment, tables, balls on regular basis and to prevent from picking up the same ball, we will have 2 colored balls , one is orange one is white , one player picks up white ball and the other orange . Balls are easy to wash in soapy water before and after. Tables are easy to wash with soapy solution and If anyone is using bathrooms we require washing hands before returning to the floor.
- 4. We have 8 table tennis tables that are 9 feet long and will be spread 6 feet apart with dividers in between them to prevent the ball from going to the other court
- 5. Participants returning from any travels or feeling not well will have to mandatory self-isolate for 2 weeks
- 6. Players will have temperatures taken at the entrance and anyone showing any symptoms of feeling unwell will not be allowed to participate in the class. The classes are easy to manage as we have about 3,000 sq gym place and participants can easily social distance and even take turns at playing at given number of table tennis tables.
- 7. We will be constantly updating all necessary measures that we need to take in the future and putting precautions in place where needed

One thing is sure... At North Shore Table Tennis Society, we will do our best to maintain the safety of our table tennis community. We know that our place is everyone's home away from home, so we want to make sure that we are going to be around not only this year, but also for decades to come. Table Tennis provides a common playground and an universal framework of values which activate learning and complement cognitive skills. These skills are important part of mental and health benefits of playing and participating in Table Tennis programs that we have developed.

Table Tennis values can be delivered in any situation, in-class, video-chat, phone call, email, and empowering everyone to be responsible, motivated, sensitive, engaged and respectful is our priority in return to get more and more people interested in this Sport.

Values based program like ours supports happy, healthy community that contributes actively to society, generation after generation.

Within the coming weeks and months, we will re-evaluate the situation and keep you posted, because North Shore Table Tennis Society is one of the recognized societies working closely with City and District of North Vancouver promoting the sport, developing new innovative ways of running tournaments and leagues, redefining what programs look like, as well as finding new ways to recruit and bring people together in a family-friendly and community-welcoming environment of fun, fellowship, and exercise. The exciting, new ideas being implemented at NSTTS are not just ideas that we keep to ourselves, these are ideas that we share with our community partners of other partner organisations and table tennis community nationwide through FREE postings on our website as well as many FREE videos we offer on our you-tube channel, hundreds of Facebook posts, and hundreds of Twitter and Instagram posts.

**What NSTTS is doing to help us get through this time:**

- **Gentle exercise every day** at home or on the patio via ZOOM with our coach Luba
- **Video and phone chats.** Connecting with friends and family is more important to us now than ever. We need each other for support, for laughter and for a sense of normalcy. We reach out to someone we care about every day.
- **Remote Consultations.** All lessons are by remote video or phone access, enabling delivery of At home Table Tennis exercises while maintaining social distance.
- **Delivery of Rental table Tennis Tables.** Contactless delivery of rented TT table can be arranged via email or phone. Free delivery available for those most in need of Table Tennis at home
- **Players wanted.** If you are struggling financially, simply let me know you would like to play table tennis when we are open again and then pay what you can or pay later. No questions asked, no explanations necessary.

**All emails, information and workout videos can be found here in these links:**

Apr 4 <http://eepurl.com/gYCzB5>

Apr 15 <http://eepurl.com/gZZ5P1>

Apr 26 <http://eepurl.com/g1eoKn>

Our NSTT SOCIETY have an objective to foster and promote table tennis to attract more players, achieve higher standards and improve the profile of the Sport.

We believe that North Shore Table Tennis Society will continue to grow more and more during the next decade, but we can't do it alone.

We need your help and the help of our community partners. See emails attached how we keep engaged with our community partners, and the work we do with them in the times of COVID-19. Thanks for your time, consideration and support.

Yours in Table Tennis,

Luba Sadovska  
Secretary, NSTTS

Mike Dumler  
Chair, NSTTS

## St. John the Evangelist – Queen Mary Literacy Program

From: Michelle LeBeau, Capilano University Coordinator

Strange times we are experiencing. Never before has staying connected seemed so urgent. We believe community programs like the Queen Mary Family Learning Program that encourage connection are a vital if not essential service at this time. Our top priority is continuing to meet the goal for our program of reducing the social isolation and encouraging community connections of our participants.

We will continue to use the processes that work as long as the physical distancing conditions keep us from meeting in person. We are not currently meeting in person but anticipate we will be able to come together again sometime in the upcoming program year. When restrictions came into effect, the volunteers and program coordinator met via Jitsi (an online video conferencing platform) to discuss how we can continue to support our community of learners. We also held our scheduled advisory committee meeting for input from the committee members. The volunteers have had periodic meetings with the coordinator via video conference to discuss adaptations to the program, and we communicate via email with programming suggestions, feedback etc. The planned program schedule has been slightly modified. For example, we cancelled one scheduled speaker from ICBC the first week because we weren't adequately set up with our participants yet. We are working to find fun, light activities to help people's state of mind during this challenging time, while offering information about resources in the community to support them. Some activities have included a participant hosting a cooking demonstration of a comfort food from his home (Brazil), and a scavenger hunt of images (photos taken in the community) showing signs of kindness and caring for others during the pandemic.

Besides moving the program onto the video conferencing platform, we have sent weekly emails to all current and former participants with updates of our online activities and inviting them to join us through a link included in the weekly email. The program coordinator has been contacting participants by phone. The purpose of these calls has been to keep connected with the participants, find out if they can participate in video conferencing, whether or not they need support to do so and/or if other supports are needed, and, respecting Freedom of Information and Protection of Privacy regulations, to determine if their phone numbers can be shared with tutors so that they can get more personal contact to reduce social isolation.

Materials and activities are sent through the weekly emails. Some of these resources and activities are online (e.g., West Coast Reader, a newspaper for low level learners that we use in our regular program, now available online to all for free). For those participants unable to print, we endeavor to send some materials by mail. We have researched inexpensive technology options through organizations such as BC Technology for Learning Society for those unable to participate because they have no technology and have sent the information to them.

The format of the program remains similar to what we do in person. We have a full group get-together, then we breakout into smaller groups to allow more time for each participant to practice their speaking and listening skills, and to express their needs and interests more easily. The smaller break-out groups are led mainly by our trusted volunteers. We have asked a participant to step up into a leadership role in the program for the Farsi community. Her role is to connect with low level participants to engage and support them in the program with a special low level Farsi group.

It's likely we'll need to at least begin the year following similar approaches. We will continue to work closely with the schools and PACs. Some parents are not able to participate for a variety of reasons: their children need access to their home technology for school, or they are not able to find the time away from demanding youngsters. However, we're beginning to reach out to potential new participants and expect our numbers will rise. In the meantime, we continue to find whatever means we can to reach out to current participants who can't join our online sessions. The extra support means more time spent by staff and volunteers. We expect to be running in person at some point during the program year, so other proposed budget items will be largely unchanged.



## COVID – 19 UPDATE

On March 16 we temporarily suspended service to our cancer patients. This decision was made after consultation with senior leaders of the BC Cancer Agency (BCCA). Their advice was unequivocal - given that the majority of our drivers are in a high-risk group, over the age of 60, we should suspend driving operations to avoid risk to our drivers and to our patients, many of whom have compromised immune systems.

It was a difficult decision - our sole reason for being is to get our patients in need to their essential treatment. BCCA advised that they have put in place a transportation program and that all patients in need have been advised to contact their treatment centre to establish alternate transportation arrangements until the VCDS service is resumed. You can be assured that:

**We will provide full service at the very earliest time it is safe to do so.**

By April 3 our dispatchers and some board members made personal phone contact with all our patients to confirm their well-being, safety, ensure they had support and an alternate means of getting to their essential treatment. Happily we can report that all are safe and are being well looked after. Most have made transportation arrangements with family and friends now available during the crisis. The remaining few received taxi vouchers from the BCCA. Patients were unanimous in support of our decision to suspend service citing the safety of our volunteers as a foremost consideration. All were looking forward to resuming the rides and friendship we offer.

## **CNV Municipal Community Grant Application Update**

North Star Montessori Elementary

May 7, 2020

Currently due to COVID-19, our in class operations have ceased. In a very short period of time, the Head of School and teaching staff put together an online program for home-learning for all levels of our program which is geared specifically to the developmental age-ranges we serve.

### **Accessibility:**

We continue to support our students with special needs. Through one to one sessions and check-ins, as well as small group lessons we supporting students and their families through the home-learning process. In addition, we have organized some facilitated socializing for students that were identified before the COVID-19 outbreak, and during it, to build social skills and make connections. Careful tracking of student progress allows us to connect individually with parents if teachers feel there may be mental health issues that need to be addressed, etc.

### **Trends:**

We have approximately 25 students (families) that are now currently in precarious financial situations due to COVID-19. North Star is doing what it can to increase access to financial assistance, create different/flexible payment schedules for next year, etc. We are doing this as we are committed to children and families and wish to be as accessible as possible. Our nearly 100% rental increase which takes place in July and was already set to cause significant challenges for the school, is coming up quickly and the potential loss of students and uncertainty of what "school" will look like including reduced class sizes, etc, is exassorbating an already difficult situation. Funds that were going to be used to expand our ECE programming from preschool to also include daycare (which would have helped to mitigate the impact of the unexpected rental increase and would have helped served the children of front-line workers) may now need to be used for increased financial aid and other costs related to COVID-19. We are still hoping to be able to expand to open a full-day daycare.

Please let us know if you any additional questions.

# COVID-19 Update Report to the City of North Vancouver Community Grants Committee

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Parkgate Community Services Society

## Program Adaptations

Parkgate Society's Youth Outreach Workers (YOWs) are not currently providing direct support to youth accessing services at the Foundry as Vancouver Coastal Health (VCH) is only offering virtual sessions to youth by their own employees. Unfortunately, the virtual sessions have led to about an 80-85% reduction in youth who access services compared to in-person drop-ins. Parkgate Society YOW's are working to help change that:

### Youth Outreach Workers Adapted Support to the Foundry

- Parkgate Society's Youth Services Manager is still attending the Foundry Leadership/Partnership meetings and also continuing to manage and take on the responsibility of sending all communication/updates to the various partnered agency YOW's
- Parkgate Society Youth Services is utilizing social media to highlight Foundry services that are currently running and we also share various Foundry social media posts
- Beyond sharing posts, Parkgate YOW's are creating social media content, through videos and stories, which highlight current relevant issues such as anxiety, depression, parental/peer conflict, self care, and isolation. We are highlighting the basic principle and strategies letting youth know that Foundry clinicians are available to offer further support using similar techniques. Our YOW's are using their connections/followers to virtually bridge the gap to the Foundry, similar to what we would have done in person. Topics covered include; grounding, physical activity, healthy eating, cyber bullying, mindfulness, etc...
- Parkgate Youth Services are also still open to referrals from the Foundry to support youth who are in need of extra support during this time. This includes opening slots to youth wanting to enroll in the Six Mindfulness program, which Parkgate YOW's started offering on May 5<sup>th</sup>, 2020.
- We are currently, working on ideas to involve clinicians in live Q&A's with our followers to bring familiarity about the Foundry along with humanizing the clinicians: we see youth who could benefit from Foundry services, but are reluctant to access them as they exhibit anxiety around service delivery in the virtual realm. The idea is for the youth to ask *get-to-know* questions of the clinicians plus questions on services, issues, etc...
- Parkgate Youth Clinic is currently closed due to COVID-19 restrictions, however, on Monday's, Wednesday's, and Friday's between 2pm-3pm starting May 20<sup>th</sup> we will be providing youth with access to feminine hygiene products and various forms of contraception, such as condoms and lubrication. Coordination is being setup via text or direct message to the YOW's with full confidentiality. *VCH Nurse* is providing us with supplies and is also available to the youth for further appointments if desired.

## Staffing Impacts

Our Youth Manager and all our full-time and part-time Youth Workers continue to work their regular number of hours as they continue to reach out to the youth through on-line and social media platforms. Our casual staff have not been given any hours since the facility closed in mid-March as their shifts included working in our in-person drop-in and youth camp programs, plus our pre-teen dances, all of which had to be cancelled due to COVID-19.

## Budget Impacts

Most of our funding comes from grants and funding contracts, however we also raise substantial fundraising dollars from our monthly pre-teen dances, which have been cancelled until further notice. We were unable to access the CEWS wage subsidy, offered by the federal government, for the month of March, but we will qualify for this funding for April and May. Further access to this funding is still unknown, so we cannot comment on how our budget will look in July and August. However, we intend to keep all on-line programming running throughout the summer by relying on grants and donations to cover costs in the coming months. Push comes to shove, we will cut-back some staffing hours if necessary, but will not be laying any staff off as we see our programs to the community as essential services.

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## **NOTICE OF MOTION**

8. Non-Criminal and Wellness-Based Response Program  
– File: 10-5080-01-0001/2020

Submitted by Councillor McIlroy

### **RECOMMENDATION:**

WHEREAS the City of North Vancouver is committed to the health and well-being of all community members and the social supports required to increase the health and happiness of the community as a whole;

WHEREAS the City of North Vancouver is undergoing a community well-being strategy, forming a North Shore working group to address homelessness and reviewing the social services provided by community partners;

WHEREAS evidence continues to show that traditional methods of responding to non-criminal issues of community and individual crisis are not necessarily reducing harm and, in some cases, result in increased harm;

AND WHEREAS the North Vancouver RCMP is increasingly the first service response in cases of social and health crisis;

THEREFORE BE IT RESOLVED that staff be directed to investigate and report back to Council with recommendations for a non-criminal and wellness-based response program that includes partnerships with the Vancouver Coastal Health Authority, the North Vancouver RCMP and other social service providers;

AND THAT the focus of this program be to avoid unnecessary escalation and harm, address cultural appropriateness and respond to people's needs with compassion and care.