



**AGENDA FOR THE REGULAR MEETING OF COUNCIL,
HELD ELECTRONICALLY FROM CITY HALL,
141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON
MONDAY, NOVEMBER 1, 2021 AT 5:30 PM**

“Live” Broadcast via City Website www.cnv.org/LiveStreaming
Complete Agenda Package available at www.cnv.org/CouncilMeetings

*The City of North Vancouver acknowledges that this Council meeting is held on the
traditional territories of the Squamish and Tsleil-Waututh Nations.*

CALL TO ORDER

APPROVAL OF AGENDA

1. Regular Council Meeting Agenda, November 1, 2021

PROCLAMATIONS

Veterans’ Week – November 5 to 11, 2021

Vancouver’s North Shore Craft Beer Week – November 4 to 14, 2021

ADOPTION OF MINUTES

2. Regular Council Meeting Minutes, October 25, 2021

PUBLIC INPUT PERIOD

CONSENT AGENDA

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

BYLAW – ADOPTION

- *3. “Financial Plan for the Years 2021 to 2030 Bylaw, 2021, No. 8822, Amendment Bylaw, 2021, No. 8881” (Revised Financial Plan)

PUBLIC MEETING – Lonsdale Energy Corp. 2021 Rate Review

BYLAW – THIRD READING

4. “City of North Vancouver Hydronic Energy Service Bylaw, 2004, No. 7575, Amendment Bylaw, 2021, No. 8878” (Schedule C and Other Fees)

PRESENTATIONS

CNV4ME Update – Community Development Coordinator

Development Process Improvements – Director, Planning and Development, and
Deputy Director, Engineering, Parks and Environment

REPORTS

5. 2021 Funding Appropriations #2148 – #2152
6. 2021 Funding Appropriation #2147
7. COVID-19 Safe Restart Grant Allocations Phase 3

COUNCIL INQUIRIES / REPORTS

NEW ITEMS OF BUSINESS

NOTICES OF MOTION

RECESS TO CLOSED SESSION

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

ADJOURN

CALL TO ORDER

APPROVAL OF AGENDA

1. Regular Council Meeting Agenda, November 1, 2021

PROCLAMATIONS

Veterans' Week – November 5 to 11, 2021

Vancouver's North Shore Craft Beer Week – November 4 to 14, 2021

ADOPTION OF MINUTES

2. Regular Council Meeting Minutes, October 25, 2021

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. 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 Corporate Officer at 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

BYLAW – ADOPTION

- *3. “Financial Plan for the Years 2021 to 2030 Bylaw, 2021, No. 8822, Amendment Bylaw, 2021, No. 8881” (Revised Financial Plan)

RECOMMENDATION:

THAT “Financial Plan for the Years 2021 to 2030 Bylaw, 2021, No. 8822, Amendment Bylaw, 2021, No. 8881” (Revised Financial Plan) be adopted, signed by the Mayor and Corporate Officer and affixed with the corporate seal.

END OF CONSENT AGENDA

PUBLIC MEETING – Lonsdale Energy Corp. 2021 Rate Review – 5:30 pm

Lonsdale Energy Corp. (LEC) has applied to its regulator, the City of North Vancouver, for permission to modify its rates.

Bylaw No. 8878 to be considered under Item 4.

AGENDA

Comments from the CEO, Lonsdale Energy Corp.
Representations from the public
Questions and comments from Council
Motion to conclude the Public Meeting

BYLAW – THIRD READING

4. “City of North Vancouver Hydronic Energy Service Bylaw, 2004, No. 7575, Amendment Bylaw, 2021, No. 8878” (Schedule C and Other Fees)

RECOMMENDATION:

THAT “City of North Vancouver Hydronic Energy Service Bylaw, 2004, No. 7575, Amendment Bylaw, 2021, No. 8878” (Schedule C and Other Fees) be given third reading.

PRESENTATION

CNV4ME Update – Community Development Coordinator

Information Report, October 20, 2021 – “CNV4ME Update”

PRESENTATION

Development Process Improvements – Director, Planning and Development, and Deputy Director, Engineering, Parks and Environment

Information Report, October 20, 2021 – “Development Process Improvements – Fall 2021 Project Update”

REPORTS

5. 2021 Funding Appropriations #2148 – #2152 – File: 05-1705-30-0019/2021

Report: Chief Financial Officer and Director, Finance, October 20, 2021

RECOMMENDATION:

PURSUANT to the report of the Chief Financial Officer and Director, Finance, dated October 20, 2021, entitled “2021 Funding Appropriations #2148 – #2152”:

THAT (Funding Appropriation #2148) an amount of \$609,600 be appropriated from the Capital General Reserve Fund for the purpose of funding the 2021 Capital Plan;

THAT (Funding Appropriation #2149) an amount of \$10,000 be appropriated from the Affordable Housing Reserve Fund for the purpose of funding the 2021 Capital Plan;

THAT (Funding Appropriation #2150) an amount of \$270,000 be appropriated from the Civic Amenity Reserve Fund for the purpose of funding the 2021 Capital Plan;

THAT (Funding Appropriation #2151) an amount of \$8,200 be appropriated from the General Building Reserve Fund for the purpose of funding the 2021 Capital Plan;

THAT (Funding Appropriation #2152) an amount of \$277,400 be appropriated from the Tax Sale Land Interest Reserve Fund for the purpose of funding the 2021 Capital Plan;

AND THAT should any of the amounts remain unexpended as at December 31, 2024, the unexpended balances shall be returned to the credit of the respective fund.

REPORTS – Continued

6. 2021 Funding Appropriation #2147 – File: 05-1705-01-0001/2021

Report: Senior Project Manager, Strategic Initiatives, October 20, 2021

RECOMMENDATION:

PURSUANT to the report of the Senior Project Manager, Strategic Initiatives, dated October 20, 2021, entitled “2021 Funding Appropriation #2147”:

THAT (Funding Appropriation #2147) an amount of \$9,073,365 be appropriated from the Civic Amenity Reserve Fund – Harry Jerome for the purpose of funding the 2021 Capital Plan;

THAT should any of the amount remain unexpended as at December 31, 2025, the unexpended balance shall be returned to the credit of the Civic Amenity Reserve Fund – Harry Jerome;

AND THAT previous appropriations related to the Harry Jerome Community Recreation Centre, North Vancouver Lawn Bowling Club, Mickey McDougal Recreation Centre and Silver Harbour Seniors’ Activity Centre be extended to December 31, 2025, with the unexpended balances returned to the credit of the respective fund.

7. COVID-19 Safe Restart Grant Allocations Phase 3 – File: 14-7130-20-0015/1

Report: Research and Communications Specialist, October 20, 2021

RECOMMENDATION:

PURSUANT to the report of the Research and Communications Specialist, dated October 20, 2021, entitled “COVID-19 Safe Restart Grant Allocations Phase 3”:

THAT an update on projects approved through the COVID-19 Safe Restart allocations approved in Phase 1 and 2 be received;

AND THAT the allocation of \$415,717 in funding for Phase 3 projects be approved.

COUNCIL INQUIRIES / REPORTS

NEW ITEMS OF BUSINESS

NOTICES OF MOTION

RECESS TO CLOSED SESSION

THAT Council recess to the Committee of the Whole, Closed Session, pursuant to the *Community Charter*, Sections 90(1)(a) [personal information] and 90(1)(e) [land matter].

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

ADJOURN

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Office of the Mayor

CITY OF NORTH VANCOUVER
BRITISH COLUMBIA

Proclamation

VETERANS' WEEK

Whereas

Canada has grown into a vibrant country, a nation shaped by its people, their courage, and their commitment to protecting and defending human rights whenever and wherever they are threatened;;

Whereas

Peace and Freedom are not just words; they are values and beliefs worthy of sacrifice yesterday, today and tomorrow;

Whereas

in July of 1921, the Great War Veterans' Association adopted the Poppy as the flower of Remembrance, and 2021 marks the 100th anniversary of the Remembrance Poppy in Canada;

And Whereas

Canadian sacrifice and valour will be remembered forever as a rich legacy of peace, freedom and identity;

Now Therefore

I, Linda Buchanan, Mayor of the City of North Vancouver, do hereby proclaim **November 5 to 11, 2021** as **Veterans' Week** in the City of North Vancouver, the traditional territories of the Squamish and Tsleil-Waututh Nations.

So proclaimed on Monday, November 1, 2021

Linda C. Buchanan

Mayor Linda Buchanan



Office of the Mayor

CITY OF NORTH VANCOUVER
BRITISH COLUMBIA

Proclamation

VANCOUVER'S NORTH SHORE CRAFT BEER WEEK

Whereas the Canadian beer industry contributes \$13.6 billion to Canada's GDP and revenue generated from BC craft beer sales grows year after year, reaching \$319 million in 2020, up from \$240 million in 2016;

Whereas in 2020 there were 204 craft breweries in BC, up from just 54 in 2010, and craft beer supports thousands of jobs in BC through brewing, serving, tourism and agriculture;

Whereas the City is a part of the North Shore Ale Trail and craft breweries support the City's vision of being a vibrant and dynamic community with people-oriented places, and the City is quickly becoming a popular destination for craft beer, in part thanks to the growing Brewery District in Lower Lonsdale;

And Whereas the City's local tourism association, Vancouver's North Shore, is working with ten North Shore breweries on a series of events featuring special collaboration brews, kitchen takeovers, theme food, games and prizes;

Now Therefore I, Linda Buchanan, Mayor of the City of North Vancouver, do hereby proclaim **November 4 to 14, 2021** as **Vancouver's North Shore Craft Beer Week** in the City of North Vancouver, the traditional territories of the Squamish and Tsleil-Waututh Nations.

So proclaimed on Monday, November 1, 2021

Linda C. Buchanan

Mayor Linda Buchanan



**MINUTES OF THE REGULAR MEETING OF COUNCIL, HELD
ELECTRONICALLY FROM CITY HALL, 141 WEST 14TH STREET, NORTH
VANCOUVER, BC, ON **MONDAY, OCTOBER 25, 2021****

PRESENT

COUNCIL MEMBERS

Mayor L. Buchanan
Councillor H. Back
Councillor D. Bell
Councillor A. Girard
Councillor T. Hu
Councillor J. McIlroy
Councillor T. Valente

STAFF MEMBERS

L. McCarthy, CAO
K. Graham, Corporate Officer
C. Baird, Deputy Corporate Officer
J. Peters, Assistant City Clerk
T. Huckell, Committee Clerk
H. Granger, City Solicitor
L. Sawrenko, Director, Finance
M. Epp, Director, Planning and Development
A. Devlin, Acting Deputy Director, Planning and
Development
Y. Zeng, Manager, Development Planning
E. Chow, Planner
M. Friesen, Manager, Strategic Initiatives
K. Magnusson, Deputy Director, Engineering, Parks and
Environment
M. Hunter, Manager, Parks and Environment
R. Skene, Director, Community and Partner Engagement

The meeting was called to order at 5:30 pm.

APPROVAL OF AGENDA

Moved by Councillor McIlroy, seconded by Councillor Valente

1. Regular Council Meeting Agenda, October 25, 2021

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

Moved by Councillor McIlroy, seconded by Councillor Girard

2. Regular Council Meeting Minutes, October 18, 2021

CARRIED UNANIMOUSLY

PUBLIC HEARING – North Shore Neighbourhood House Site
200-236 East 1st Street and 207-225 East 2nd Street

Moved by Councillor Valente, seconded by Councillor Back

THAT the meeting recess to the Public Hearing regarding “Official Community Plan Bylaw, 2014, No. 8400, Amendment Bylaw, 2021, No. 8867” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, Land Use Designation and Permitted Height Change) and “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2021, No. 8868” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, CD-737).

CARRIED UNANIMOUSLY

Meeting recessed at 5:31 pm and reconvened at 8:29 pm.

BYLAW – THIRD READING

3. “Official Community Plan Bylaw, 2014, No. 8400, Amendment Bylaw, 2021, No. 8867” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, Land Use Designation and Permitted Height Change)

Moved by Councillor Hu, seconded by Councillor Girard

THAT “Official Community Plan Bylaw, 2014, No. 8400, Amendment Bylaw, 2021, No. 8867” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, Land Use Designation and Permitted Height Change) be given third reading.

CARRIED UNANIMOUSLY

BYLAW – RESCIND SECOND READING AND AMEND

4. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2021, No. 8868” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, CD-737)

Moved by Councillor Hu, seconded by Councillor Girard

THAT second reading of “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2021, No. 8868” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, CD-737) be rescinded;

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2021, No. 8868” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, CD-737) be amended, in Section 3.B(7)(b), by deleting “(193.6 feet)” and replacing it with “(180.5 feet)”;

AND THAT that “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2021, No. 8868” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, CD-737) be given second reading, as amended.

CARRIED UNANIMOUSLY

BYLAWS – THIRD READING

4. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2021, No. 8868” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, CD-737) – Continued

Moved by Councillor Hu, seconded by Councillor Girard

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2021, No. 8868” (City of North Vancouver, 200-236 East 1st Street and 207-225 East 2nd Street, CD-737) be given third reading.

CARRIED UNANIMOUSLY

5. “Parks Dedication Bylaw, 1972, No. 4392, Amendment Bylaw, 2021, No. 8869” (Derek Inman Parklands Adjustment)

Moved by Councillor Hu, seconded by Councillor Girard

THAT “Parks Dedication Bylaw, 1972, No. 4392, Amendment Bylaw, 2021, No. 8869” (Derek Inman Parklands Adjustment) be given third reading.

CARRIED UNANIMOUSLY

ADJOURN

Moved by Councillor Back, seconded by Councillor Girard

THAT the meeting adjourn.

CARRIED UNANIMOUSLY

The meeting adjourned at 9:00 pm.

“Certified Correct by the Corporate Officer”

CORPORATE OFFICER

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8881

Financial Plan for the Years 2021 to 2030

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as **“Financial Plan for the Years 2021 to 2030 Bylaw, 2021, No. 8822, Amendment Bylaw, 2021, No. 8881” (Revised Financial Plan)**.
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2021, and ending December 31, 2030.

READ a first time on the 18th day of October, 2021.

READ a second time on the 18th day of October, 2021.

READ a third time on the 18th day of October, 2021.

ADOPTED on the <> day of <>, 2021.

MAYOR

CORPORATE OFFICER

**SCHEDULE "A" TO BYLAW NO. 8881
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2021 – 2030**

(1) 2021 – 2030 Financial Plan (000's)

For the year ended December 31	2021	2022	2023	2024	2025	2026-2030
Revenue						
Property Value Tax						
General Property Tax	68,989	71,118	73,305	75,552	77,860	401,160
Levies (Storm and Eco)	3,747	4,060	4,234	4,416	4,577	25,059
Revenue from Fees and Services	38,252	40,476	42,948	45,858	48,987	284,748
Revenue from Other Sources	4,020	3,573	3,609	3,645	3,681	18,590
	115,008	119,227	124,096	129,471	135,105	729,557
Transfers						
Collections for Other Governments	48,449	49,418	50,406	51,414	52,442	267,455
Transfer from Reserves	73,095	199,576	57,975	51,300	40,237	186,437
Proceeds from Debt	0	0	43,000	0	0	0
External Contributions	20,451	4,127	14,402	3,622	7,736	7,339
Transfer from Capital Assets	16,800	17,136	17,479	17,829	18,186	92,750
	158,795	270,257	183,262	124,165	118,601	553,981
Total Revenues	273,803	389,484	307,358	253,636	253,706	1,283,538
Expenditures						
Operating Expenses						
General Government	22,636	23,412	23,997	24,597	25,212	129,210
Transportation and Transit	7,244	7,425	7,611	7,801	7,996	40,980
Health, Social Services, Housing	2,834	2,904	2,977	3,051	3,127	16,025
Development Services	7,020	7,196	7,376	7,560	7,749	39,715
Protective Services	28,743	29,462	30,199	30,954	31,728	162,605
Parks, Recreation and Culture	22,777	23,347	23,931	24,529	25,142	128,855
Water	10,795	14,940	16,095	16,999	17,910	101,269
Sewer	11,090	16,626	18,927	21,543	23,873	137,554
Solid Waste	3,631	3,729	3,757	3,862	3,970	21,589
	116,770	129,041	134,870	140,896	146,707	777,802
Capital Expenditures	78,900	183,087	94,053	30,789	23,333	57,603
Transfers						
Collections for Other Governments	48,449	49,418	50,406	51,414	52,442	267,455
Equity	17,407	17,112	17,540	17,979	18,428	94,445
Reserves	12,277	10,826	10,489	10,779	11,017	77,338
Repayment of Debt	0			1,779	1,779	8,895
	78,133	77,356	78,435	81,951	83,666	448,133
Total Expenses	273,803	389,484	307,358	253,636	253,706	1,283,538

**SCHEDULE "A" TO BYLAW NO. 8881
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2021 – 2030**

(2) Revenue Proportions by Funding Source

(Excluding Transfers from Reserves and Collections for Other Agencies)

	(000's)									
	2021	%	2022	%	2023	%	2024	%	2025	%
Property Value Tax										
General Property Tax	68,989	60	71,118	60	73,305	59	75,552	58	77,860	58
Levies (Storm and Eco)	3,746	3	4,060	3	4,234	3	4,416	3	4,577	3
Revenue from Fees	38,253	34	40,476	34	42,948	35	45,858	36	48,987	36
Revenue from other Sources	4,020	3	3,573	3	3,609	3	3,645	3	3,681	3
Total Revenues	115,008	100	119,227	100	124,096	100	129,471	100	135,105	100

Background: Property Taxes are the City's major source of revenue. The City's reliance on property tax as a source of revenue has increased gradually over the past several years. This is partially due to the lack of access to other types of revenues. Where feasible, the City charges user fees for services, however this is not possible for many services. In preparing the 2021 Financial Plan, the City's goal has been to maintain the current percentage of revenue coming from property taxes; however the City continues to rely heavily on this source of revenue to fund a large portion of City services and infrastructure.

Policy: Under Council's direction, the City will continue to look for ways to reduce the overall percentage of revenue that comes from property tax, by pursuing alternate revenue sources, and remains committed to charging user fees for services where feasible.

(3) Distribution of Property Taxes among the Property Classes

Property Class and Description		Tax Allocation %	
		2020	2021
1	Residential	56.36%	56.27%
2	Utilities	0.49%	0.55%
4	Major Industry - Capped	9.90%	10.38%
4	Major Industry - Non capped	0.62%	0.60%
5	Light Industry	0.91%	0.93%
6	Business	31.68%	31.23%
8	Recreation/Non-Profit	0.04%	0.04%

Background: In 2008 City Council adopted a Long Term Property Tax Strategy which will shift taxes from the business and light industrial tax classes, to the residential tax class. The goal of this policy was to move the City's tax rates and tax rate multiples to a competitive position within the Metro Vancouver Region, while maintaining principles of fairness and equity.

Policy: The City will continue to review the distribution of property tax among the various property classes and consider other measures as a gauge of success.

**SCHEDULE “A” TO BYLAW NO. 8881
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2021 – 2030**

(4) Use of Permissive Tax Exemptions

Background: Council currently allows permissive tax exemptions to organizations within the City, based on eligibility criteria as defined under the Community Charter. This includes religious institutions, providers of social housing, not for profit societies and service organizations whose services and programs align with the City’s goals and objectives.

Policy: The City has adopted a policy along with a set of criteria which are based on linking taxation exemptions to desired community outcomes for the services provided. All existing permissive tax exemptions are reviewed each year and staff will continue to work with all organizations who receive a Permissive Tax Exemption to ensure that their services align with the goals and objectives of the City.

Council will continue to carefully consider the total amount of permissive exemptions granted each year, when reviewing the annual Property Tax Exemption bylaw, giving consideration to the equity of shifting the exempted tax burden to other property owners in the City.

	
CEO	President



T 604.983.7305 F 604.985.1573 E info@cnv.org
141 West 14th Street, North Vancouver BC V7M 1H9

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Karsten Veng, Chief Executive Officer, LEC

SUBJECT: 2021 RATE REVIEW AND BYLAW AMENDMENT

Date: September 22, 2021

RECOMMENDATION

PURSUANT to the report of the Chief Executive Officer of Lonsdale Energy Corp., dated September 22, 2021 entitled "2021 Rate Review and Bylaw Amendment":

THAT this report and proposed "City of North Vancouver Hydronic Heat Energy Service Bylaw, 2004, No. 7575, Amendment Bylaw, 2021, No. 8878" be forwarded to LEC customers for information and comment;

AND THAT "City of North Vancouver Hydronic Heat Energy Service Bylaw, 2004, No. 7575, Amendment Bylaw, 2021, No. 8878" be considered and referred to a Public Meeting on November 1, 2021, to receive input from LEC customers and the public.

ATTACHMENTS

1. City of North Vancouver Hydronic Heat Energy Service Bylaw, 2004, No. 7575, Amendment Bylaw, 2021, No. 8878
2. Summary of LEC revenue and expenses 2004 – 2020
3. City of North Vancouver Consolidated Hydronic Heat Energy Service Bylaw, 2004, No. 7575

PURPOSE

This report provides an overview of past rate setting and the rationale for proposed rate adjustments to the Meter and Capacity Charges. Lonsdale Energy Corp. (LEC) recommends adjusting both the Meter and Capacity charges by the combined Consumer Price Index (CPI) rate of inflation at the end of 2019 and 2020 to account for the historical increases in purchasing costs. In the rate review conducted by staff last year it was recommended that the 2019 rates be frozen through until November 1, 2021 to provide customers with relief and certainty during the COVID-19 pandemic and the related economic effects. With the reopening of businesses and customers returning to work LEC needs to consider the increase in costs that occurred during the rate freeze period. LEC's Commodity Charge continues to be treated differently and is adjusted based on the cost of natural gas and not inflation.

Rate Schedule 1 (Consumption up to approximately 300 MWh per year)

Charge	2019 Frozen Rates	CPI Rate of Inflation	2021 Proposed Rates
Meter Charge (per month)	\$ 31.56	2.9%	\$ 32.48
Capacity Charge (per Kw per month)	\$ 4.3277	2.9%	\$ 4.4544

Rate Schedule 2 (Consumption over approximately 300 MWh per year)

Charge	2019 Frozen Rates	CPI Rate of Inflation	2021 Proposed Rates
Meter Charge (per month)	\$ 169.93	2.9%	\$ 174.90
Capacity Charge (per kW per month)	\$ 4.3277	2.9%	\$ 4.4544

This report also reviews the historical rate setting of the company and compares the pricing of various Lower Mainland utilities to LEC to provide further context for rate setting.

BACKGROUND

LEC has been in operation since 2004 following the enactment of Bylaw No. 7575, which created the energy service. LEC currently provides heating and cooling services to 99 buildings, totaling more than 7.67 million square feet of building area. This includes approximately 6,800 residential units, a 106-room hotel, numerous offices, commercial outlets, a school, hospital buildings, and various municipal buildings. Cooling services are provided to six buildings and an ice rink. Cooling services provide LEC with the opportunity to recover heat which can then be used in the space and domestic hot water heating of its customers.

LEC is continuously exploring new ways to innovate and increase the sustainability of its district energy system. Currently, LEC is producing thermal energy from the following alternative energy sources: a hydronic solar thermal panel array on the roof of the Library, a geo-exchange field under and around the School District 44 head office, as well as recovery of rejected heat from the cooling process for LEC's cooling customers. These sources are used in priority and directly offset energy that would otherwise be provided by using natural gas fired boilers in LEC's system. In addition to these sources, LEC entered into an agreement with the Greater Vancouver Sewerage and Drainage District (GVS&DD) to purchase thermal energy by recovering heat from the treated sewage at the North Shore Wastewater Treatment Plant (NSWWTP). The plant is currently under construction at Pemberton Avenue and West 1st Street. Heat delivery was originally scheduled to commence in 2020, however significant construction delays have deferred heat delivery and LEC awaits a firm commencement date before beginning construction of the distribution system extension on 1st Street to connect to the plant. As a result, LEC has also deferred the fourth of five increases of 5% to its Capacity Charge which would have occurred during the past two rate reviews. These increases were part of a five-year plan presented to council in the report "Heat Recovery from the New North Shore Wastewater Treatment Plant" which was presented at the July 24, 2017 Council Meeting. These increases were determined to be necessary to meet the higher operating expenses related to the heat recovery. Heat recovery from the NSWWTP remains a significant opportunity to reduce greenhouse gas (GHG) emissions within the community with an estimated GHG reduction of 7,200 tonnes per year.

Staff continue to investigate the feasibility of several other sustainable alternative energy sources and innovations including server heat recovery, sewage heat recovery, renewable natural gas, thermal energy storage and ocean source heating. Viable projects will be assessed by staff to determine their capital and operating impacts on the company and the subsequent impacts on rates to customers.

Historical Customer Rate Reviews

Since the start of its operations, LEC has aimed to provide competitive rates to its customers. In November of 2016, LEC introduced a new rate structure with two separate rate schedules providing customers with more flexibility based on their annual energy consumption. The two-rate structure allows for small customer buildings with low energy consumption to have a reduced fixed cost (Meter Charge), while increasing the rate for the variable cost based on consumption (Commodity Charge).

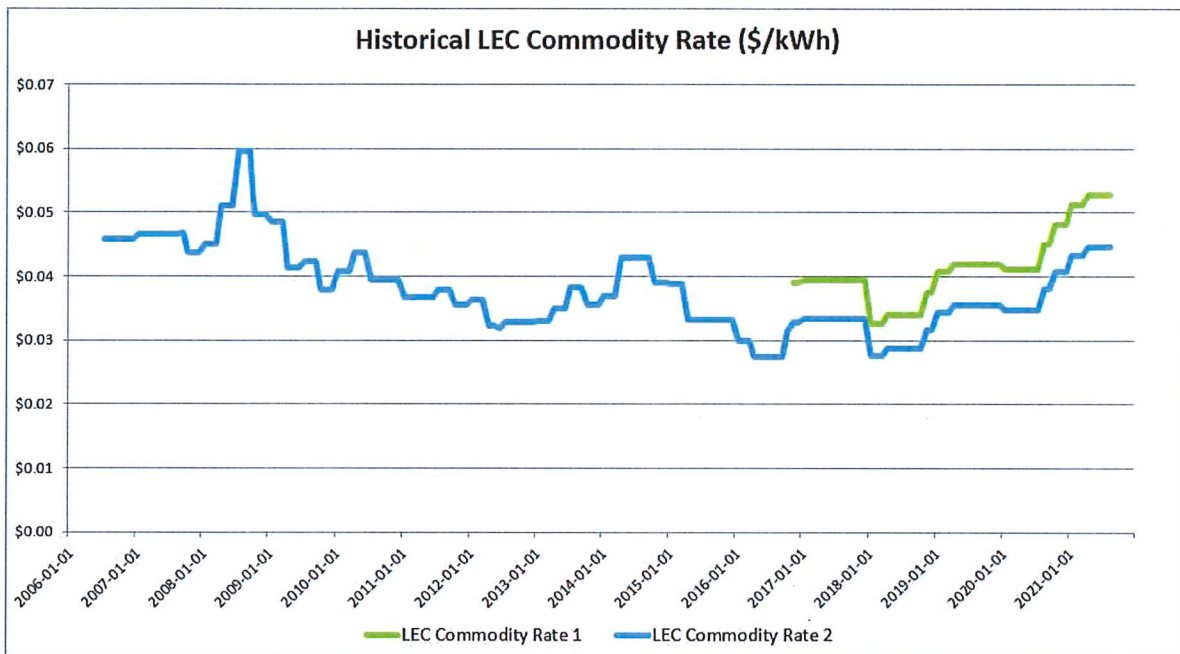
LEC generally aims to adjust its rates on an annual basis on November 1st of each year. The 2019 rate adjustment implemented a rate increase of 2.2% to the Meter and Capacity Charges based on the past year's CPI rate of inflation, as well as a 5% increase in the Capacity Charge. This was the third Capacity Charge rate increase to fund capital and operating costs for heat recovery at the NSWWTP. These increases represent an approximate annual increase of 3% in total charges to the customer base and therefore 15% over the five-year plan. It is recommended that this year's capacity increase be deferred as it is not expected that LEC will be receiving thermal energy from the NSWWTP in 2022. The proposed current adjustment is to be implemented on December 1, 2021 and is based on a combined 2019 and 2020 CPI rate of inflation of 2.9% (2019: 2.2% and 2020: 0.7%). Rate scheduling has been delayed from the regular adjustment

date of November 1st this year as LEC reviewed feasibility and schedules for alternative energy sources as well as determined construction scheduling for the NSWWTP.

In both the past and the present LEC has considered rates in the context of competitiveness amongst other utilities and comparing costs of service for its customers and other City residents. If rates are too high, then LEC customers will pay a premium in comparison to other residents; conversely, if rates are too low, LEC customers are receiving discounted rates at the expense of the greater community. LEC has also maintained a balance between the dual goals of diversifying its heating sources with sustainably generated energy and providing a return on investment to the City.

Commodity Charge

The Commodity Charge recovers the cost of generating thermal energy via LEC's high efficiency gas boilers which is then delivered to customers. The rate is regularly adjusted to follow FortisBC's Rate 3 natural gas pricing fluctuations. As it reacts directly to the cost of purchasing gas, the Commodity Charge is not adjusted for inflation and is instead adjusted for the changes in FortisBC's Rate 3 which is influenced by the larger trends in the natural gas market. Currently the Rate 1 Commodity Rate is \$0.05285 / kWh and the Rate 2 Commodity Rate is \$0.04465 / kWh.



As the Commodity Rate follows the natural gas market, LEC customers benefited from dropping prices since the early 2000's and historically low prices of natural gas from 2016 to 2018. Recent events affected supply of natural gas have increased volatility in the market and as a result prices have increased. First, a rupture in the Enbridge pipeline on October 9, 2018 outside of Prince Rupert, BC and the subsequent market reaction caused prices to spike in late 2018 and 2019. It was expected that once the pipeline returned to 100% capacity in late 2019 prices would stabilize, however with the COVID-19 pandemic affecting North America in early 2020 and its continuing economic impact, prices have

continued to rise. The pandemic has led to less drilling and therefore less supply of natural gas which has increased prices.

DISCUSSION

Rationale for Proposed Rate Increase based on the CPI Rate of Inflation

The Meter Charge aims to recover part of the capital cost of the meters and heat exchangers, as well as the operating costs related to meter readings, maintenance, and invoicing. The Capacity Charge is intended to recover the capital and ongoing operating costs of the generation facilities (e.g., boiler plants) and distribution system. Over time the expenses for these services increase and LEC's rates are adjusted at the CPI rate of inflation to allow the company to protect its purchasing power. Also, excess revenue generated by the Meter and Capacity Charges are used to reimburse LEC's debt to the City of North Vancouver (the City). The proposed increase is based on the annual change in the All-Item CPI as reported by Statistics Canada.

LEC froze its rates over last year in order to provide customers with some relief and certainty for their utility costs during the COVID-19 pandemic. The freezing of rates deferred what would have been an adjustment of 2.2% for inflation occurring in 2019. Over 2020 there was an additional 0.7% increase in the All-items CPI. LEC is requesting a combined 2.9% increase to the Meter Charge and Capacity Charge to account for the increase in costs experienced by the company during this period.

While the increase in the All-Item CPI rate in 2020 was only 0.7% during the pandemic, staff witnessed significant cost escalation from suppliers and vendors for construction, specifically construction of distribution piping. In order to better understand this cost escalation, as well as its effects on operations and potential permanency, staff have engaged a consultant to conduct a study on the cost escalation of the direct construction costs of distribution piping systems.

Cost of Service – LEC's Competitiveness

The following table provides a comparison of the cost of services of other Lower Mainland district energy providers with LEC, as well as an estimate of the equivalent cost of natural gas and electricity used for heating purposes.

Comparison of LEC's Effective rate with other Energy Providers
as at Aug. 31, 2021

Energy Provider	Type of Service	GHG Emission Intensity (kg CO ₂ /MWh)	Effective Rate (\$ / MWh)	Difference with LEC
LEC	Hot Water	218	\$96	-
Fortis BC	Stand-alone NG Boiler	220	\$92	-5%
River District Energy (East Fraserlands)	Hot Water	220	\$103	7%
Richmond Oval Village District Energy	Hot Water	220	\$104	8%
UBC Neighbourhood DEU	Hot Water	220	\$109	13%
Surrey City Energy	Hot Water	148	\$120	25%
False Creek Neighbourhood Energy Utility (NEU)	Hot Water	70	\$121	26%
BC Hydro	Electricity	24	\$122	27%
PCI Marine Gateway (Heating & Cooling)	Hot Water	58	\$125	30%
SFU UniverCity Energy	Hot Water	43	\$144	49%

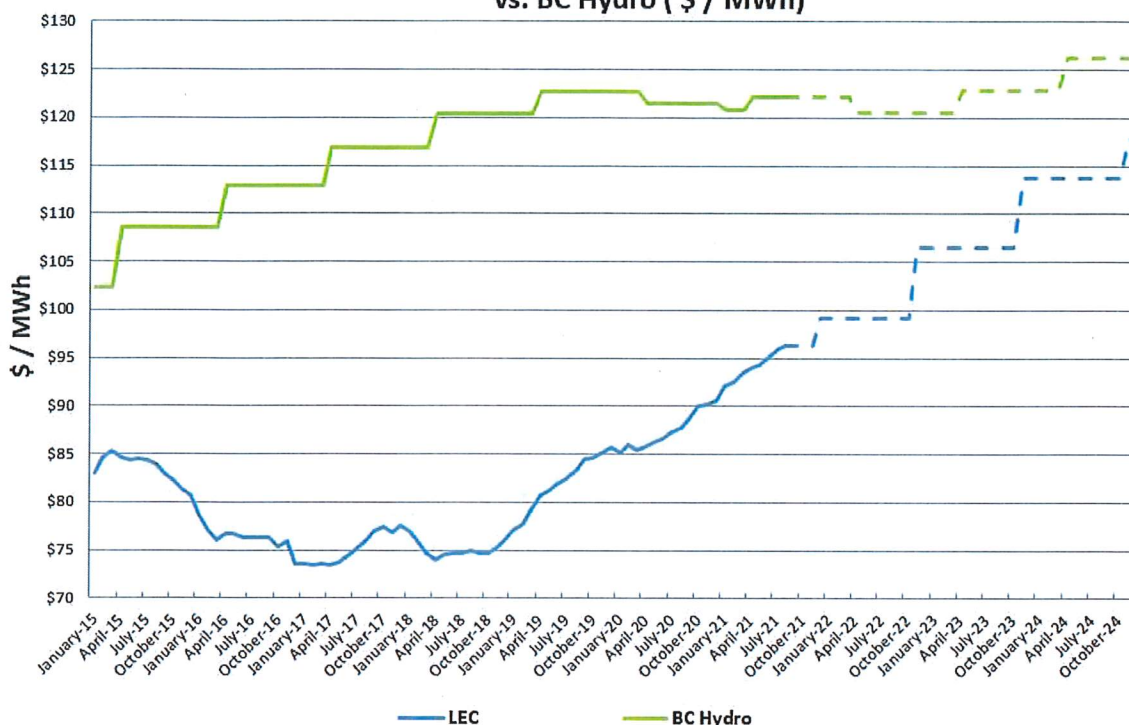
Notes:

- Effective rates for FortisBC, UBC Neighbourhood DEU, River District Energy, SEFC, SFU UniverCity, Richmond Oval, Surrey City Energy and PCI Marine Gateway were estimated for 2021 by the City of Vancouver and referenced from report dated November 5, 2020.
- Effective rate estimates may be based on proposed 2021 rates pending regulatory or Council approvals and therefore are subject to change.
- LEC's effective rate is based on revenue and heat delivered for the 12 months ended Aug. 31, 2021.
- BC Hydro cost based on purchase of 50% residential step 1 and 50% residential step 2 electricity price as of April 1, 2021 and includes a rate rider and basic charge. Based on these assumptions the 2021 electric cost would be \$122 / MW.hr.
- Creative Energy Ltd. has been omitted from this table as their systems has historically been steam based.

From July 1, 2020 to August 31, 2021 LEC delivered 70,546,643 kWh of heat and invoiced \$6,796,537 for heating services. This translates into an average energy cost of \$96 / MWh to the customer base. The above table shows LEC as lowest price provider of hot water-based district energy in the Lower Mainland and in competition with FortisBC to be the low-cost provider of thermal energy amongst all service providers. Also, LEC rates are significantly more economical (27%) than using baseboard electric heaters (BC Hydro). With the proposed increase in LEC's Meter and Capacity Charge, LEC will continue to provide customers with thermal energy below the price of electricity (at approximately \$99 / MWh).

The chart below compares LEC's average annual rate with BC Hydro following the same assumptions mentioned in the notes of the above chart. BC Hydro recently filed its Revenue Requirement Application for fiscal 2023 to 2025 with the British Columbia Utilities Commission (BCUC). The application proposes a net decrease of 1.40% for April 1, 2022 followed by increases of 2.0% and 2.7% in 2023 and 2024 respectively.

**Lonsdale Energy Corp.
Rolling 12 Month LEC Heating Rate
vs. BC Hydro (\$ / MWh)**



As seen in the chart above, assuming natural gas prices stabilize (and the Carbon Tax increases proceed as scheduled) and similar energy consumption from customers on the LEC network, the proposed net increase would result in an energy cost of approximately \$99 / MWh in 2022. Projected rates beyond 2022 assume that the two remaining increases of 3% to the Capacity Charge occur in preparation of the NSWWTP operating costs and inflation of 2%. The average energy cost is still well below the current cost of electric baseboard heating, \$122 / MWh, and remains below other district energy providers. The significant increases in natural gas prices over the past three years should be considered when reviewing LEC's cost per MWh from 2019 forward. Short-term expectations are for another FortisBC rate increase in Q4 of 2021 and a carbon tax increase in April 2022, while long-term projections will be contingent on the economic and political climate as we move through the pandemic. It can be expected that paying higher natural gas costs and investing in alternative energy sources will continue to move LEC's effective rate closer to BC Hydro's rate.

Since its inception, it was envisioned that LEC would aim at providing heat at a rate that would not exceed the cost of electricity by more than 15%. Electric baseboard heating systems are one of the cheapest alternatives in terms of construction costs and have been preferred by developers. Based on the proposed increases to BC Hydro's rates, their cost of electricity in 2022 will be approximately \$122 / MWh and an additional 15% above this cost of electricity would create a rate ceiling of \$140 / MWh for LEC. By comparison, this is also very similar to the most expensive district energy provider in the Lower Mainland with an effective rate of \$144 / MWh as shown in the previous table.

LEC's forecasted cost of \$99 / MWh in 2022 remains significantly lower than the cost of electricity (\$122) and LEC's rate ceiling (\$140).

LEC's management and business practices have allowed it to be a low-rate provider of district energy and provide opportunities to fund the implementation of carbon neutral sources of energy, while maintaining costs of service below industry benchmarks and below a maximum threshold of the cost of electricity plus 15%. As LEC introduces more alternative energy sources, it is likely to see an increase in its effective rate to customers, as most sustainable energy sources require significant capital investment and higher operating costs. Past achievement of lower effective rates than competition provides LEC with latitude to add sustainable energy sources in the future. The company will strive to maintain its competitive pricing in comparison to local district energy companies and remain below its limit of 115% of the cost of electricity. LEC endeavors to have rates that are fair to both LEC users as well as municipal residents considering the City has invested in LEC and is funding some of its capital costs.

Other Bylaw Adjustments

Proposed Bylaw No. 8878 makes the following additional adjustments.

The bylaw proposes introducing a minimum fee for the application fees LEC charges to customers. Currently all application fees are charged at 0.15% of the construction value of the work associated with the building permit. For fees associated with smaller tenant improvements this can result in a fee that does not cover the costs of the services provided by staff. For a simple tenant improvement not requiring multiple plan reviews, an LEC engineer would require a minimum of one hour for plan review and a minimum of one hour for an inspection, in addition to this LEC accounting staff need to administer the fee. In consideration of these efforts, the bylaw proposes introducing a minimum fee of \$225.00 to cover these costs.

The bylaw also proposes to increase the one-time service Connection Fee paid by builders or developers by the CPI rate of inflation previously mentioned. This translates into increasing the current Connection Fee from \$82.83 per kilowatt to \$85.23 per kilowatt.

The fee for "Meter Reading and Invoicing Fee" of additional meters in a premise is to also increase from \$31.56 per month to \$32.48 to account for inflation.

Customer Input

LEC will inform customers of the proposed rate increase by letter inviting them to attend a November 1, 2021 Public Meeting. LEC will also include information on its website and include advertisements in the North Shore News.

Financial Forecasting

The current rate structure seems sufficiently fair, reasonable, and accurate to support adjusting the Meter and Capacity Charges as recommended while LEC continues providing heating service predominantly using natural gas boiler technology. Planned increases to the Capacity charge for the introduction of heat recovery from the NSWWTP will recommence once a commencement date for heat recovery is determined. Additionally, as investigation and integration of alternative energy sources progress and

are integrated into the district energy system, LEC's rates and rate structure will be reassessed for their impact. The recommendation to increase rates is based on:

- Maintaining LEC's purchasing power in respect to inflation,
- Enabling timely reimbursement of outstanding loans due to the City, and
- LEC's past success in achieving lower than industry rates provides latitude for the proposed rate increase.

Staff suggests that planning and decision-making be based on comparing alternatives and opportunities with the business-as-usual scenario that considers current BC Hydro rates and heat generation using natural gas boiler technology. At this time, given the uncertainty concerning the future rate of real estate development in the City, as well as the rate of implementation and cost of alternative energy generation technology, it is challenging to generate a reliable detailed long-term (e.g. 20-year) financial forecast.

SUMMARY

LEC aims to be cost neutral for both LEC customers and city residents and to achieve an appropriate balance of environmental, social, and economically sustainable benefits to the City. Since the start of operations LEC has tried to compare its rates with those of BC Hydro, FortisBC and other district energy providers to ensure that the amount paid by its customers would remain competitive and not exceed a ceiling rate of 115% of the cost of using electric baseboards. It also must be considered that if rates were significantly lower than BC Hydro or Fortis, LEC customers would be benefiting at the expense of the community. The income generated by LEC should be used to further diversify LEC's heating sources to include alternative energy which will benefit the whole community and/or provide the City with a return on investment.

On that basis and considering that LEC is pursuing the integration of more alternative energy sources, LEC staff considers that the proposed rate increase is fair and reasonable to both LEC customers and the City's residents.

FINANCIAL IMPLICATIONS

The financial implications are addressed throughout the report.

RESPECTFULLY SUBMITTED BY:



Karsten Veng, P.Eng., PMP
Chief Executive Officer, LEC

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8878

**A Bylaw to amend the City of North Vancouver
“Hydronic Energy Service Bylaw, 2004, No. 7575”**

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as **“City of North Vancouver Hydronic Energy Service Bylaw, 2004, No. 7575, Amendment Bylaw, 2021, No. 8878” (Schedule C and Other Fees)**.
2. “Hydronic Energy Service Bylaw, 2004, No. 7575” is amended as follows:
 - A. In the “Application Fee” in the “Standard Fees and Charges Schedule”, by deleting:

“When the Service Provider is involved in the process of building permit issuance or is required to perform an inspection or inspections to determine compliance with an issued building permit, the Service Provider shall charge a fee in the amount equal to 0.15% of the construction value of the work associated with the building permit.”

and replacing it with the following:

“When the Service Provider is involved in the process of building permit issuance or is required to perform an inspection or inspections to determine compliance with an issued building permit, the Service Provider shall charge a fee in the amount equal to 0.15% of the construction value of the work associated with the building permit with a minimum fee of \$225.00.”.
 - B. In the “Service Connection Fee” in the “Standard Fees and Charges Schedule”, by deleting “\$82.23 per kilowatt” and replacing it with “\$85.23 per kilowatt”.
 - C. In the “Meter Reading and Invoicing Fee” in the “Standard Fees and Charges Schedule”, by deleting “\$31.56 per month” and replacing it with “\$32.48 per month”.
 - D. By deleting Schedule “C” in its entirety and replacing it with the Schedule “C” attached to this bylaw.

3. This Bylaw shall be effective as of the 1st day of December, 2021.

READ a first time on the <> day of <>, 2021.

READ a second time on the <> day of <>, 2021.

READ a third time on the <> day of <>, 2021.

ADOPTED on the <> day of <>, 2021.

MAYOR

CITY CLERK

SCHEDULE “C” FEES, RATES AND CHARGES

The rates, fees and charges payable in respect of the Service defined in “Hydronic Energy Service Bylaw, 2004, No. 7575” are as set out below.

Except as otherwise stated, capitalized terms in this Schedule “C” shall have the meaning defined in the General Terms and Conditions of “Hydronic Energy Service Bylaw, 2004, No. 7575” attached as Schedule “B”.

PROVISION OF HEATING TO PREMISES:

The rates payable for the provision of Hydronic Energy Heating Service to Premises are a combination of the meter charge, capacity charge and commodity charge.

RESIDENTIAL SERVICE

RATE SCHEDULE 1

- (a) **Meter Charge** – A monthly charge of \$32.48 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.4544 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.03398 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

RATE SCHEDULE 2

- (a) **Meter Charge** – A monthly charge of \$174.90 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.4544 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.02871 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

COMMERCIAL SERVICE

RATE SCHEDULE 1

- (a) **Meter Charge** – A monthly charge of \$32.48 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.4544 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.03398 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

RATE SCHEDULE 2

- (a) **Meter Charge** – A monthly charge of \$174.90 for each Service Connection serving the Premises.
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- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.02871 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

PROVISION OF COOLING TO PREMISES:

The rates payable for the provision of Hydronic Energy Cooling Service to Premises shall be determined by Council for each Premises which connects to and uses the Hydronic Energy Cooling Service.

In addition to the foregoing rates the fees and charges set out in the Standard Fees and Charges attached as a schedule to the General Terms and Conditions will apply to the provision of the Service.

Historical Income Statements for Years of Operation - 2004 to 2020

Income Statement line description	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	
Revenue	\$ 176,707	\$ 409,108	\$ 415,741	\$ 630,088	\$ 1,016,118	\$ 1,158,110	\$ 1,434,108	\$ 1,562,007	\$ 1,693,413	\$ 2,038,134	\$ 2,594,229	\$ 2,647,001	\$ 2,838,793	\$ 3,900,077	\$ 4,132,957	\$ 5,297,998	\$ 6,418,511	
Cost of Sales	\$ 66,777	\$ 187,089	\$ 245,839	\$ 299,299	\$ 479,519	\$ 469,707	\$ 722,351	\$ 752,254	\$ 747,330	\$ 965,876	\$ 1,261,027	\$ 1,175,841	\$ 1,196,282	\$ 1,538,595	\$ 1,678,140	\$ 2,125,632	\$ 2,405,710	
Gross profit	\$ 109,930	\$ 222,019	\$ 169,902	\$ 330,789	\$ 536,599	\$ 688,403	\$ 711,757	\$ 809,753	\$ 946,083	\$ 1,072,258	\$ 1,333,202	\$ 1,471,160	\$ 1,642,511	\$ 2,361,482	\$ 2,454,817	\$ 3,172,366	\$ 4,012,801	
Plant Operation and Maintenance	\$ 19,087	\$ 91,585	\$ 95,244	\$ 98,149	\$ 114,689	\$ 138,289	\$ 143,305	\$ 191,350	\$ 212,842	\$ 289,346	\$ 310,795	\$ 289,127	\$ 225,115	\$ 134,380	\$ 218,812	\$ 335,474	\$ 382,410	
Depreciation	\$ 68,531	\$ 114,823	\$ 127,777	\$ 146,220	\$ 212,246	\$ 293,444	\$ 273,586	\$ 309,667	\$ 430,542	\$ 564,686	\$ 693,517	\$ 795,568	\$ 886,925	\$ 1,064,736	\$ 1,206,818	\$ 1,456,913	\$ 1,627,878	
General and Administrative	\$ 98,268	\$ 145,543	\$ 172,968	\$ 140,987	\$ 173,957	\$ 146,916	\$ 185,574	\$ 188,783	\$ 309,926	\$ 445,511	\$ 361,409	\$ 348,892	\$ 497,248	\$ 405,632	\$ 587,399	\$ 766,138	\$ 895,126	
Total - Operating Expenses	\$ 185,886	\$ 351,951	\$ 395,989	\$ 385,356	\$ 500,892	\$ 578,649	\$ 602,465	\$ 689,800	\$ 953,310	\$ 1,299,543	\$ 1,365,721	\$ 1,433,587	\$ 1,609,288	\$ 1,604,748	\$ 2,013,029	\$ 2,558,525	\$ 2,905,414	
Income (loss) before other expenses	\$ (75,956)	\$ (129,932)	\$ (226,087)	\$ (54,567)	\$ 35,707	\$ 109,754	\$ 109,292	\$ 119,953	\$ (7,227)	\$ (227,285)	\$ (32,519)	\$ 37,573	\$ 33,223	\$ 756,734	\$ 441,788	\$ 613,841	\$ 1,107,387	
Contributions		\$ 60,136	\$ 259,458	\$ 38,804	\$ 63,416	\$ 117,389	\$ 120,875	\$ 146,532	\$ 174,480	\$ 211,010	\$ 225,615	\$ 232,648	\$ 260,629	\$ 357,676	\$ 571,832	\$ 688,149	\$ 669,309	
Finance income		\$ 23,432	\$ 22,037	\$ 24,530	\$ 17,321	\$ 5,111	\$ 11,171	\$ 15,742	\$ 25,121	\$ 32,071	\$ 34,429	\$ 27,172	\$ 27,691	\$ 42,975	\$ 65,426	\$ 77,511	\$ 94,106	
Finance costs	\$ (111,951)	\$ (207,481)	\$ (194,850)	\$ (34,141)	\$ (123,277)	\$ (125,421)	\$ (128,876)	\$ (131,322)	\$ (139,585)	\$ (157,986)	\$ (214,870)	\$ (253,282)	\$ (302,870)	\$ (357,790)	\$ (498,448)	\$ (654,777)	\$ (698,885)	
Subtotal	\$ (111,951)	\$ (123,913)	\$ 86,645	\$ 29,193	\$ (42,540)	\$ (2,921)	\$ 3,170	\$ 30,952	\$ 60,016	\$ 85,095	\$ 45,174	\$ 6,538	\$ (14,550)	\$ 42,861	\$ 138,810	\$ 110,883	\$ 64,530	
Income before non-recurring expenses	\$ (187,907)	\$ (253,845)	\$ (139,442)	\$ (25,374)	\$ (6,833)	\$ 106,833	\$ 112,462	\$ 150,905	\$ 52,789	\$ (142,190)	\$ 12,655	\$ 44,111	\$ 18,673	\$ 799,595	\$ 580,598	\$ 724,724	\$ 1,171,917	
Non-recurring expenses	\$ (1,030,721)																	
Net Income and Comprehensive Income	\$ (187,907)	\$ (253,845)	\$ (139,442)	\$ (25,374)	\$ (6,833)	\$ 106,833	\$ 112,462	\$ 150,905	\$ 52,789	\$ (142,190)	\$ 12,655	\$ (986,610)	\$ 18,673	\$ 799,595	\$ 580,598	\$ 724,724	\$ 1,171,917	
Cash Dividends																	\$ (30,100)	\$ (34,000)
Retained Earnings (Net Accumulated Surplus/loss)	\$ (277,787)	\$ (531,632)	\$ (671,074)	\$ (696,448)	\$ (703,281)	\$ (596,449)	\$ (483,987)	\$ (333,082)	\$ (280,293)	\$ (422,483)	\$ (409,828)	\$ (1,396,438)	\$ (1,377,765)	\$ (578,170)	\$ 2,428	\$ 697,052	\$ 1,834,968	
Sales (MW.hr)	1,176	3,630	4,981	6,828	11,063	14,121	18,738	22,847	23,946	27,922	31,254	32,402	37,787	49,503	53,626	60,157	69,488	



THE CORPORATION OF THE CITY OF NORTH VANCOUVER

**“City Of North Vancouver
Hydronic Energy Service Bylaw, 2004, No. 7575”**

CONSOLIDATED FOR CONVENIENCE – NOVEMBER 1, 2019

Amendment Bylaw, 2007, No. 7843	Schedule A, Schedule B and Schedule C
Amendment Bylaw, 2007, No. 7865	Section 4 and Schedule A
Amendment Bylaw, 2007, No. 7891	Section 15, Schedule B and Schedule C
Amendment Bylaw, 2008, No. 7954	Service Connection Fee
Amendment Bylaw, 2009, No. 8059	Schedule C, Fees Rates and Charges Schedule
Amendment Bylaw, 2010, No. 8086	Schedule C and Housekeeping
Amendment Bylaw, 2010, No. 8123	Schedule C - Meter Charge
Amendment Bylaw , 2010, No. 8187	Schedule C – Service Connection Fee
Amendment Bylaw, 2013, No. 8321	Standard Fees and Charges Schedule & Capacity Charge
Amendment Bylaw, 2016, No. 8497	Schedule B, Standard Fees and Charges Schedule, Schedule C
Amendment Bylaw, 2017, No. 8545	Standard Fees and Charges Schedule
Amendment Bylaw, 2017, No. 8561	Standard Fees and Charges Schedule
Amendment Bylaw, 2017, No. 8596	Schedule C
Amendment Bylaw, 2018, No. 8660	Addition of Section 14.10
Amendment Bylaw, 2018, No. 8656	Schedule C
Amendment Bylaw, 2019, No. 8730	Schedule C and other fees

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 7575

A Bylaw to Create a Hydronic Energy Service

WHEREAS the *Community Charter* empowers the municipality to provide any service that the Council considers necessary or desirable.

WHEREAS the City of North Vancouver ("City") wishes to establish a service for the purpose of providing hydronic heat energy for space heating and domestic hot water to multi-family, residential, commercial, institutional and industrial buildings.

NOW THEREFORE the Council of The Corporation Of The City Of North Vancouver in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as **"City of North Vancouver Hydronic Energy Service Bylaw, 2004, No. 7575"**.
2. The service of providing hydronic heat energy for space heating and domestic hot water ("Heating Service") and the service of providing hydronic cooling energy for space cooling ("Cooling Service") to properties with multi-family residential, commercial, institutional and industrial buildings thereon (collectively the "Service") is hereby established.
3. The Service may be provided to properties with multi-family residential, commercial, industrial or institutional buildings thereon in the City of North Vancouver ("Service Area").
4. There shall be three classes of property within the Service Area:

Class 1 – properties described in Schedule "A";

Class 2 – properties, other than Class 1 properties, on which it is proposed to construct or renovate (to an extent that requires substantial occupancy postponement) multi-family residential, commercial, industrial and institutional buildings having a combined floor area of greater than 1000 square metres; and [Bylaw 8596, December 11, 2017]

Class 3 – properties other than Class 1 properties and Class 2 properties.
5. Multi-family residential, commercial, industrial and institutional buildings:
 - (a) on Class 1 properties, are required to apply for, be connected to and use the Heating Service and may apply for, be connected to and use the Cooling Service unless the City's Director of Finance considers that the cost of providing the Cooling Service to the property and buildings would be excessive to the City;
 - (b) on Class 2 properties, are required to apply for, be connected to and use the Heating Service and may apply for, be connected to and use the Cooling Service unless the City's Director of Finance considers that the cost of providing the

Heating Service or the Cooling Service as the case may be to the property and buildings would be excessive to the City; and

- (c) on Class 3 properties, may apply for, be connected to and use the Heating Service and the Cooling Service unless the City's Director of Finance considers that the cost of providing the Heating Service or the Cooling Service as the case may be to the property and the buildings would be excessive to the City.
6. The Service shall be provided and used in accordance with the terms and conditions described in Schedule "B" ("General Terms and Conditions").
 7. The fees payable in respect of the Service shall be those described in Schedule "C" which shall be based on the cost of providing, maintaining and expanding the Service and may be different for different properties and buildings based upon the use, capacity and consumption of those properties and buildings
 8. The City may operate the Service directly or through another organization (the "Service Provider").
 9. The City authorizes its officers and employees and the officers, employees, agents, servants, contractors and subcontractors of the Service Provider to enter onto any property or into any building applying for, connecting or connected to or using the Service or required to apply for connect to and use the Service to connect or disconnect the Service and to inspect and determine whether all regulations, prohibitions and requirements contained in this Bylaw and the General Terms and Conditions are being met.
 100. The City authorizes its officers and employees and the officers and employees of the Service Provider to require persons applying for, connecting or connected to or using the Service to provide security with respect to the Service in an amount determined by the City or the Service Provider.
 11. Except as provided in the General Terms and Conditions and Sections 12, 13 and 14 of this Bylaw no building situated on a Class 3 property which is connected to and using the Service may be disconnected from the Service unless the City Engineer is satisfied, in his sole discretion, that the building will be adequately supplied with an alternate form of energy capable of heating the building and no building situated on a Class 1 or Class 2 property which is connected to and using the Service may be disconnected from the Service.
 12. The City or the Service Provider may discontinue providing the Service to a person or property because of:
 - (a) unpaid fees or taxes in relation to the Service; or
 - (b) non-compliance with the General Terms and Conditions or the provisions of this Bylaw.
 13. The City or the Service Provider may discontinue providing the Service to a person or property upon providing not less than 48 (forty-eight) hours written notice outlining the reasons for the discontinuance.

14. A person whose Service is discontinued for non-compliance with the General Terms and Conditions or the provisions of this Bylaw other than a failure to pay fees or taxes payable in respect of the Service may appeal such discontinuance to the Council of the City by delivering to the City, within 10 (ten) days of the date of the written notice of discontinuance, written notice of their intention to appeal stating in a concise fashion the grounds upon which the appeal is based. If, upon receipt of a written notice of intention to appeal, the Service has not yet been discontinued then the decision of the City or the Service Provider to discontinue the Service shall be stayed until the appeal has been considered by the Council unless the Service is to be discontinued for reasons which the City or the Service Provider reasonably believe will endanger persons or property, including the property of the City or the Service Provider, in which case the decision will not be stayed and the Service will be discontinued in accordance with the notice of discontinuance.

READ a first time by the Council on the 23rd day of February, 2004.

READ a second time by the Council on the 23rd day of February, 2004.

READ a third time and passed by the Council on the 23rd day of February, 2004.

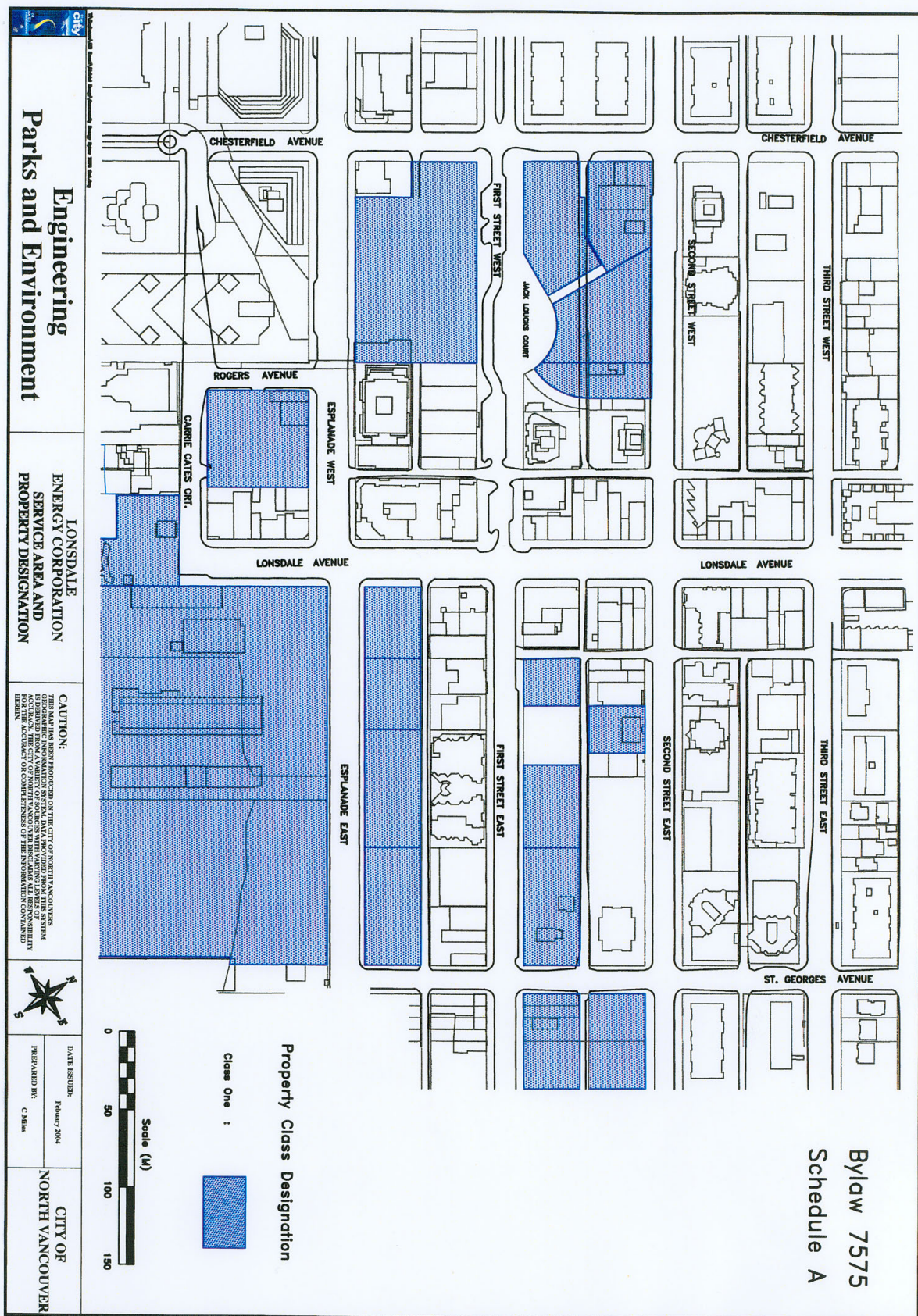
RECONSIDERED and finally adopted by the Council, signed by the Mayor and City Clerk and sealed with the Corporate Seal on the 1st day of March, 2004.

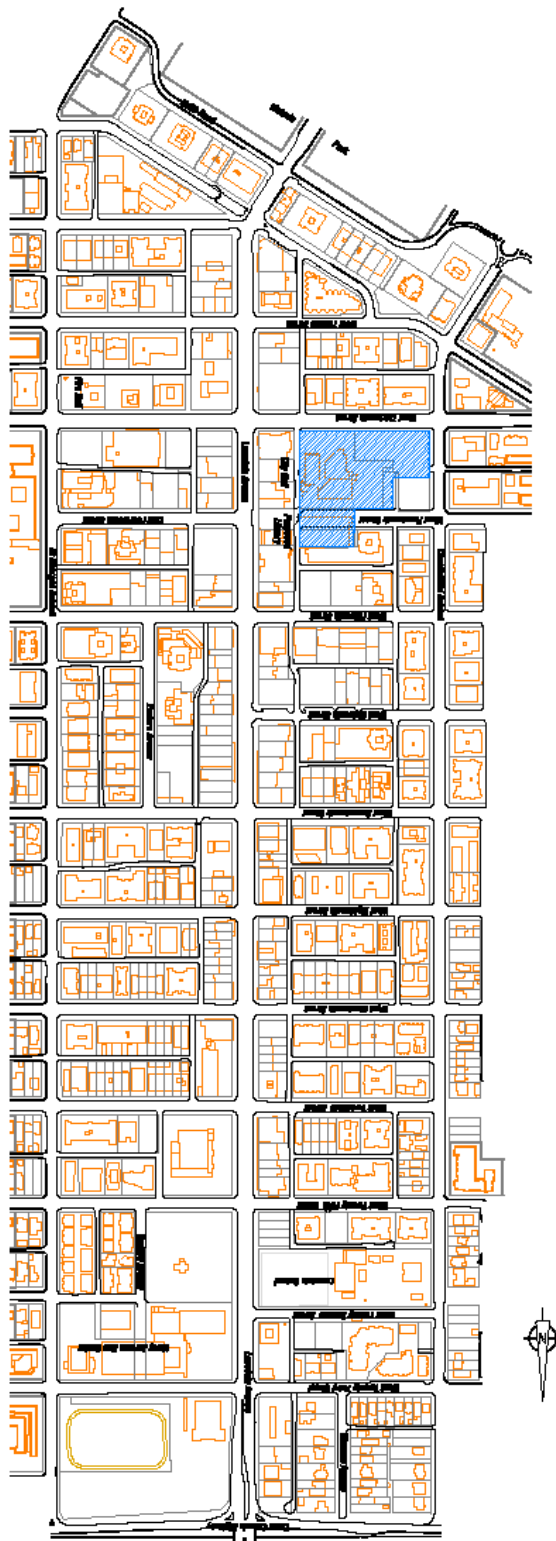
"Barbara A. Sharp"

MAYOR

"Bruce A. Hawkshaw"

CITY CLERK





Priority Class Designation
Class 1



Lonsdale Energy Corporation
Service Area And Property Designation

Map To Scale

Last Revised : May 2017

SCHEDULE “B”

GENERAL TERMS AND CONDITIONS

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DEFINITIONS

Unless the context indicates otherwise, in these General Terms and Conditions and in the rate schedules referred to herein the following words have the following meanings:

Class 1 Properties means the properties within the Service Area described in the schedule attached to and forming part of the General Terms and Conditions.

Class 2 Properties means properties within the Service Area, other than Class 1 Properties, on which it is proposed to construct multi-family residential, commercial, industrial and institutional buildings having a combined floor area of greater than 1000 square meters.”;

Class 3 Properties means properties within the Service Area other than Class 1 Properties and Class 2 Properties

Commercial Service means the provision of Hydronic Energy Service to commercial, institutional and industrial Premises.

Commodity means the fuel used by the Service Provider in the Hydronic Energy System to create the Hydronic Energy.

Conversion Factor means a factor, or combination of factors, which converts Hydronic Energy meter data to kilowatts or cubic metres for billing purposes.

Cooling means the energy transferred for the purpose of lowering the ambient air temperature in a Premise including all energy transferred at a temperature of 21 degree C or less.

Customer means a Person who is being provided Service or who has filed an application for Service with the Service Provider that has been approved by the Service Provider.

Day means any period of 24 consecutive Hours beginning and ending at 7:00 a.m. Pacific Standard Time or as otherwise specified in the Service Agreement.

Delivery Point means the outlet of the Heat Exchanger unless otherwise specified in the Service Agreement.

Delivery Temperature and replacing it by the following “Delivery Temperature means the Hydronic Energy transfer temperature as determined by the Service Provider available to the Customer at the Delivery Point.”

Distribution System means the system of water pipes, fittings and ancillary components used for distributing water for the purposes of providing Hydronic Energy to Premises in the Service Area including all additions thereto and replacements thereof and the system of water pipes connecting the Distribution System to the Service Connection including all additions thereto and replacements thereof.

General Terms & Conditions means these general terms and conditions as amended from time to time by the Council of the City of North Vancouver.

Heating means the energy transferred for the purpose of raising the ambient air or domestic hot water temperature in a Premise including all energy transferred at a temperature exceeding 21 degree C.

Heat Exchanger means the equipment including ventilation systems installed at the Customer's Premises to transfer Hydronic Energy from the Hydronic Energy System to the Customer's Premises.

Hour means any consecutive 60 minute period.

Hydronic Energy Hydronic Energy means heated water and cooled water.

Hydronic Energy Service means the delivery of Hydronic Energy through the Hydronic Energy System to a Delivery Point and through a Meter Set for use in multi-family residential, commercial, institutional and industrial Premises.

Hydronic Energy System means the Hydronic Energy generation system including the Distribution System and water boilers, heat pumps and solar panels used for the purpose of heating or cooling the water that flows through the Distribution System and the Service Connections and all equipment including the pressure vessels, conduits, pipes, valves, lines, pumps, Heat Exchangers and Meter Sets together with all ancillary appliances and fittings necessary to provide Hydronic Energy to Premises in the Service Area and all additions thereto and replacements thereof as such system is expanded, reduced or modified from time to time.

Hydronic Energy System Extension means an extension or expansion of the Hydronic Energy System including the upgrading of existing pipes, and ancillary equipment on private property, but does not include the installation of Service Connections, Heat Exchangers or Meter Sets.

LEC means Lonsdale Energy Corporation, a body corporate incorporated pursuant to the laws of the Province of British Columbia.

Meter Set means an assembly of metering and ancillary equipment, including Heat Exchangers, that measure the amount of Hydronic Energy consumed by a Customer.

Month means a period of time, for billing purposes, of 27 to 34 consecutive Days.

Other Service means the provision of service other than Hydronic Energy Service.

Other Service Charges means charges for damages, alterations and repairs, financing, insurance, and late payment charges, Social Service Tax, Goods and Services Tax or other taxes related to these charges.

Person means a natural person, partnership, corporation, society, unincorporated entity or body politic.

Premises means a building, a separate unit of a building, or machinery together with the surrounding land.

Rate Schedule means a schedule attached to and forming part of the General Terms and Conditions, which sets out the charges for Service and certain other related terms and conditions for a class of Service.

Residential Service means the provision of Hydronic Energy Service to multi-family residential Premises.

Return Temperature means the temperature, as determined by the Service Provider and measured at the Heat Exchanger, at which water from the Customer's Premises may be returned to the Hydronic Energy System.

Service means the provision of Hydronic Energy Service and Other Service by the Service Provider.

Service Agreement means an agreement between the Service Provider and a Customer for the provision of Service.

Service Area means that portion of the City of North Vancouver designated by the Council of the City of North Vancouver for the provision of Hydronic Energy Service.

Service Connection means that portion of the Hydronic Energy System extending from the Distribution System to the Delivery Point.

Service Provider means the Person who provides Service to Customers in accordance with the General Terms and Conditions including without limitation LEC and its successors, assigns, officers, employees, servants, agents and contractors;

Service Related Charges include, but are not limited to, application fees, Service Connection installation fees, disconnection fees and late payment charges, plus Social Services Tax, Goods and Service Tax, or other taxes related to these charges.

Standard Fees & Charges Schedule means the schedule attached to and forming part of the General Terms and Conditions which lists the various fees and charges relating to Service provided by the Service Provider as approved from time to time by the Council of the City of North Vancouver.

Utility Services means the hydro-electric, water, sewer and other utility services required by the Service Provider to provide the Hydronic Energy Service.

Year means a period of 12 consecutive Months.

SERVICE AREAS

These General Terms and Conditions refer to the provision of Hydronic Energy Service in the City of North Vancouver or such portions thereof as may be designated by the Council of the City of North Vancouver and such other areas as may be added from time to time by the Council of the City of North Vancouver.

1. APPLICATION REQUIREMENTS

1.1 Requesting Services - A Person requesting the Service Provider to provide Service, including

- (a) providing Hydronic Energy Services,
- (b) providing a Service Connection,
- (c) re-activating existing Service Connections,
- (d) transferring an existing account,
- (e) changing the type of Service provided, or
- (f) making alterations to existing Service Connections, Heat Exchangers or Meter Sets,

must apply to the Service Provider in person, by mail, by telephone, by facsimile or by other electronic means.

1.2 Required Documents - An applicant for Service may be required to sign an application and a Service Agreement provided by the Service Provider.

1.3 Separate Premises / Businesses - If an applicant is requesting Service from the Service Provider at more than one Premises, or for more than one separately operated business, then the applicant will be considered a separate Customer for each of the Premises and businesses. For the purposes of this provision, the Service Provider will determine whether any building contains one or more Premises or any business is separately operated.

1.4 Required References – The Service Provider may require an applicant for Service to provide reference information and identification acceptable to the Service Provider.

1.5 Refusal of Application – The Service Provider may refuse to accept an application for Service for any of the reasons listed in Section 19 (Discontinuance of Service and Refusal of Service).

2. AGREEMENT TO PROVIDE SERVICE

2.1 Service Agreement - The agreement for Service between a Customer and the Service Provider will be:

- (a) the oral or written application of the Customer that has been approved by the Service Provider and that is deemed to include the General Terms and Conditions, or
- (b) a Service Agreement signed by the Customer.

2.2 Customer Status - A Person becomes a Customer of the Service Provider when the Service Provider

- (a) approves the Person's application for Service, or
- (b) provides Service to the Person.

2.3 Service Connections

Subject to the following, the Service Provider will serve each parcel of land with one Service Connection. Additional Service Connections may be provided at the sole discretion of the Service Provider. In the case of buildings which have been subdivided by way of strata plan all strata lots and common property will be served by one Service Connection and the Customer will be the Strata Corporation.

2.4 No Assignment/Transfer – A Customer may not transfer or assign a Service Agreement without the written consent of the Service Provider.

3. CONDITIONS ON USE OF SERVICE

3.1 Return Temperature – A Customer will ensure that the temperature of the water returning from the Customer's Premises to the Distribution System complies with the requirements of the Service Provider.

3.2 Unauthorized Sale / Supply / Use - Unless authorized in writing by the Service Provider, a Customer will not sell or supply Hydronic Energy supplied to it by the Service Provider to other Persons or use Hydronic Energy supplied to it by the Service Provider for any purpose other than as specified in the Service Agreement and the General Terms and Conditions.

4. RATE CLASSIFICATION

4.1 Rate Classification - Customers may be served under any Rate Schedule for which they meet the applicability criteria as set out in the appropriate Rate Schedule.

4.2 Rate Selection – The Service Provider will endeavour to provide the Customer with information and advice on all rates available to the Customer from time to time, but in every case the selection of the appropriate Rate Schedule will be the sole responsibility of the Customer.

In the absence of instructions from the Customer, the Service Provider will select a Rate Schedule on behalf of the Customer on the basis of information available at the time of selection. If the Customer wishes to be on a specific Rate Schedule, then the Customer must inform the Service Provider in writing prior to November 1 of their Rate Schedule selection. The selected Rate Schedule will remain in effect for one (1) year, starting November 1. *[Bylaw 8497, October 17, 2016]*

4.3 Periodic Review – the Service Provider may

- (a) conduct periodic reviews of the quantity of Hydronic Energy and the rate of delivery of Hydronic Energy to a Customer to determine which Rate Schedule applies to the Customer, and
- (b) change the Customer's charge to the appropriate charge, or
- (c) change the Customer to the appropriate Rate Schedule.

5. APPLICATION AND SERVICE CONNECTION INSTALLATION FEES AND CHARGES

5.1 Application and Service Connection Installation Fees - An applicant for Service must pay the applicable application and installation fees set out in the Standard Fees and Charges Schedule.

5.2 Waiver of Application Fee - The application fee will be waived by the Service Provider if Service to a Customer is reactivated after it was discontinued for any of the reasons described in Section 12.2 (Right to Restrict).

5.3 Reactivation Charges – If Service is terminated

(a) for any of the reasons described in Section 19 (Discontinuance of Service and Refusal of Service), or

(b) to permit Customers to make alterations to their Premises,

and the same Customer or the spouse, employee, contractor, agent or partner of the same Customer requests reactivation of Service to the Premises within one Year, then the applicant for reactivation must pay the greater of

(c) the costs the Service Provider incurs in de-activating and re-activating the Service, or

(d) the sum of the minimum charges set out in the applicable Rate Schedule which would have been paid by the Customer between the time of termination and the time of reactivation of Service.

5.4 Identifying Load or Premises Served by Meter Sets - If a Customer requests the Service Provider to identify the Meter Set that serves the Premises and/or load after the Meter Set was installed, then the Customer will pay the cost the Service Provider incurs in re-identifying the Meter Set where

(a) the Meter Set is found to be properly identified, or

(b) the Meter Set is found to be improperly identified as a result of Customer activity, including

(i) a change in the legal civic address of the Premises,

(ii) renovating or partitioning the Premises, or

(iii) rerouting Hydronic Energy lines after the Delivery Point.

6. SECURITY FOR PAYMENT OF BILLS

6.1 Security for Payment of Bills - If a Customer or applicant cannot establish or maintain credit to the satisfaction of the Service Provider, then the Customer or applicant may be required to provide a security deposit in the form of cash or an equivalent form of security acceptable to the Service Provider. As security for payment of bills, all Customers who have not established or maintained credit to the satisfaction of the Service Provider, may be required to provide a security deposit or equivalent form of security, the amount of which may not

- (a) be less than \$50, and
- (b) exceed an amount equal to the estimate of the total bill for the two highest consecutive Months consumption of Hydronic Energy by the Customer or applicant.

6.2 Interest – The Service Provider will pay interest to a Customer on a security deposit at the rate and at the times specified in the Standard Fees and Charges Schedule. Subject to Section 6.5, if a security deposit in whole or in part is returned to the Customer for any reason, the Service Provider will credit any accrued interest to the Customer's account at that time.

No interest is payable

- (a) on any unclaimed deposit left with the Service Provider after the account for which is security is closed, and
- (b) on a deposit held by the Service Provider in a form other than cash.

6.3 Refund of Deposit - When the Customer pays the final bill, the Service Provider will refund any remaining security deposit plus any accrued interest or cancel the equivalent form of security.

6.4 Unclaimed Refund - If the Service Provider is unable to locate the Customer to whom a security deposit is payable, the Service Provider will take reasonable steps to trace the Customer; but if the security deposit remains unclaimed 10 Years after the date on which it first became refundable, the deposit, together with any interest accrued thereon, becomes the absolute property of the Service Provider.

6.5 Application of Deposit - If a Customer's bill is not paid when due, then the Service Provider may apply all or any part of the Customer's security deposit or equivalent form of security and any accrued interest toward payment of the bill. Even if the Service Provider applies the security deposit or calls on the equivalent form of security, the Service Provider may, under Section 19 (Discontinuance of Service and Refusal of Service), discontinue Service to the Customer for failure to pay for Service on time.

6.6 Replenish Security Deposit - If a Customer's security deposit or equivalent form of security is called upon by the Service Provider towards paying an unpaid bill, then the Customer must re-establish the security deposit or equivalent form of security before the Service Provider will reconnect or continue Service to the Customer.

6.7 Failure to Pay - Failure to pay a security deposit or to provide an equivalent form of security acceptable to the Service Provider may, in the Service Provider's discretion, result in discontinuance or refusal of Service as set out in Section 19 (Discontinuance of Service and Refusal of Service).

7. TERM OF SERVICE AGREEMENT

7.1 Term for Residential and Commercial Service to Class 1 and Class 2 Properties If a Customer is being provided Residential Service or Commercial Service at a Class 1 or Class 2 Property then the term of the Service Agreement will be until the Service Agreement is terminated in accordance with the General Terms and Conditions.

7.2 Initial Term for Residential and Commercial Service - If a Customer is being provided Residential Service or Commercial Service at a Class 3 Property, the initial term of the Service Agreement

- (a) when a new Service Connection is required will be one Year, or
- (b) when a Hydronic Energy System Extension is required will be for a period of time fixed by the Service Provider.

7.3 Renewal of Initial Term of Agreement for Residential and Commercial Service to a Class 3 Property – Unless

- (a) the Service Agreement or the applicable Rate Schedule specifies otherwise, or
- (b) the Service Agreement is terminated under Section 8 (Termination of Service Agreement),

the Service Agreement described in Section 7.2 will be automatically renewed at the end of its initial Term from Month to Month for Residential or Commercial Service,

8. TERMINATION OF SERVICE AGREEMENT

8.1 Termination by Customer – Subject to applicable federal, provincial and local government laws, statutes, regulations, bylaws, orders and policies, unless the Service Agreement or applicable Rate Schedule specifies otherwise, a Customer whose Premises are located at a Class 3 Property only may terminate the Service Agreement after the end of the initial term by giving the Service Provider at least 48 Hours notice and paying the applicable disconnection fees set out in the Standard Fees and Charges Schedule.

- 8.2 Continuing Obligation** - The Customer is responsible for, and must pay for, all Hydronic Energy delivered to the Premises and is responsible for all damages to and loss of Heat Exchangers, Meter Sets or other equipment of the Service Provider on the Premises until the Service Agreement is terminated.
- 8.3 Effect of Termination** - The Customer is not released from any previously existing obligations to the Service Provider under a Service Agreement by the termination of the agreement.
- 8.4 Sealing Service Connection** - After the termination of Hydronic Energy Service to a Premises and after a reasonable period of time during which a new Customer has not applied for Hydronic Energy Service at the Premises, the Service Provider may seal off the Service Connection to the Premises.
- 8.5 Termination by the Service Provider** - Subject to applicable federal, provincial and local government laws, statutes, regulations, bylaws, orders and policies, unless the Service Agreement or applicable Rate Schedule specifies otherwise, the Service Provider may terminate a Service Agreement for Premises at Class 1, 2 and 3 Properties by giving the Customer at least 48 Hours written notice if Service is discontinued under Section 19 (Discontinuance of Service and Refusal of Service).

9. SERVICE CONNECTIONS

- 9.1 Provided Installation** - If the Hydronic Energy System is adjacent to the Customer's Premises, then the Service Provider

- (a) will designate the location of the Heat Exchanger, Meter Set and Service Connections on the Customer's Premises and determine the amount of space that must be left unobstructed around them,
- (b) will install the Heat Exchanger and Meter Set upon payment of the applicable installation fees set out in the Standard Fees and Charges Schedule; and
- (c) will install the Service Connection from the Hydronic Energy System to the Delivery Point on the Customer's Premises at no additional cost to the Customer provided the Service Connection follows the route which is the most suitable to the Service Provider.

- 9.2 Customer Requested Routing – If:**

- (a) the Hydronic Energy System is adjacent to the Customer's Premises,
- (b) the Customer requests that its piping or Service Connection enter its Premises at a different point of entry or follow a different route from the point or route designated by the Service Provider, and
- (c) the Customer requests that the Heat Exchanger or Meter Set be installed at a different location from the location designated by the Service Provider,

then the Service Provider may charge the Customer for all additional costs as determined by the Service Provider to install the Heat Exchanger, Meter Set and Service Connection in accordance with the Customer's request.

- 9.3 Additional Connections** - If a Customer requests more than one Service Connection to the Premises, on the same Rate Schedule, then the Service Provider may install the additional Service Connection and may charge the Customer the Application Fee set out in the Standard Fees and Charges Schedule, as well as the full cost (including overhead costs) for the Service Connection installation in lieu of the Service Connection Installation Fee set out in the Standard Fees and Charges Schedule. The Service Provider will bill the additional Service Connection from a separate meter and account. If the additional Service Connection is requested by a, contractor, employee, agent or partner of the existing Customer, then the same charges will apply.
- 9.4 Easement Required** - If an intervening property is located between the Customer's Premises and the Hydronic Energy System, then the Customer is responsible for the costs of obtaining an easement in favour of the Service Provider and in a form specified by the Service Provider, for the installation, operation and maintenance on the intervening property of all necessary facilities for supplying Hydronic Energy to the Customer.
- 9.5 Ownership** – The Customer does not own any part of the Service Connection from the Hydronic Energy System up to and including the Heat Exchanger and Meter Set, whether it is located inside or outside the Customer's Premises.
- 9.6 Maintenance** – The Service Provider will maintain the Heat Exchanger, Meter Set and Service Connection.
- 9.7 Supply Cut Off** - If the supply of Hydronic Energy to a Customer's Premises is cutoff for any reason then, the Service Provider may, but is not required to, remove the Heat Exchanger, Meter Set or Service Connection from the Customer's property or Premises.
- 9.8 Damage Notice** - The Customer must advise the Service Provider immediately of any damage occurring to the Heat Exchanger, Meter Set or Service Connection.
- 9.9 Prohibition** - A Customer must not construct any permanent structure which, in the opinion of the Service Provider, obstructs access to a Service Connection, Heat Exchanger or Meter Set.
- 9.10 No Unauthorized Changes** - No changes, extensions, connections to or replacement of, or disconnection from the Distribution System or Service Connections, will be made except by the Service Provider's authorized employees, contractors or agents or by other Persons authorized in writing by the Service Provider. Any change in the location of an existing Service Connection
- (a) must be approved in writing by the Service Provider, and
 - (b) will be made at the expense of the Customer if the change is requested by the Customer or necessitated by the actions of the Customer.

9.11 Site Preparation - The Customer will be responsible for all necessary site preparation including but not limited to clearing building materials, construction waste, equipment, soil and gravel piles over the proposed service line route to the standards established by the Service Provider. The Service Provider may recover any additional costs associated with delays or site visits necessitated by inadequate or substandard site preparation by the Customer.

10. HEAT EXCHANGERS, METER SETS & METERING

10.1 Installation – In order to provide Hydronic Energy and bill the Customer for Hydronic Energy delivered, the Service Provider will install one or more Heat Exchangers and Meter Sets on the Customer's Premises. The technical specifications of all Heat Exchangers and Meter Sets will be determined by the Service Provider. Unless approved by the Service Provider, all Heat Exchangers and Meter Sets will be located at locations designated by the Service Provider.

10.2 Measurement - The quantity of Hydronic Energy delivered to the Premises will be metered using apparatus approved by the City of North Vancouver. The amount of Hydronic Energy registered by the Meter Set during each billing period will be converted to kilowatts and rounded to the nearest one-tenth of a kilowatt.

10.3 Testing Meters - If a Customer applies for the testing of a Meter Set and

- (a) the Meter Set is found to be recording incorrectly, then the cost of removing, replacing and testing the meter will be borne by the Service Provider subject to Section 20.4 (Responsibility for Heat Exchanger and Meter Set), and
- (b) if the testing indicates that the Meter Set is recording correctly, then the Customer must pay the Service Provider for the cost of removing, replacing and testing the Meter Set as set out in the Standard Fees and Charges Schedule.

10.4 Defective Meter Set - If a Meter Set ceases to register, then the Service Provider will estimate the volume of Hydronic Energy delivered to the Customer according to the procedures set out in Section 14.6 (Incorrect Register).

10.5 Protection of Equipment - The Customer must take reasonable care of and protect all Heat Exchangers, Meter Sets and related equipment on the Customer's Premises. The Customer's responsibility for expense, risk and liability with respect to all Heat Exchangers, Meter Sets and related equipment is set out in Section 20.4 (Responsibility for Heat Exchanger and Meter Set).

10.6 No Unauthorized Changes - No Heat Exchangers, Meter Sets or related equipment will be installed, connected, moved or disconnected except by the Service Provider's authorized employees, contractors or agents or by other Persons with the Service Provider's written permission.

- 10.7 Removal of Service** - At the termination of a Service Agreement, the Service Provider may disable, disconnect or remove a Heat Exchanger and Meter Set on or from the Premises if a new Customer is not expected to apply for Service for the Premises within a reasonable time.
- 10.8 Customer Requested Heat Exchanger and Meter Relocation or Modifications** - Any change in the location of a Heat Exchanger, Meter Set or related equipment, or any modifications to the Heat Exchanger or Meter Set, including automatic and/or remote meter reading
- (a) must be approved by the Service Provider in writing, and
 - (b) will be made at the expense of the Customer if the change or modification is requested by the Customer or necessitated by the actions of the Customer. If any of the changes to the Heat Exchanger, Meter Set or related equipment require the Service Provider to incur ongoing incremental operating and maintenance costs, the Service Provider may recover these costs from the Customer through a Monthly charge.
- 10.9 Meter Set Consolidations** - A Customer who has more than one Meter Set at the same Premises or adjacent Premises may apply to the Service Provider to consolidate its Meter Sets. If the Service Provider approves the Customer's application, then the Customer will be charged the value for all portions of the Hydronic Energy System abandoned except for Meter Sets that are removed to facilitate Meter Set consolidations. In addition, the Customer will be charged the Service Provider's full costs, including overheads, for any abandonment, Meter Set removal and alteration downstream of the new Meter Set. If a new Service Connection is required, then the Service Provider will charge the Customer the Service Connection Installation Fee and the Application Fee. In addition, the Customer will be required to sign a release waiving the Service Provider's liability for any damages should the Customer decide to re-use the abandoned plant downstream of the new Meter Set.
- 11. HYDRONIC ENERGY SYSTEM EXTENSIONS**
- 11.1 System Extension and Expansion** – The Service Provider will make extensions and expansions of its Hydronic Energy System in accordance with system development requirements.
- 11.2 Ownership** - All extensions and expansions of the Hydronic Energy System will remain the property of the Service Provider as between the Service Provider and the Customer.
- 11.3 Contribution** - If the proposed provision of Hydronic Energy Service to Premises will require the Service Provider to extend or expand the Hydronic Energy System and the recovery of the cost of that extension or expansion could result in an increase in the rates paid by existing Customers, then the Customer requiring the extension or expansion will be required to contribute to the cost of the extension or expansion.

12. INTERRUPTION OF SERVICE

12.1 Regular Supply – The Service Provider will use its best efforts to provide the constant delivery of Hydronic Energy and the maintenance of unvaried temperatures.

12.2 Right to Restrict – The Service Provider may require any of its Customers, at all times or between specified Hours, to discontinue, interrupt or reduce to a specified degree or quantity, the delivery of Hydronic Energy for any of the following purposes or reasons:

- (a) in the event of a temporary or permanent shortage of Hydronic Energy, whether actual or perceived by the Service Provider,
- (b) in the event of a breakdown or failure of the supply of Commodity or Utility Service to the Hydronic Energy System,
- (c) to comply with any legal requirements,
- (d) to make repairs or improvements to any part of the Hydronic Energy System, or
- (e) in the event of fire, flood, explosion or other emergency to safeguard Persons or property against the possibility of injury or damage.

12.3 Notice – The Service Provider will, to the extent practicable, give notice of its requirements and removal of its requirements under Section 12.2 (Right to Restrict) to its Customers by

- (a) newspaper, radio or television announcement, or
- (b) notice in writing that is
 - (i) sent through the mail to the Customer's billing address,
 - (ii) left at the Premises where Hydronic Energy is delivered,
 - (iii) served personally on a Customer, or
 - (iv) sent by facsimile or other electronic means to the Customer, or
- (c) oral communication.

12.4 Failure to Comply - If, in the opinion of the Service Provider, a Customer has failed to comply with any requirement under Section 12.2 (Right to Restrict), then the Service Provider may, after providing notice to the Customer in the manner specified in Section 12.3 (Notice), discontinue Service to the Customer.

13. Access to Premises and Equipment

13.1 Access to Premises – The Service Provider has a right of entry to the Customer's Premises. The Customer must provide free access to its Premises at all times to the Service Provider's authorized employees, contractors and agents for the purpose of reading, testing, repairing or removing Service Connections, Meter Sets, Heat Exchangers and ancillary equipment, turning Hydronic Energy on or off, completing system leakage surveys, stopping leaks, examining pipes, connections, fittings and

appliances and reviewing the use made of Hydronic Energy delivered to the Customer, or for any other related purpose which the Service Provider requires.

- 13.2 Access to Equipment** - The Customer must provide clear access to the Service Provider's equipment including the equipment described in section 13.1. The equipment installed by the Service Provider on the Customer's Premises will remain the property of the Service Provider as between the Service Provider and the Customer and may be removed by the Service Provider upon termination of Service.

14. BILLING

- 14.1 Basis for Billing** – The Service Provider will bill the Customer in accordance with the Customer's Service Agreement, the Rate Schedule under which the Customer is provided Service, and the fees and charges contained in the General Terms and Conditions.
- 14.2 Meter Measurement** – The Service Provider will measure the quantity of Hydronic Energy delivered to a Customer using a Meter Set and the starting point for measuring delivered quantities during each billing period will be the finishing point of the preceding billing period.
- 14.3 Multiple Meters** - Hydronic Energy Service to each Meter Set will be billed separately for Customers who have more than one Meter Set on their Premises.
- 14.4 Estimates** - For billing purposes, the Service Provider may estimate the Customer's meter readings if, for any reason, the Service Provider does not obtain a meter reading.
- 14.5 Estimated Final Reading** - If a Service Agreement is terminated then the Service Provider may estimate the final meter reading for final billing.
- 14.6 Incorrect Register** - If any Meter Set has failed to measure the delivered quantity of Hydronic Energy correctly, then the Service Provider may estimate the meter reading for billing purposes, subject to Section 15 (Back-Billing).
- 14.7 Bills Issued** – The Service Provider may bill a Customer as often as the Service Provider considers necessary but generally will bill on a Monthly basis.
- 14.8 Bill Due Dates** -The Customer must pay the Service Provider's bill for Service on or before the due date shown on the bill which will be
- (a) the first business Day after the twenty-first calendar Day following the billing date, or
 - (b) such other period as may be agreed upon by the Customer and the Service Provider.
- 14.9 Historical Billing Information** - Customers who request historical billing information may be charged the cost of processing and providing the information.

14.10 Sub-Metering and allocation of Hydronic Energy Fees - Customers may allocate to a Person, fees billed by the Service Provider on the following basis:

- (a) Unless a fee set out in Schedule “B” and “C” of this Bylaw is recovered in compliance with section 99(2) of the *Strata Property Act*, every strata corporation that wishes to collect the fee from a strata lot owner must do so only in compliance with paragraph (c).
- (b) Unless a fee set out in Schedule “B” and “C” of this Bylaw is included in the lump sum regular monthly rent payments stipulated in a rental agreement between the rental property owner and renter, every rental property owner who wishes to collect the fee from a rental unit renter or other occupier must do so only in compliance with paragraph (c).
- (c) Every strata corporation or rental property owner referred to in paragraphs (a) and (b) must collect a fee set out in Schedule “B” and “C” of this Bylaw only on the following basis:
 - (i) a flat fee, including Meter Charge and Capacity Charge, must be recovered on a flat fee basis with the invoice clearly showing:
 - A. the flat fee set out in Schedule “B” and “C” of this Bylaw, and
 - B. the calculation of the amount owing;
 - (ii) a metered fee, including Commodity Charge, must be recovered on a metered fee basis with the invoice clearly showing:
 - A. the metered fee set out in Schedule “B” of this Bylaw,
 - B. the quantity of metered hydronic energy in kilowatt hours, and
 - C. the calculation of the amount owing;
 - (iii) a mark-up above the fee must:
 - A. be provided on a separate line on the invoice,
 - B. identify the purpose of the mark-up, and
 - C. specify that the amount of the mark-up is not regulated by the City of North Vancouver;
 - (iv) for a metered fee under this Bylaw, the quantity of metered Hydronic Energy in respect of the amount of the fee due and owing must be metered. No person may issue an invoice for a fee or otherwise collect a fee based on an estimate of usage or through the use of a device other than a thermal metering device that measures flow and temperature differential at point of delivery.

[Bylaw 8660, July 9, 2018]

15. BACK-BILLING

- 15.1 When Required** – The Service Provider may, in the circumstances specified herein, charge, demand, collect or receive from its Customers for a regulated Service rendered thereunder a greater or lesser compensation than that specified in the subsisting schedules applicable to that Service.

In the case of a minor adjustment to a Customer's bill, such as an estimated bill or an equal payment plan billing, such adjustments do not require back-billing treatment to be applied.

- 15.2 Definition** - Back-billing means the rebilling by the Service Provider for Services rendered to a Customer because the original billings are discovered to be either too high (overbilled) or too low (under-billed). The discovery may be made by either the Customer or the Service Provider. The cause of the billing error may include any of the following non-exhaustive reasons or combination thereof:

- (a) stopped meter
- (b) metering equipment failure
- (c) missing meter now found
- (d) switched meters
- (e) double metering
- (f) incorrect meter connections
- (g) incorrect use of any prescribed apparatus respecting the registration of a meter
- (h) incorrect meter multiplier
- (i) the application of an incorrect rate
- (j) incorrect reading of meters or data processing
- (k) tampering, fraud, theft or any other criminal act.

- 15.3 Billing Basis** - Where metering or billing errors occur, the consumption and demand will be based upon the records of the Service Provider for the Customer, or the Customer's own records to the extent they are available and accurate, or if not available, reasonable and fair estimates may be made by the Service Provider. Such estimates will be on a consistent basis within each Customer class or according to a contract with the Customer, if applicable.

- 15.4 Tampering/Fraud** - If there are reasonable grounds to believe that the Customer has tampered with or otherwise used the Service Provider's Service in an unauthorized way, or there is evidence of fraud, theft or other criminal acts, or if a reasonable Customer should have known of the under-billing and failed to promptly bring it to the attention of the Service Provider, then the extent of back-billing will be for the duration of the unauthorized use, subject to the applicable limitation period provided by law, and the provisions of Sections 15.7 (Under-Billing) to 15.10 (Changes in Occupancy), below, do not apply.

In addition, the Customer is liable for the direct (unburdened) administrative costs incurred by the Service Provider in the investigation of any incident of tampering, including the direct costs of repair, or replacement of equipment.

Under-billing resulting from circumstances described above will bear interest at the rate normally charged by the Service Provider on unpaid accounts from the date of the original under-billed invoice until the amount under-billed is paid in full.

- 15.5 Remediating Problem** - In every case of under-billing or over-billing, the cause of the error will be remedied without delay, and the Customer will be promptly notified of the error and of the effect upon the Customer's ongoing bill.
- 15.6 Over-billing** - In every case of over-billing, the Service Provider will refund to the Customer all money incorrectly collected for the duration of the error, subject to the applicable limitation period provided by law. Simple interest, computed at the short-term bank loan rate applicable to the Service Provider on a Monthly basis, will be paid to the Customer.
- 15.7 Under-billing** - Subject to Section 15.4 (Tampering/Fraud), above, in every case of under-billing, the Service Provider will back-bill the Customer for the shorter of
- (a) the duration of the error; or
 - (b) six Months for Residential or Commercial Service; and
 - (c) one Year for all other Customers or as set out in a special or individually negotiated contract with the Service Provider.
- 15.8 Terms of Repayment** - Subject to Section 15.4 (Tampering/Fraud), above, in all cases of under-billing, the Service Provider will offer the Customer reasonable terms of repayment. If requested by the Customer, the repayment term will be equivalent in length to the back-billing period. The repayment will be interest free and in equal instalments corresponding to the normal billing cycle. However, delinquency in payment of such instalments will be subject to the usual late payment charges.
- 15.9 Disputed Back-bills** - Subject to Section 15.4 (Tampering/Fraud), above, if a Customer disputes a portion of a back-billing due to under-billing based upon either consumption, demand or duration of the error, then the Service Provider will not threaten or cause the discontinuance of Service for the Customer's failure to pay that portion of the back-billing, unless there are no reasonable grounds for the Customer to dispute that portion of the back-billing. The undisputed portion of the bill will be paid by the Customer and the Service Provider may threaten or cause the discontinuance of Service if such undisputed portion of the bill is not paid.
- 15.10 Changes in Occupancy** - Subject to Section 15.4 (Tampering/Fraud), above, back-billing in all instances where changes of occupancy have occurred, the Service Provider will make a reasonable attempt to locate the former Customer. If, after a period of one year, such Customer cannot be located, then the applicable over or under billing will be cancelled.

16. EQUAL PAYMENT PLAN

- 16.1** The Service Provider may, at its discretion, create and administer an Equal Payment Plan in which case Sections 16.2 to 16.7 apply.

- 16.2 Definitions** - In this Section 16, "**equal payment plan**" means a plan created and administered by the Service Provider whereby Customers may average their Hydronic Energy costs over a specified period of time and "**equal payment plan period**" means a period of twelve consecutive Months commencing with a normal meter reading date at the Customer's Premises.
- 16.3 Application for Plan** - A Customer may apply to the Service Provider by mail, by telephone, by facsimile or by other electronic means to pay fixed Monthly instalments for Hydronic Energy delivered to the Customer during the equal payment plan period. Acceptance of the application will be subject to the Service Provider finding the Customer's credit to be satisfactory.
- 16.4 Monthly Instalments** – The Service Provider will fix Monthly instalments for a Customer so that the total sum of all the instalments to be paid during the equal payment plan period will equal the total amount payable for the Hydronic Energy which the Service Provider estimates the Customer will consume during the equal payment plan period.
- 16.5 Changes in Instalments** – The Service Provider may, at any time, increase or decrease the amount of Monthly instalments payable by a Customer in light of new consumption information or changes to the Rate Schedules or the General Terms and Conditions.
- 16.6 End of Plan** – Participation in the equal payment plan may be ended at any time
- (a) by the Customer giving 5 Days' notice to the Service Provider,
 - (b) by the Service Provider, without notice, if the Customer has not paid the Monthly instalments as required; or
 - (c) by the Service Provider if the Service Provider terminates the Equal Payment Plan.
- 16.7 Payment Adjustment** - At the earlier of the end of the equal payment plan period for a Customer or the end of the Customer's participation in the plan under Section 16.6 (End of Plan), the Service Provider will
- (a) compare the amount which is payable by the Customer to the Service Provider for Hydronic Energy actually consumed on the Customer's Premises from the beginning of the equal payment plan period to the sum of the Monthly instalments billed to the Customer from the beginning of the equal payment plan period, and
 - (b) pay to the Customer or credit to the Customer's account any excess amount or bill the Customer for any deficit amount payable.
- 17. LATE PAYMENT CHARGE**
- 17.1 Late Payment Charge** - If the amount due for Service or Service related Charges on any bill has not been received in full by the Service Provider or by an agent acting on behalf of the Service Provider on or before the due date specified on the bill, and the unpaid balance is \$15 or more, then the Service Provider may include in the next bill to

the Customer the late payment charge specified in the Standard Fees and Charges Schedule.

- 17.2 Equal Payment Plan** - If the Monthly instalment, Service Related Charges and payment adjustment as defined under Section 16.7 (Payment Adjustments) due from a Customer billed under the equal payment plan set out in Section 16 have not been received by the Service Provider or by an agent acting on behalf of the Service Provider on or before the due date specified on the bill, then the Service Provider may include in the next bill to the Customer the late payment charge in accordance with Section 17.1 (Late Payment Charge) on the amount due.

18. RETURNED CHEQUE CHARGE

- 18.1 Dishonoured Cheque Charge** - If a cheque received by the Service Provider from a Customer in payment of a bill is not honoured by the Customer's financial institution for any reason other than clerical error, then the Service Provider may include a charge specified in the Standard Fees and Charges Schedule in the next bill to the Customer for processing the returned cheque whether or not the Service has been disconnected.

19. DISCONTINUANCE OF SERVICE AND REFUSAL OF SERVICE

- 19.1 Discontinuance With Notice and Refusal Without Notice** – Subject to applicable federal, provincial, and local government laws, statutes, regulations, bylaws, orders and policies the Service Provider may discontinue Service to a Customer with at least 48 Hours written notice to the Customer or Customer's Premises, or may refuse Service for any of the following reasons:
- (a) the Customer has not fully paid the Service Provider's bill with respect to Services on or before the due date,
 - (b) the Customer or applicant has failed to pay any required security deposit, equivalent form of security, or post a guarantee or required increase in it by the specified date,
 - (c) the Customer or applicant has failed to pay the Service Provider's bill in respect of another Premises on or before the due date,
 - (d) the Customer or applicant occupies the Premises with another occupant who has failed to pay the Service Provider's bill, security deposit, or required increase in the security deposit in respect of another Premises which was occupied by that occupant and the Customer at the same time,
 - (e) the Customer or applicant is in receivership or bankruptcy, or operating under the protection of any insolvency legislation and has failed to pay any outstanding bills to the Service Provider,
 - (f) the Customer has failed to apply for Service, or
 - (g) the land or portion thereof on which the Service Provider's facilities are, or are proposed to be, located contains contamination which the Service Provider, acting reasonably, determines has adversely affected or has the potential to

adversely effect the Service Provider's facilities, or the health or safety of its workers or which may cause the Service Provider to assume liability for clean up and other costs associated with the contamination. If the Service Provider, acting reasonably, determines that contamination is present it is the obligation of the occupant of the land to satisfy the Service Provider that the contamination does not have the potential to adversely affect the Service Provider or its workers. For the purposes of this Section, "contamination" means the presence in the soil, sediment or groundwater of special waste or another substance in quantities or concentrations exceeding criteria, standards or conditions established by the British Columbia Ministry of Water, Land and Air Protection or as prescribed by present and future laws, rules, regulations and orders of any other legislative body, governmental agency or duly constituted authority now or hereafter having jurisdiction over the environment.

19.2 Discontinuance or Refusal Without Notice – Subject to applicable federal, provincial and local government laws, statutes, regulations, bylaws, orders and policies the Service Provider may discontinue without notice or refuse the supply of Hydronic Energy or Service to a Customer for any of the following reasons:

- (a) the Customer or applicant has failed to provide reference information and identification acceptable to the Service Provider, when applying for Service or at any subsequent time on request by the Service Provider,
- (b) the Customer has defective pipe, appliances, or Hydronic Energy fittings in the Premises,
- (c) the Customer uses Hydronic Energy in such a manner as in the Service Provider's opinion:
 - (i) may lead to a dangerous situation, or
 - (ii) may cause undue or abnormal fluctuations in the temperature of Hydronic Energy in the Hydronic Energy System,
- (d) the Customer fails to make modifications or additions to the Customer's equipment which have been required by the Service Provider to prevent the danger or to control the undue or abnormal fluctuations described under paragraph (c),
- (e) the Customer breaches any of the terms and conditions upon which Service is provided to the Customer by the Service Provider,
- (f) the Customer fraudulently misrepresents to the Service Provider its use of Hydronic Energy or the volume delivered,
- (g) the Customer vacates the Premises,
- (h) the Customer's Service Agreement is terminated for any reason,
- (i) the Customer stops consuming Hydronic Energy on the Premises, or

- (j) the Customer fails to ensure that the temperature of the water returning from the Customer's Premises to the Hydronic Energy System complies with the requirements of the Service Provider.

20. LIMITATIONS ON LIABILITY

20.1 Responsibility for Delivery of Hydronic Energy – The Service Provider, its employees, contractors or agents are not responsible or liable for any loss, damage, costs or injury (including death) incurred by any Customer or any Person claiming by or through the Customer caused by or resulting from, directly or indirectly, any discontinuance, suspension or interruption of, or failure or defect in the supply or delivery or transportation of, or refusal to supply, deliver or transport Hydronic Energy, or provide Service, unless the loss, damage, costs or injury (including death) is directly attributable to the gross negligence or wilful misconduct of the Service Provider, its employees, contractors or agents provided, however that the Service Provider, its employees, contractors and agents are not responsible or liable for any loss of profit, loss of revenues, or other economic loss even if the loss is directly attributable to the gross negligence or wilful misconduct of the Service Provider, its employees, contractors or agents.

20.2 Responsibility Before Delivery Point - The Customer is responsible for all expense, risk and liability for:

- (a) the use or presence of Hydronic Energy before it passes the Delivery Point in the Customer's Premises, and
- (b) the Service Provider-owned facilities serving the Customer's Premises

if any loss or damage caused by or resulting from failure to meet that responsibility is caused, or contributed to, by the act or omission of the Customer or a Person for whom the Customer is responsible.

20.3 Responsibility After Delivery Point - The Customer is responsible for all expense, risk and liability with respect to the use or presence of Hydronic Energy after it passes the Delivery Point.

20.4 Responsibility for Heat Exchanger and Meter Set - The Customer is responsible for all expense, risk and liability with respect to all Heat Exchangers, Meter Sets or related equipment at the Customer's Premises unless any loss or damage is

- (a) directly attributable to the negligence of the Service Provider, its employees, contractors or agents, or
- (b) caused by or resulting from a defect in the equipment. The Customer must prove that negligence or defect.

For greater certainty and without limiting the generality of the foregoing, the Customer is responsible for all expense, risk and liability arising from any measures required to be taken by the Service Provider to ensure that the Heat Exchangers, Meter Sets or related equipment on the Customer's Premises are adequately protected, as well as any updates or alterations to the Service Connection(s) on the Customer's Premises

necessitated by changes to the grading or elevation of the Customer's Premises or obstructions placed on such Service Connection(s).

- 20.5 Customer Indemnification** - The Customer will indemnify and hold harmless the Service Provider, its employees, contractors and agents from all claims, loss, damage, costs or injury (including death) suffered by the Customer or any Person claiming by or through the Customer or any third party caused by or resulting from the use of Hydronic Energy by the Customer or the presence of Hydronic Energy in the Customer's Premises, or from the Customer or Customer's employees, contractors or agents damaging the Service Provider's facilities.

21. MISCELLANEOUS PROVISIONS

- 21.1 Taxes** - The rates and charges specified in the applicable Rate Schedules do not include any local, provincial or federal taxes, assessments or levies imposed by any competent taxing authorities which the Service Provider may be lawfully authorized or required to add to its normal rates and charges or to collect from or charge to the Customer.
- 21.2 Conflicting Terms and Conditions** - Where anything in these General Terms and Conditions conflicts with the provisions of a bylaw adopted by the City of North Vancouver or conflicts with special terms or conditions specified under an applicable Rate Schedule or Service Agreement, then the terms or conditions specified under the bylaw or the Rate Schedule or Service Agreement govern.
- 21.3 Authority of Agents of the Service Provider** - No employee, contractor or agent of the Service Provider has authority to make any promise, agreement or representation not incorporated in these General Terms and Conditions or in a Service Agreement, and any such unauthorized promise, agreement or representation is not binding on the Service Provider.
- 21.4 Additions, Alterations and Amendments** - The General Terms and Conditions, fees and charges, and Rate Schedules may be added to, cancelled, altered or amended by the Council of the City of North Vancouver from time to time.
- 21.5 Headings** - The headings of the Sections set forth in the General Terms and Conditions are for convenience of reference only and will not be considered in any interpretation of the General Terms and Conditions.

STANDARD FEES AND CHARGES SCHEDULE

Application Fee

When the Service Provider is involved in the process of building permit issuance or is required to perform an inspection or inspections in order to determine compliance with an issued building permit, the Service Provider shall charge a fee in an amount equal to 0.15% of the construction value of the work associated with the building permit. Such fee will be due and payable at the time of building permit issuance. For the purposes of this section, “value of the work” means the construction values as determined by Construction Regulation Bylaw. *[Bylaw 8545, March 6, 2017]*

Service Connection Fee

\$82.83 per kilowatt
[Bylaw 8656, July 16, 2018]
[Bylaw 8730, October 7, 2019]

Multiplied by the energy capacity of the Premises as determined for the purpose of calculating the monthly Capacity Charge except those areas of existing buildings applying for connection that received an occupancy permit at least five years prior to the date of connection *[Bylaw 8561, June 19, 2017]* which shall be multiplied by 50% of the energy capacity of such areas. This charge will be assessed on the basis of the fee in place as of the date of the Service Agreement. *[Bylaw 8497, October 17, 2016]*

Service Disconnection Fee

At cost

Whereas provision of the service of the Hydronic Energy System requires the construction of capacity for each Customer connecting to the system, and whereas rates are established for each Customer based, in part, on recovery of such capacity costs, therefore, where a Customer is permitted to disconnect from the Hydronic Energy System, and where the Service Provider determines that such disconnection will result in additional costs to the remaining customers on the Hydronic Energy System in respect of capacity constructed for the disconnecting Customer, the Service Provider may require the disconnecting Customer to pay such costs as determined by the Service Provider.

Disputed Meter Testing Fees

If a Customer requests that a meter be tested for accuracy, the Customer shall be required to provide a deposit of \$500 to the Service Provider, which will be returned to the Customer if the meter proves inaccurate, as determined by the Service Provider. If the meter proves accurate, the Customer requesting the testing of the meter shall reimburse the Service Provider for the full cost of the testing procedure.

Meter Reading and Invoicing Fee

\$31.56 per month
[Bylaw 8656, July 16, 2018]
[Bylaw 8730, October 7, 2019]

In cases where the Service Provider reads and invoices a Customer on the basis of more than one meter on the Premises; and provided that the secondary meter or Meter Set has been fully paid and maintained by the Customer, the Customer shall be invoiced a Meter Reading and Invoicing Fee for each secondary meter or Meter Set. *[Bylaw 8321, October 7, 2013]*

Administrative Charges

Dishonoured Cheque Charge \$15

Interest on Cash Security Deposits

The Service Provider will pay interest on cash security deposits at the Service Provider's prime interest rate minus 2%. The Service Provider's prime interest rate is defined as the floating annual rate of interest which is equal to the rate of interest declared from time to time by the Service Provider's lead bank as its "prime rate" for loans in Canadian dollars.

Late Payment Charge

The late payment charge is to be 1.5% per month (19.56% per annum). The charge is to be calculated from the date that the invoiced amount was due until payment is received. *[Bylaw 8497, October 17, 2016]*

RATE SCHEDULE – RESIDENTIAL SERVICE

The rate payable for Residential Service is a combination of a meter charge, capacity charge and a commodity charge, more particularly described in Schedule 'C' attached to "City of North Vancouver Bylaw, 2004, No. 7575", as amended from time to time.

RATE SCHEDULE – COMMERCIAL SERVICE

The rate payable for Residential Service is a combination of a meter charge, capacity charge and a commodity charge, more particularly described in Schedule 'C' attached to "City of North Vancouver Bylaw, 2004, No. 7575", as amended from time to time.

SCHEDULE “C”

FEES, RATES AND CHARGES (BYLAW NO. 8730)

The rates, fees and charges payable in respect of the Service defined in “Hydronic Energy Service Bylaw, 2004, No. 7575” are as set out below.

Except as otherwise stated, capitalized terms in this Schedule “C” shall have the meaning defined in the General Terms and Conditions of “Hydronic Energy Service Bylaw, 2004, No. 7575” attached as Schedule “B”.

Provision of Heating to Premises:

The rates payable for the provision of Hydronic Energy Heating Service to Premises are a combination of the meter charge, capacity charge and commodity charge.

RESIDENTIAL SERVICE

RATE SCHEDULE 1

- (a) **Meter Charge** – A monthly charge of \$31.56 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.3277 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.03398 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

RATE SCHEDULE 2

- (a) **Meter Charge** – A monthly charge of \$169.93 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.3277 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.02871 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

COMMERCIAL SERVICE

RATE SCHEDULE 1

- (a) **Meter Charge** – A monthly charge of \$31.56 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.3277 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.03398 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

RATE SCHEDULE 2

- (a) **Meter Charge** – A monthly charge of \$169.93 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.3277 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.02871 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

Provision of Cooling to Premises:

The rates payable for the provision of Hydronic Energy Cooling Service to Premises shall be determined by Council for each Premises which connects to and uses the Hydronic Energy Cooling Service.

In addition to the foregoing rates the fees and charges set out in the Standard Fees and Charges attached as a schedule to the General Terms and Conditions will apply to the provision of the Service.

[Bylaw 8730, October 7, 2019]

From: Karsten Veng <kveng@lonsdaleenergy.ca>
Sent: October-23-21 6:24 PM
To: Clare Robertson
Cc: Submissions
Subject: RE: LEC rate adjustments

Ms. Robertson,

Thank you for your email in relation to the LEC Rate Review.

I would like to take the opportunity to respond to your questions and concerns, and I have provided my answers and comments in blue colour in your email below.

I sincerely hope that my responses, and your recent communications with Sean Wood from LEC, will assist in addressing your concerns.

Best regards,
Karsten

Karsten Veng, P.Eng.
Chief Executive Officer
Lonsdale Energy Corporation
T 604 982 8341



From: Clare Robertson
Sent: October-11-21 10:59 PM
To: Submissions <input@cnv.org>
Subject: LEC rate adjustments

To Whom this may concern,

I am writing in regards to the current rate increase proposal.

I would like to highlight the cost of the already historical high gas prices and the impact that this has on every day customers has meant current gas rates are already too high impacting individual household saving and strata fees have to increase to accommodate this.

LEC response: The LEC Meter and Capacity charges are fixed monthly charges to cover capital and operating costs for the LEC district energy system. The rate increase proposed by LEC in its Rate Review Report is based on the rate of inflation over the two year period since LEC's rate freeze, and intended to protect LEC's purchasing power in the face of rising costs of construction and materials.

LEC's Commodity Rate (price of natural gas) is not included in this Rate Review, as LEC's Commodity Rate is following FortisBC's natural gas rate. It is correct that natural gas prices have increased significantly over the past three years as a result of the Enbridge pipeline explosion in October 2018 and the ongoing economic effects of the COVID-19 pandemic, however, LEC customers benefited from this rate structure as LEC consistently adjusted rates down to follow the Fortis rate from 2008 to historically low prices from 2016 to 2018. Finally, it should be noted that buildings not connected to LEC and using stand-alone natural gas boilers are experiencing the same increases in natural gas rates from FortisBC.

Raising the rates will put further strain on households.

LEC says that their rates are competitive, however, as a customer, I have not been given the change to change companies or have insight to these better rates and therefore we are in many ways 'forced' to accept these rate increases with little to no competition.

LEC Response: Developments with a floor area exceeding 1,000 sq. m. are subject to connection to the district energy system as per City Bylaw No. 7575. As discussed in the Rate Review report, LEC's cost to customers is very competitive with other thermal energy providers in the industry, as well as when comparing directly to FortisBC and BC Hydro rates. LEC staff have been in contact with representatives of the building to investigate and respond to building specific inquiries.

Being in a town house, we are charged a total for the building and not for our individual use and this is another reason this is unfair. We are charged at a higher rate just for belonging to a larger building. We are unable to control the final outcome and anticipate a gas bill increase that will mean further raises to strata, which puts pressure on households as well as makes properties challenging to sell as potential buyers see strata rates are too high.

Gas is currently approx \$50 of the total budget which indicates it is already too high for remaining costs.

Many people do not have a choice and this rate increase is not a fair increase.

LEC Response: LEC is unable to comment on the strata rates and allocation of costs amongst the strata and members. LEC's rate structure (Meter, Capacity and Commodity) is similar to other thermal energy providers and consists of fixed costs for capital and ongoing operational costs of infrastructure, and variable costs specific to the energy consumed by individual buildings.

This building has not been charged at a higher rate for belonging to a larger building. LEC offers customers the option of selecting between two different rate structures with different meter and commodity rates. LEC reviews individual customer accounts annually and makes recommendations to customers where they can benefit from switching rates. Since this submission LEC staff have been in contact with building representatives to explain the rate structure and confirm that the building is on the most beneficial rate.

As consumers, do we get visibility into the profit of LEC? and if this rate increase really is infact needed to be able to supply gas to customers or is this just to increase profit margins of a company?

LEC's audited financial statements are presented to council annually and are publicly available in the Council package and on LEC's website. As mentioned in the report, this rate increase is based on inflation over the two year period since LEC's rate freeze and intended to protect LEC's purchasing power in the face of rising costs.

I believe the regulator needs to step in here on behalf of the average household and put a freeze on high gas bill rates to protect consumers who have little other choice who are already impacted by high gas bills.

Thank you,

Clare Robertson
649 E 3rd St
North Vancouver V7L 1G6

From: Karsten Veng <kveng@lonsdaleenergy.ca>
Sent: October-25-21 10:31 AM
To: Daniel Anderson
Cc: Submissions
Subject: RE: Proposed Rate Increase - LEC

Mr. Anderson,

Thank you for your email in relation to the LEC Rate Review report, and the rate adjustment proposed by LEC. I would like to take the opportunity to respond to your concerns.

LEC is cognizant of the socio-economic effects of the COVID-19 pandemic on residents and local businesses. In response, LEC froze its rates from Nov. 1, 2019, through to the proposed rate adjustment on Dec. 1, 2021, to provide stability and certainty to customers during this difficult period. With the reduction in COVID-19 restrictions, reopening of business, and a return to more normal circumstances, LEC is looking to maintain its purchasing power in the face of rising costs experienced during this period. LEC has experienced increases in costs to operate and maintain its assets, as well as increased capital costs for the construction of new infrastructure. As mentioned in the report, LEC staff have witnessed industry specific cost increases which likely represent an even larger cost escalation than the proposed 2.9%, however, this has not been considered in the proposed rate adjustment, as further investigation is being conducted and assessed.

I sincerely hope that my response will assist in addressing your concerns.

Best regards,
Karsten Veng

Karsten Veng, P.Eng.
Chief Executive Officer
Lonsdale Energy Corporation
T 604 982 8341



From: Daniel Anderson
Sent: October-20-21 3:30 PM
To: Submissions <input@cnv.org>
Subject: Proposed Rate Increase - LEC

Hello CNV,

I am writing with regards to the rate increase being proposed by the LEC. While I understand that inflation is presently soaring, and the LEC is seeking relief from the devaluation of our fiat currency, the proposed increase punishes the working class, who have not seen a proportionate increase in their incomes during this period and who are suffering the same effects of inflation themselves.

Vancouver is one of the most punishing climates for renters, as individuals typically need to dedicate the lion's share of their monthly earnings to housing, leaving them little to invest or spend discretionarily, which further stagnates the local economy. The hollowing of our city's middle class is aggravated by corporations attempting to narrow their losses by rate hikes, such as the one being proposed. Until the public and private sectors have increased wages, instead of appeasing shareholders and lobbyists, no further rate hike allowances should be considered. The municipality's duty is to protect the citizens living in its territory. Allowing the LEC to hike rates without seeing a proportionate increase in the spending power of locals (which are being hit hard by the same inflationary pressures) is fiscally irresponsible. The LEC has not fallen on hard times, unlike many of those living in the Lonsdale corridor. Do what's right and deny this application.

Thank you for your consideration,

Daniel Anderson
503-108 West 13th Street
North Vancouver

From: Marlene Mackay
Sent: October 19, 2021 2:32 PM

To: lonsdale@hollyburn.com; info@lonsdaleenergy.ca
Subject: RATE ADJUSTMENTS ...

TO WHOM IT MAY CONCERN,

Giving a great deal of thought to dual pending issues released simultaneously it is fair to combine a co-ordinated response in addressing both Hollyburn and Lonsdale Energy Corporation. Suffice it to simply say: that this timing approach for any rate increase is wrong! The PUBLIC is burned out on all the variable effects of pandemic and not in position to accept additional complex challenges threatening to squeeze energy and dwindling resources.

Perhaps basic commodity considerations should remain with a property owner who continues to receive an adequate rental return and (if not) in an advantages position to seek out viable income options. THINKING OUTSIDE THE BOX: An offered pandemic rebate to established tenants could serve to save a few from searching out another address ... as well as earn a possible tax advantage for the existing property owner? Amortization is another 'stretching exercise' thought for those property owners experiencing 'a pinch'.

We are comfortably settled in Suite 1206 and feeling optimistic that rational optional solutions will allow us (and others) to remain in residence at The Lonsdale. Turnover is not a justified expenditure when it can be avoided!

SENT 'WITHOUT PREJUDICE' FROM THE MACKAYS

POSTSCRIPT: We recognize the financial drain of failed projects, e.g. Wastewater Plant. We also recognize that the future will introduce new technology at heavy cost, e.g. the controversial manufacture of Bitcoin to supplement fuel for heating ... thought this was on the drawing board for Calgary? These expenditures can be equitably shared across-the-board to support loss or gain for all Canadians!

A further footnote adding to submission 'for the record' might be the recently acknowledged rate of inflation standing at 4 per cent. Interesting to also note that a banking return on interest appears to be stalled at .02 per cent ... two sides to the same coin? I am not planning to attend the scheduled meeting dated for November 1st but would like to be kept advised on the decided result.

Thank you,
Marlene Mackay
1206-108 West 13th Street
North Vancouver



PUBLIC MEETING



WHO: Lonsdale Energy Corporation

WHAT: Hydronic Energy Service Amendment Bylaw No. 8878

WHEN: Monday, November 1, 2021 at 5:30 pm

HOW: View the meeting online at cnv.org/LiveStreaming

Lonsdale Energy Corp. (LEC) has applied to its regulator, the City of North Vancouver, for permission to modify its rates. Detailed information regarding the application is available in the section "Latest News & Updates" at www.LonsdaleEnergy.ca. The LEC Rate Review and proposed Amendment Bylaw will be available for viewing online at cnv.org/PublicMeetings on October 22, 2021.

The Public Meeting will be held electronically via WebEx. All persons who believe they may be affected by the LEC rate adjustment will be afforded an opportunity to speak at the Public Meeting and/or by email or written submission. All submissions must include your name and address and should be sent to the Corporate Officer at input@cnv.org, or by mail or delivered to City Hall, **no later than 12:00 noon on Monday, November 1, 2021**, to ensure their availability to Council at the Public Meeting.

To speak at the Public Meeting by phone: Pre-register by completing the online form at cnv.org/PublicMeetings, or by phoning 604-990-4230 and providing contact information, so call-in instructions can be forwarded to you. **All pre-registration must be submitted no later than 12:00 noon on Monday, November 1, 2021.**

Speakers who have not pre-registered will also have an opportunity to speak at the Public Meeting. Once all registered speakers have provided input, the Mayor will call for a recess to allow time for additional speakers to phone in. Call-in details will be displayed on-screen at the Public Meeting (watch web livestream).

Please direct inquiries to Karsten Veng at kveng@lonsdaleenergy.ca or 604-982-8341.

141 WEST 14TH STREET / NORTH VANCOUVER / BC / V7M 1H9
T 604 985 7761 / F 604 985 9417 / [CNV.ORG](https://cnv.org)



THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8878

A Bylaw to amend the City of North Vancouver “Hydronic Energy Service Bylaw, 2004, No. 7575”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as **“City of North Vancouver Hydronic Energy Service Bylaw, 2004, No. 7575, Amendment Bylaw, 2021, No. 8878” (Schedule C and Other Fees)**.
2. “Hydronic Energy Service Bylaw, 2004, No. 7575” is amended as follows:
 - A. In the “Application Fee” in the “Standard Fees and Charges Schedule”, by deleting:

“When the Service Provider is involved in the process of building permit issuance or is required to perform an inspection or inspections to determine compliance with an issued building permit, the Service Provider shall charge a fee in the amount equal to 0.15% of the construction value of the work associated with the building permit.”

and replacing it with the following:

“When the Service Provider is involved in the process of building permit issuance or is required to perform an inspection or inspections to determine compliance with an issued building permit, the Service Provider shall charge a fee in the amount equal to 0.15% of the construction value of the work associated with the building permit with a minimum fee of \$225.00.”.
 - B. In the “Service Connection Fee” in the “Standard Fees and Charges Schedule”, by deleting “\$82.23 per kilowatt” and replacing it with “\$85.23 per kilowatt”.
 - C. In the “Meter Reading and Invoicing Fee” in the “Standard Fees and Charges Schedule”, by deleting “\$31.56 per month” and replacing it with “\$32.48 per month”.
 - D. By deleting Schedule “C” in its entirety and replacing it with the Schedule “C” attached to this bylaw.

3. This Bylaw shall be effective as of the 1st day of December, 2021.

READ a first time on the 4th day of October, 2021.

READ a second time on the 4th day of October, 2021.

READ a third time on the <> day of <>, 2021.

ADOPTED on the <> day of <>, 2021.

MAYOR

CITY CLERK

SCHEDULE “C” FEES, RATES AND CHARGES

The rates, fees and charges payable in respect of the Service defined in “Hydronic Energy Service Bylaw, 2004, No. 7575” are as set out below.

Except as otherwise stated, capitalized terms in this Schedule “C” shall have the meaning defined in the General Terms and Conditions of “Hydronic Energy Service Bylaw, 2004, No. 7575” attached as Schedule “B”.

PROVISION OF HEATING TO PREMISES:

The rates payable for the provision of Hydronic Energy Heating Service to Premises are a combination of the meter charge, capacity charge and commodity charge.

RESIDENTIAL SERVICE

RATE SCHEDULE 1

- (a) **Meter Charge** – A monthly charge of \$32.48 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.4544 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.03398 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

RATE SCHEDULE 2

- (a) **Meter Charge** – A monthly charge of \$174.90 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.4544 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
- (c) **Commodity Charge** – A charge per kilowatt hour of Hydronic Energy provided to the Premises calculated by multiplying \$0.02871 by the percentage increase or decrease in the price of 1,000 GJ/month under FortisBC rate schedule 3 from the price established as of July 1, 2016.

COMMERCIAL SERVICE

RATE SCHEDULE 1

- (a) **Meter Charge** – A monthly charge of \$32.48 for each Service Connection serving the Premises.
- (b) **Capacity Charge** – A monthly charge of \$4.4544 per kilowatt multiplied by the energy capacity of the Premises, as determined by a professional engineer qualified for such purposes and described in kilowatts.
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PROVISION OF COOLING TO PREMISES:

The rates payable for the provision of Hydronic Energy Cooling Service to Premises shall be determined by Council for each Premises which connects to and uses the Hydronic Energy Cooling Service.

In addition to the foregoing rates the fees and charges set out in the Standard Fees and Charges attached as a schedule to the General Terms and Conditions will apply to the provision of the Service.

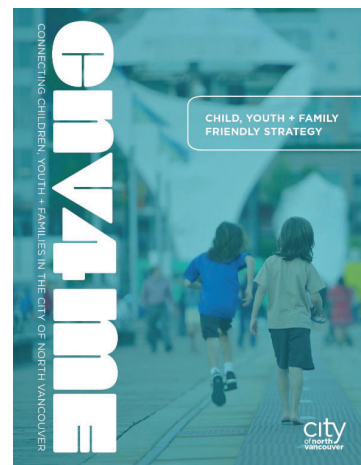
CNV4ME Update

Presented November 1, 2021
Community & Partner Engagement

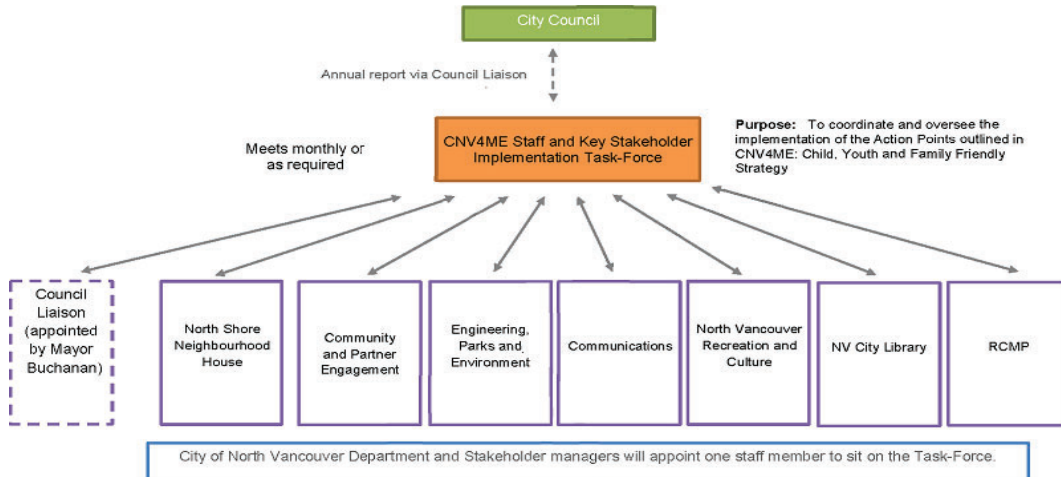


Child, Youth & Family Friendly Strategy

- Community Engagement
- Community Spaces
- Housing
- Program Design and Delivery
- Community Partnership



CNV4ME Task Force



Youth and Child Wellbeing

Research conducted in 2018 from the BC Adolescent Health Survey, including children and youth living in the City of North Vancouver demonstrate that the City is indeed a great place to raise a family.



Community Engagement



- North Shore Youth Directory
- Kid City Map
- Kids in the Hall
- Nsyouth.ca
- Studio in the City
- Safe and Active School Travel Program

Studio in the City



- Annual summer program that provides youth ages 15-19 with opportunities to apprentice in the arts.



School the City



Community Spaces

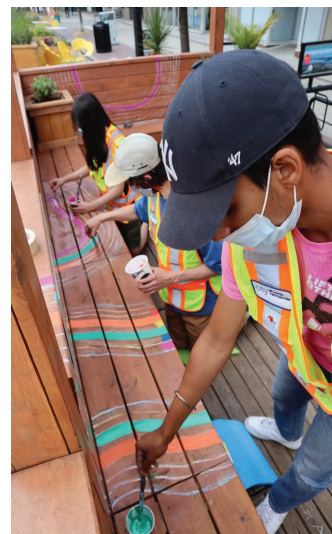


Housing

- 2016 Housing Action Plan requirement that all new multi-family developments provide 10% three or more bedroom units.
- Supporting the creation of new rental units including, 142 mid-market rental units (with rents set at 10% below average market rents) and 23 units of non-market housing for single mothers.



Program Delivery and Design



Community Partnerships



Covid-19 Pandemic



Looking Forward

- Staff will continue to work with a variety of city departments on the ongoing implementation of CNV4ME policy and actions.
- Staff will work with Long Range & Community Planning to imbed CNV4ME as a part of the upcoming Community Well-being Strategy.






Thank you.



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 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
COMMUNITY & PARTNER ENGAGEMENT DEPARTMENT

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Julia Spitale, Community Development Coordinator

Subject: CNV4ME UPDATE

Date: October 20, 2021 File No: 10-5120-01-0001/2021

ATTACHMENTS

1. CNV4ME Timeline (CityDocs [#2079153](#))
2. CNV4ME Strategy (CityDocs [#1233245](#))
3. CNV4ME Update Report (CityDocs [#2105986](#))

SUMMARY

The purpose of this report is to provide an update and present the achievements of CNV4ME and provide an overview of the next steps for the coming year.

BACKGROUND

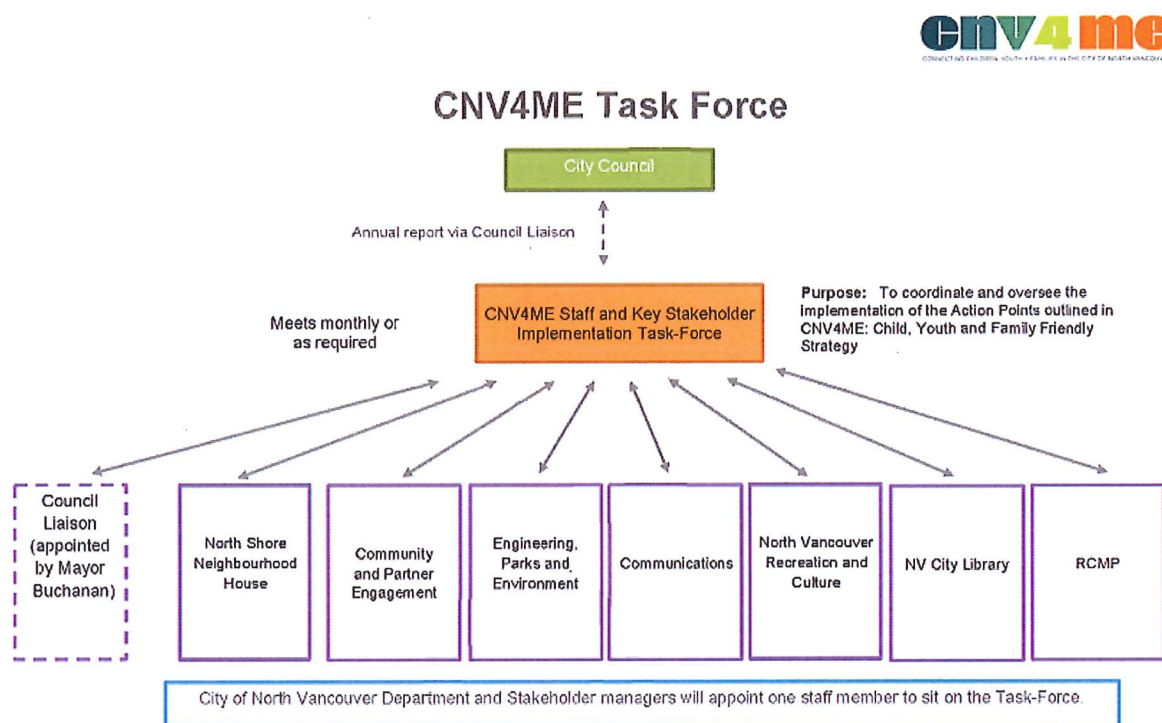
The CNV4ME Child, Youth + Family Friendly Strategy was adopted by Council on October 27th, 2014. Development of the Strategy was guided by research on family-friendly communities, consultation with children, youth and parents, City and related agency staff and community service providers.

The overall goal of the Strategy is to ensure that the City's policies, processes and programs promote healthy development of the City's youngest citizens through early childhood, middle childhood and young adulthood. The goals of the Strategy are structured around five themes: Community Engagement; Community Spaces; Housing; Program Delivery & Design; and Community Partnerships. Each theme includes achievable and meaningful action points intended to increase community health and well-being.

In 2015, the CNV4ME Task Force was formed to coordinate the implementation of the Strategy Action Points, as well as act as a liaison between City departments and external stakeholders as they relate to child, youth and family well-being. The Task

Force includes representation from City departments and community stakeholders (Fig. 1).

Figure 1: Task Force Structure



DISCUSSION

City staff and partners have made great strides to implement the goals articulated in the CNV4ME Strategy (Attachment #2). The following sections provide an overview of what has been achieved and the next steps for CNV4ME. The CNV4ME Update Report (Attachment #3) provides a detailed report and executive summary created by consultant, Kerry Watts on the action items achieved and an overview of child and youth well-being in the City of North Vancouver.

Snapshot of Child and Youth Well-being in the City

Research conducted in 2018 from the BC Adolescent Health Survey (BC AHS), including children and youth living in the City of North Vancouver, demonstrates that the City is indeed a great place to raise a family.

Compared with youth across the province, youth living on the North Shore are more likely to be physically active than their peers across the province, more likely to be involved in meaningful activities, more likely to report positive overall health, less likely to experience food insecurity and more likely to report a greater sense of connection to their communities.

Some of the challenges currently facing youth in the City of North Vancouver are, mental health, family issues, food security, housing affordability and transitions due to the COVID-19 pandemic.

CNV4ME Achievements

Community Engagement

City staff have regularly engaged with children, youth, emerging adults and families in innovative and creative ways such as:

- Building youth capacity and leadership skills while supporting civic connections through partnership programs and projects.
- Bringing engagement opportunities to schools, youth centres, parks, community spaces and pop-ups.
- Leading digital platforms such as nsyouth.ca and creating a youth blast to share resources and opportunities for children and youth to connect with the City.
- Outreach and engagement to encourage active travel through the Safe and Active School Travel Program.
- The City's annual Kids in the Hall event, an open house dedicated to children, youth and families as an opportunity to learn how the City works and connect with staff.
- School the City, a civic engagement toolkit that supports City staff, partners and educators to engage with children and youth on City projects and develop an understanding of how the City works.

Community Spaces

Staff have worked with businesses, community partners and community members to ensure youth residents have access to inclusive, vibrant and engaging community spaces through:

- Increasing outdoor seating and parklets, revitalizing parks and playgrounds and creating youth lounges.
- Transforming the Shipyards as a unique, kid friendly year-round destination.
- Launch of the Kid City Map designed for kids and families to explore the City by foot.
- Directly collaborating with children, youth and families to create vibrant, multi-generational gathering spaces through placemaking, community events and activation.
- Encouraged safe and active travel through completion of the Green Necklace and Spirit Trail.
- Creating and implementing policies that promote social connection in privately-owned spaces.

Housing

The City has continued its commitment to building a community where families, youth and emerging adults are able to find affordable housing that meets their needs through:

- Implementing development guidelines and regulations that support family-friendly housing, including the 2016 Housing Action Plan requirement that all new multi-family developments provide 10% three or more bedroom units.
- Supporting the creation of new rental units including, 142 mid-market rental units (with rents set at 10% below average market rents) and 23 units of non-market housing for single mothers.
- Zoning Bylaw amendment allowing both a secondary suite and a coach house on lots zoned for single family development.

Program Delivery and Design

Working with our partners, the City is continuing to create, expand and enhance a wide variety of child, youth and family programs that are designed and delivered in ways that support healthy development including:

- Working towards a more inclusive community through partnerships and community projects.
- Opportunities for youth to gain work and life experience such as Studio in the City, a youth employment program where youth get the chance to apprentice in the arts on various landscapes in the city.
- Tools and resources to keep children and youth up to date on programs, services and opportunities to get involved with the City such as NSYouth.ca and Youth Services Directory Pocket Cards.
- Direct funding to non-profit organizations, community groups and individuals, serving children, youth and families through the Child & Youth Initiatives Fund.

Community Partnerships

The City continues to be an active partner to local organizations and community groups working towards a child, youth and family friendly City, some of which include:

- Working alongside local organizations and city partners in planning and service delivery of City initiatives.
- Sitting at and championing collaborative tables and partnerships, including the North Shore Childcare Partnership, North Shore Community Action Team and Foundry North Shore.
- Creating a collaborative plan for childcare and after school care that will improve the accessibility, affordability and quality of childcare in the City.

CNV4ME through COVID-19

Through the pandemic, staff focused on adapting the CNV4ME strategy action items to maintain connection and build resiliency for children, youth and families in the City by:

- Animating the City's streetscape through youth artist employment program Studio in the City.
- The addition of seven new community parklets, further activated by community partners such as United Way and North Shore Pride Alliance.
- Bringing community partners together to produce and distribute the City's Buckets of Hope initiative and Murals of Gratitude.
- Maintaining connection and service delivery by shifting programming to be outdoors and/or virtual.
- Leveraging additional funding opportunities and partnerships to support community-based projects and actions at the neighbourhood level.
- Throughout the COVID-19 pandemic, engagement continued with the School the City toolkit, pivoting activities to Youth in Film projects with Sutherland youth to help inform City projects and explore the role youth can play as integral City shapers.

A key lesson learned through the pandemic is the power of small interventions. These hands-on and passive engagement projects with children, youth and families helped decrease social isolation, support community well-being and built trust with the community.

CNV4ME Looking Forward

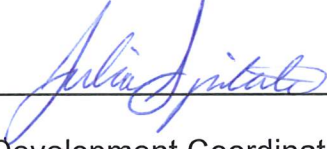
Some of the new focus areas brought forward for discussion by the Task Force this year include:

- Discussing next steps and action items as a Task Force.
- Supporting children, youth and families through First Nations reconciliation and COVID-19 recovery and resilience.
- Leveraging partnerships to prioritize community initiatives that connect children, youth and families at the neighbourhood level.
- Sharing data to help disseminate future EDI, MDI, AHS data that emerges post-pandemic.
- Advancing School the City in partnership with SD44 to inform projects from a child and youth-friendly lens.
- Convening community partners and stakeholders to plan and share in childcare and afterschool program solutions that work for families.

Staff will continue to work with a variety of city departments on the ongoing implementation of CNV4ME policy and actions. Over the next six months to one year, staff will work with Long Range & Community Planning to imbed, review and update the CNV4ME policy and actions as a part of the upcoming Community Well-being Strategy under the "Children, Youth, and Families" section.

In addition, the Task Force purpose and priorities, including its Terms of Reference will also be revisited by staff. The CNV4ME Task Force has been a valuable asset to achieving the goals and actions set within the Strategy.

RESPECTFULLY SUBMITTED:



Julia Spitale
Community Development Coordinator

CNV4ME Timeline

Civic Youth Strategy

CNV partners with District of North Vancouver to facilitate provision of community-based youth services, encourage youth participation and advocacy, and develop a directory of youth services

2008

NS Child, Youth + Family Friendly Survey + Report

Survey collected data from+ 100 service providers and more than 1,700 parents to gauge how effectively the region is responding and adapting to the diverse needs of families. The report identified strengths and key areas for improvement.

2013

Council endorses CNV4ME

The strategy is a roadmap for the City to enhance existing strengths, seize new opportunities and adapt to the dynamic needs of children, youth and families. It includes vision, goals, and action items for children, youth and families centred on 5 key themes

2014

City staff / Task Force lead Strategy implementation, creating social connections while keeping children, youth, and families engaged

2015

CNV signs onto North Shore Congress "Child and Family Friendly Community Charter"

The Charter recognizes that "children and their families are a vital part of the community and that early development is a collective responsibility among parents, levels of government, ministries, boards of education, health providers, business and community agencies charged with creating services and supporting families".

2011

CNV staff directed to develop Child and Youth Friendly City Strategy

Denise Buote hired to develop municipal strategy guided by research on family-friendly communities, consultation with children, youth and parents, City and related agency staff, and community service providers.

2013

CNV4ME Task Force Formed

Task Force purpose is to coordinate the implementation of the Action Points outlined in the Strategy, and act as a liaison with City departments and external stakeholders as they relate to child, youth and family well-being. Councillor Buchanan appointed as Council Rep.



Kids in the Hall



School the City Activity Kit



NSYouth.ca



How Our City Works



Kid City Map

City approves funding for development/implementation of School the City Program

50k/year allocated to bring the School the City Activity Kit into schools & community programs and implement child and youth led initiatives arising out of program activities. School the City Phase 2 includes planned partnerships with SD44 and capacity building for City staff.

2018

CNV4ME Task Force reconvenes

CNV4ME Strategy review and update begins. When Then Education hired to begin School the City Implementation Strategy Phase 2. Councillor Girard appointed as Council Rep.

2019



Buckets of Hope



Murals of Gratitude



Open Streets Parklets



Studio in the Streets



Mini-Mural Project

COVID-19 Pandemic requires quick pivot to address emerging needs of children youth and families in the City.

2018 - 2022

Community Wellbeing Strategy

The City is working to update the CNV Social Plan with a new Community Well Being Strategy. Work in underway to learn more about the needs, experiences and stories of people in the community. Staff will work together to align the strategy with the goals of CNV4ME.

2021

CNV4ME Update

Report includes update on child and youth wellbeing in the City, review of accomplishments and sets the stage for future action.

2021 - 2022


School the City - Phase 2 Implementation

Partnership with City schools brings School the City activities into the classroom and includes fun, child and youth centred engagement around pandemic recovery, community wellbeing and other emerging issues. Project includes implementation of student ideas in partnership

**CHILD, YOUTH + FAMILY
FRIENDLY STRATEGY**

Envision

CONNECTING CHILDREN, YOUTH + FAMILIES IN THE CITY OF NORTH VANCOUVER



“Families are an essential part of achieving the demographic balance in a community that makes it vibrant, resilient and complete. Ensuring that there are appropriate housing options, support services, and recreational and cultural amenities to support family creation and well-being is needed to attract and retain families in the City.”

CITY OF NORTH VANCOUVER,
COMMUNITY DEVELOPMENT

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QUICK FACTS

50,926 TOTAL POPULATION EST. 2013



THIRD MOST DENSELY
POPULATED MUNICIPALITY
IN THE LOWER MAINLAND



11.9 KM²

12,840 FAMILIES IN THE CNV AS OF 2011

42% WERE COUPLES WITH NO CHILDREN,
39% COUPLES WITH CHILDREN, AND 18% WERE LONE PARENTS

25% TOTAL POPULATION IS
UNDER THE AGE OF



61% OF RESIDENTS IDENTIFY ENGLISH
AS THEIR FIRST LANGUAGE

16.3% ARE CONSIDERED LOW INCOME

BETWEEN $\frac{1}{4}$ + $\frac{1}{3}$ OF KINDERGARTEN
CHILDREN

ARE VULNERABLE ON THE EARLY DEVELOPMENT INSTRUMENT

EXECUTIVE SUMMARY

Children, youth and families are at the heart of communities. In recognition of the importance of supporting the development of its younger community members, the City of North Vancouver (the 'City') has created a child, youth and family-friendly strategy entitled 'CNV4ME - Connecting Children, Youth and Families in the City of North Vancouver'. The development of this municipal strategy was guided by research on family-friendly communities, consultation with children, youth and parents, City and related agency staff, and community service providers.

According to the North Shore Congress, Child and Family Friendly Community Charter,¹ of which the City is a signatory, the City's Vision of a Child, Youth and Family Friendly City is a community where there is:

- Effective communication regarding the importance of early childhood development
- Ongoing promotion of a child friendly community
- Commitment to work toward and promote equitable opportunities for all children and families
- Policy decision-making that uses a child and family friendly lens
- Commitment to working towards an expansion of community access to high quality early childhood programs and services that are culturally appropriate, accessible and informed by research
- Ongoing opportunity to monitor children's development
- Ongoing coordination and integration of early years' programs and services
- Advocacy efforts with provincial and federal government to enhance parental leave, promote universal child care, revise employment standards to reduce work-life conflicts, create a fair living wage and expand financial support for low-income families.

The strategy recognizes that, aside from the City, several agencies and organizations play a critical role in supporting the healthy development of children, youth and families in the community. The City is fortunate to have a wide variety of excellent community-based services and supports. It should be noted that the CNV4ME strategy contains only those action items over which the municipality has influence.

The strategy is structured around five key themes, each of which has a broad goal along with specific action items to achieve those goals. Target groups that will be impacted by the action item are identified, as well as the City department or agency that will lead the implementation of the action item.

THE CITY OF NORTH VANCOUVER STRIVES TO BE A CITY WHERE:

Community members feel a strong sense of commitment to participating in civic affairs through voicing their thoughts and opinions and working together to make the quality of life the best it can be for everyone.

Residents have safe access to diverse, attractive and engaging community spaces where they can gather to play and build connections with one another.

Families and older youth/emerging adults are able to find affordable housing that meets their needs.

Children, youth, emerging adults and families can access a wide variety of programs that are designed and delivered in ways that support healthy development.

Local government is an active partner with well-coordinated local organizations that provide children, youth, emerging adults and families with timely information so that they can access opportunities, supports and services for healthy development.

ABOUT THE STRATEGY

The City of North Vancouver is a growing community nestled between mountains and ocean. With 25% of residents under the age of 25, there are exciting opportunities to enhance community cohesion, nurture future leaders and grow the sense of ownership that individuals have towards their community.

CNV4ME is informed by research that addresses the promotion of healthy development and engaged community members and the voices of children, youth, and adults who provided input throughout the development of the strategy (see Appendix A for further information on the development process for the strategy). The strategy includes meaningful and achievable goals and action items that will increase the overall health and well-being of children, youth and families in the community.

The strategy is designed to be a roadmap for the City to enhance existing strengths, seize new opportunities and adapt to the dynamic needs of children, youth and families who live in the City. Both the process of implementation and the achievement of each goal and action item are ripe with opportunities to contribute to an increase in social connections among residents of all ages and encourage engagement of community members in civic life. In undertaking the implementation of the strategy, two key questions should lead the process.

- How can all community members be **engaged** in implementing the action item?
- How can the implementation process be designed to increase **social connections** among all community members?

The City strives to be a place where all children, youth and families feel welcome, included and heard. It is a community that works together to ensure that its' younger community members have what they need to grow and thrive.

“Children are a kind of indicator species. If we can build a successful city for children, we will have a successful city for all people.”

ENRIQUE PEÑALOSA, URBAN THINKER



ACTION ITEM



How can all community members be **engaged** in implementing the action item?



How can the implementation process be designed to increase **social connections** among all community members?

KEY GOALS

- 1 To increase opportunities for children, youth, emerging adults and families to become involved in shaping their community.
- 2 To ensure community spaces and the surrounding environments provide residents with various opportunities to easily connect with one another.
- 3 To support the creation of affordable housing for older youth, emerging adults and families that meet their needs.
- 4 To support the development and delivery of a range of high quality programs and initiatives that can be easily accessed by children, emerging adults, youth and families.
- 5 To continue to foster a highly collaborative environment in which partners work together to achieve positive outcomes for children, youth, emerging adults, and families.



INTRODUCTION



Child, Youth and
Family Friendly Cities



Early Childhood
0-5



Middle Childhood
6-12



Youth
13-18



Emerging Adulthood
19-24

CHILD, YOUTH + FAMILY FRIENDLY CITIES

The concept of child, youth and family friendly cities stems from the resolution adopted during the 1996 United Nations Conference on Human Settlements.ⁱⁱ This resolution builds upon and supports the UN Convention on the Rights of the Child which was created in 1989 and outlines 54 articles designed to provide and protect the rights of children (ages 0-18 years). From the perspective of UNICEF, putting children first is critical; it is noted that the well-being of children is the ultimate indicator of the overall current and future health of a community, a democratic society and good governance.

In respecting children's rights and creating a child friendly city which is committed to a system of local governance that fulfills children's rights, it is incumbent on governments to take action in order to ensure that children can: ⁱⁱⁱ

- Influence decisions about their city
- Express their opinion regarding the city they want
- Participate in family, community and social life
- Receive basic services such as health care, education and shelter
- Drink safe water and have access to proper sanitation
- Be protected from exploitation, violence and abuse
- Walk safely in the streets on their own
- Meet friends and play
- Have green spaces for plants and animals
- Live in an unpolluted environment
- Participate in cultural and social events
- Be an equal citizen of their city with access to every service, regardless of ethnic origin, religion, income, gender or disability



"We love the City. Now that we have a child, we think it's the best place to raise her in the Lower Mainland. The resources are excellent."

PARENT AND CITY RESIDENT

EARLY CHILDHOOD

0-5

The Early Development Instrument (EDI) is a questionnaire, completed by kindergarten teachers for each student, that measures five core areas of early childhood development that are known to be good predictors of adult health, education and social outcomes. The five areas of development measured include: physical, social, emotional, language and communication. Without additional support, children who are found to be vulnerable on one or more areas of the EDI may be at risk for future challenges in school and society.



There is overwhelming evidence that the environments in which young children develop shapes their future. The late Dr. Clyde Hertzman, founder of the Human Early Learning Partnership (HELP), demonstrated through his work that the environments in which young children develop impact the rest of their lives.^{iv} While biology plays a large role, caring and nurturing environments can make all the difference in shaping children's lives. A warm and nurturing environment is one that:

- Protects children from inappropriate discipline, disapproval and punishment
- Provides opportunities to explore the world around them
- Encourages play
- Provides opportunities to learn to speak and listen to others^v

In British Columbia, since 1999, HELP has been tracking the outcomes of kindergarten children by using the Early Development Instrument (EDI). Through this process, researchers and others have

gained an understanding of the overall well-being of young children in communities throughout B.C. There have been stable rates of children assessed as vulnerable in the past five years in the Central/Lower Lonsdale areas and an increase in overall vulnerability in the Grand Boulevard-Moodyville area.

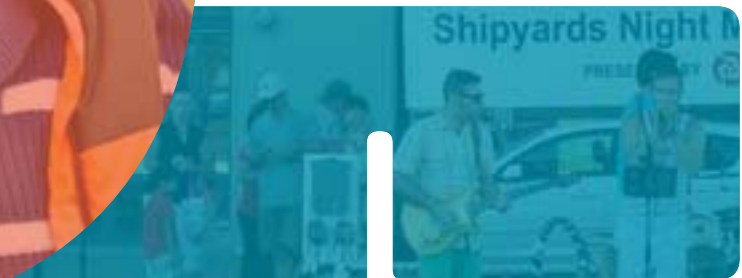
HELP has identified five key actions for communities to take in order to enhance existing policies so that a positive impact on child development may be realized. These include:

- 1 Strong intersectoral leadership
- 2 A focus on local research, including EDI outcomes
- 3 Alignment between the school system and the early care, learning and development sectors
- 4 A plan to increase access to services by decreasing barriers for families
- 5 A commitment to advocacy

VULNERABILITY ON ONE OR MORE DOMAINS OF THE EDI ^{iv}

33% OF CHILDREN IN CENTRAL / LOWER LONSDALE AREA

32% OF CHILDREN IN GRAND BLVD-MOODYVILLE AREA



“Research now shows that many challenges in adult society—mental health problems, obesity, heart disease, criminality, competence in literacy and numeracy—have their roots in early childhood.”

CREATING COMMUNITIES FOR YOUNG CHILDREN: A TOOLKIT FOR CHANGE, HUMAN EARLY LEARNING PARTNERSHIP, UNIVERSITY OF BRITISH COLUMBIA

MIDDLE CHILDHOOD

6-12



During the middle years (ages 6-12 years), children spend increasing amounts of time with peers and in other environments aside from family and school settings. During this developmental period, children are discovering their talents both in school and during out-of-school pursuits, strengthening peer relationships and relationships with other caring adults. It is a critical time for adults to help create these environments that provide children opportunities to discover their strengths and passions and foster their social connections with others. Children who have these opportunities are at a much greater advantage as they enter adolescence. These are the young teens who will be more self-assured, more able to reach out for help, more able to help others and more likely to want to be an active member of their community.

Key findings of a 2011 Vancouver study,^{vii} led by Dr. Kimberly Schonert-Reichl, that focused on children in the middle years include:

- Children in Grades 6/7 who felt connected to a parent, peer, or community adult reported greater empathy towards others, higher optimism, and higher self-esteem than children who felt less connected.
- Children who engaged in structured activities after-school (e.g., sports teams, arts clubs, youth organizations) reported feeling more optimistic, more satisfied with life, and better about themselves than children who did not engage in these activities.
- Parents indicated that the main barriers to involving their children in more activities were being able to get their children to the activities and cost.

Currently in B.C., a great deal of work is being done to monitor the well-being of children in the middle years. This is being achieved through the HELP's Middle Years Development Instrument (MDI).^{viii} This tool provides communities with population-based data on the well-being of their grades 4 and 7 children in five key developmental areas known to influence healthy development. These areas include:

- Physical Health and well-being
- Connectedness
- Social and emotional development
- School experiences
- Use of after-school time

Like the EDI, communities can use their MDI data results to help them understand the current levels of well-being of children and help shape community directions in order to support the ongoing healthy development of children in the middle years. While the MDI is currently not implemented in North Vancouver, the NorthShore Middle Childhood Matters Planning Table uses the five areas of the MDI to guide their work as they strive to support communities in better meeting the needs of children 6-12 years old.

Connect for Kids (www.connectforkids.ca) is a community strategy comprised of agencies and organizations committed to supporting the development, health and wellness of young children and their families on the North Shore. Connect for Kids works to increase family access to community programs and services by addressing barriers such as language, culture, poverty, disability, and lack of awareness. Connect for Kids collects and assesses local research to guide and support community planning that enhances the lives of children ages 0-12 years.



“The neighborhood is good because it has lots of stuff like my karate classes and the drop in [activities]. The parks are good because they give you something to do outside.”

11 YEAR OLD CNV RESIDENT

YOUTH 13-18



Adolescence is a time of rapid brain development, increasing independence, and growing self awareness. While many new exciting opportunities emerge during adolescence, it is also a time of challenge. These challenges, if successfully navigated, lead to increased self-confidence. Adolescents require certain competencies and a solid support network to be successful in this stage of life. According to the Forum for Youth Investment and the Carnegie Corporation, these competencies include:

PHYSICAL COMPETENCE

Attitudes, behaviors and knowledge that will assure future health and well being;

SOCIAL COMPETENCE

Responsiveness, flexibility, empathy and caring, communication skills, a sense of humor, self-discipline, assertiveness and the ability to ask for support;

COGNITIVE COMPETENCE

Good reasoning, problem-solving and planning skills; the ability to think abstractly, reflectively and flexibly;

VOCATIONAL COMPETENCE

A sense of purpose and belief in the future, educational aspirations and adequate preparation for work and family life; and

MORAL COMPETENCE

The development of character, values, and personal responsibility and a desire to be ethical and to be involved in efforts that contribute to the common good.

Research has shown that communities in which youth have higher levels of well-being are those in which adults have a shared commitment to children and youth. In the practical sense, this means that services and supports share the same vision of healthy youth development. These communities have ample opportunities for youth to access caring school and out-of-school environments and supportive adults who act as mentors and confidants.

In the community youth development model, youth are seen as having skills, knowledge and talents. Young people need to not only be fully prepared for but also fully engaged in the world in which they live. ^{ix} Opportunities are created to have youth work alongside caring and competent adults on identified community needs. The nurturing of these relationships between and among adults and youth is vital to engaging youth in their community. Through this process, youth have an opportunity to:

- Enhance their skills
- Develop leadership abilities
- Contribute to community empowerment



“I like hanging out at Lower Lonsdale, especially in the summer when there are markets to wander in. The market atmosphere is really great, especially getting to meet and talk to so many of the local vendors.”

CNV YOUTH

EMERGING ADULT 19-24



As youth complete high school, they enter into another transitional period known as ‘emerging adulthood’. This period has five distinct qualities:^x

- Identity exploration in which youth try out various possibilities in love and work
- Changing life plans as youth learn more about possibilities
- Self-focus given the decreased need to answer to others while at the same time having greater personal decision-making power
- Feelings of ‘in-between’ – no longer an adolescent but not yet an adult
- Possibilities to transform ones’ life into something meaningful

Considering that the brain is not fully developed until approximately age 21, there is now a growing recognition that youth require ongoing support as they move into their twenties. While we better understand the importance of this support, there continues to be the need to pay attention to ensuring that services are appropriately designed for this age group. To support a healthy transition into adulthood, the City funds outreach and center-based youth work for residents up to 24 years of age.

Youth who have strong family support and have developed skills are most likely to navigate this transition with success. These are youth who have had caring adults in their lives who have provided them with support as they have developed through childhood, adolescence and into emerging adulthood.

Youth who are considered to be more high risk can also make a successful transition to emerging adulthood. Research has shown that high risk youth can make a successful transition when they have:

- Second chance opportunities (e.g., work and school opportunities)
- Adequate adult support in order to take advantage of opportunities
- Better experiences at secondary school
- Higher personal expectations for future accomplishments

Currently, one of the biggest challenges faced by youth in this age group is gaining meaningful employment, which is a key factor in becoming fully engaged in society. The International Labour Organization has warned of a “scarred” generation of young workers facing a dangerous mix of high unemployment, increased inactivity and unstable work. A main issue in the labour market has been the mismatch between education and skills and employment opportunities along with limited opportunities to enter the labour market. In addition, traditional career opportunities and summer employment are currently scarcer than they were before. When youth are not able to enter the labour market, they are more likely to become adults who struggle with ongoing unemployment.



“Acts of civic engagement aim to perpetuate communities. It has become prevalent in the youth development field to deter from envisioning young people as problems that must be solved and instead focus on how they can be engaged as current community leaders.”

KENNETH JONES, DEPARTMENT OF COMMUNITY AND LEADERSHIP DEVELOPMENT,
UNIVERSITY OF KENTUCKY

STRATEGY STRUCTURE

The City’s child, youth and family friendly strategy is focused on five key themes, each of which has a broad goal along with action items to achieve it.



FIVE AGE GROUPS CONSIDERED



VISION + GOALS

Under each theme, a vision and goal for the City is outlined along with:

- A brief summary of highlights from consultations conducted with children, youth, emerging adults and adults
- Related strengths in the City
- Action items to achieve the goal

ACTION ITEMS

Each action item identifies ‘a target group’ for the action item, and are denoted to the right.

EC	Early childhood (0-5 years of age)
MC	Middle childhood (6-12 years of age)
Y	Youth (13-18 years of age)
EA	Emerging adulthood (19-24 years of age)
P	Parents
ALL	All ages and parents
SP	Service providers

Each action item (listed in order from least to more resources required for implementation) identifies a City lead(s) (noted in **BOLD**) for the implementation of each action item as well as departments/agency that would provide support for implementation.

CITY OF NORTH VANCOUVER DEPARTMENTS	
CD	Community Development Department
COM	Communications Department
EPE	Engineering, Parks and Environment Department
HR	Human Resources Department
F	Finance Department
NVRC	North Vancouver Recreation and Culture Commission
NVCL	North Vancouver City Library (City Agency)

THEME 1

COMMUNITY ENGAGEMENT

The City is a place where community members feel a strong sense of commitment to participating in civic affairs through voicing their thoughts and opinions and working together to make the quality of life the best it can be for everyone.

GOAL

To increase opportunities for children, youth and families to become involved in shaping their community.

FOCUS AREAS

1.1 Supporting the development of engaged citizens

1.2 Consultation

1.3 Engagement through giving back

THEME 1

COMMUNITY ENGAGEMENT

WHAT CHILDREN, YOUTH, EMERGING ADULTS AND ADULTS SAID

Overall, citizens report experiencing the City as being a friendly community with many resources to support children, youth and families.

Children in the middle years are particularly concerned about environmental issues and want opportunities to make a difference in the community.

Youth and emerging adults want more diverse opportunities so that they can use their talents and passions in volunteer positions including mentoring and teaching younger children in areas such as sports, art, music, reading and play-related areas; volunteering for one-time events, working with animals and supporting homeless initiatives.

Youth and emerging adults appreciate and enjoy large community youth-oriented events such as CityFest.

They also want to give their feedback on issues that impact their lives.

HIGHLIGHTS OF CNV STRENGTHS

ENGAGEMENT

The North Vancouver City Library (NVCL) supports a pre-teen and teen youth advisory council that engages approximately 30 youth and is welcoming their first youth board member in the fall of 2014.

NVCL and North Vancouver Recreation and Culture Commission (NVRC) spend significant amounts of time conducting outreach with community groups, schools and at events in the City.

The City has a specific role for a City Hall based community development worker who supports opportunities for youth and emerging adults to become engaged in City life.

The City celebrates Youth Week and recognizes youth and emerging adults who have made significant contributions to the community through their Civic Awards program.

The City supports the annual CityFest, which is a youth-driven event that brings together the community with the support of community partners to celebrate City life with music, food and other activities.

City and NVRC offer opportunities for youth and emerging adults to be involved with producing public art.

City staff will visit schools upon request to provide information to students on civic issues.

The City funds grants for programs and youth initiated projects for children and youth up to the age of 24.

CONSULTATION

The City has developed an official protocol for seeking public input on issues that directly impact residents.

The NVRC and NVCL regularly solicit and incorporate child and youth feedback into their programs and services planning.

GIVING BACK

At NVRC, youth and emerging adults have opportunities to volunteer in a variety of recreation programs.

At NVCL, youth have opportunities to volunteer at the library (e.g., reading with younger children, assisting adults with learning computer skills, etc.) and at special events (e.g., family movie nights in the plaza, Kilby Memorial Teen Photo contest and gala); and children in the middle years have had opportunities to volunteer at library fundraisers.

THEME 1

ACTION POINTS

EC Early Childhood
MC Middle Childhood
Y Youth
EA Emerging Adulthood
P Parents
SP Service Providers
ALL All Ages

CD Community Development
COM Communications
EPE Engineering, Parks, + Environment
HR Human Resources
F Finance Department

NVRC North Vancouver Recreation and Culture Commission
NVCL North Vancouver City Library

1.1 — Supporting the Development of Engaged Citizens

	ACTION	TARGET GROUP	IMPLEMENTATION ¹
1.1 A	Provide training for City staff and interested partners on strategies to effectively engage younger community members in municipal activities.	EC, MC, Y, EA	CD
1.1 B	Create meaningful opportunities for children, youth and families to be involved with implementing appropriate action items of the CNV4ME strategy.	ALL	CD
1.1 C	Create a youth-friendly brochure or video that provides an overview of the City Hall governance structure, roles and responsibilities as well as how community members can become involved in civic issues.	MC, Y, EA, P	COM
1.1 D	Create an easily accessible mini grants program for residents to access for the purpose of implementing new and innovative activities that build intergenerational community connections.	MC, Y, EA, P	CD, F NVRC
1.1 E	Visit high school assemblies annually to share information with students as to the value of being engaged community members and opportunities that exist for them to become involved in the City.	Y	CD
1.1 F	Develop and promote a creative online and interactive way for children and youth to learn about civic involvement.	MC, Y, EA	COM, CD

1.2 — Consultation

	ACTION	TARGET GROUP	IMPLEMENTATION
1.2 A	Create a Mayor and Council youth advisory committee to ensure ongoing input to relevant municipal activities.	Y, EA	CD
1.2 B	Create and implement tools (e.g., surveys, thought streams, online polls etc.) and strategies (e.g., Photovoice, voting through physical movement, World Café, etc.) that would support the Mayor and Council youth advisory committee and City staff in gathering input on specific issues and projects from younger community members.	EC, MC, Y, EA	CD NVRC, NVCL, EPE

1.3 — Engagement Through Giving Back

	ACTION	TARGET GROUP	IMPLEMENTATION
1.3 A	Integrate activities and opportunities in existing community events and programs that promote the collective responsibility of all community members to take care of the City environment (e.g., proper disposal of litter, participating in activities such as weed pulls, etc).	ALL	EPE, CD
1.3 B	Expand leadership training and skill-building opportunities linked to community volunteer opportunities for youth that incorporate the diverse interests of youth.	Y, EA	NVRC, NVCL, CD
1.3 C	Create easily accessible opportunities for community- engaged art practices.	ALL	NVRC, CD

¹ Note that lead implementation facilitator(s) is noted in bold text. Other listed departments would provide support and/or consultation in their area of expertise.



THEME 2

COMMUNITY SPACES

The City is a community where residents have safe access to diverse, attractive and engaging community spaces where they can gather to play and build connections with one another.

GOAL

To ensure community spaces and the surrounding environments provide residents with various opportunities to easily connect with one another.

FOCUS AREAS

2.1 Public gathering spaces

2.2 Private gathering spaces

2.3 Playgrounds

2.4 Walkable and accessible neighbourhoods

THEME 2

COMMUNITY SPACES

WHAT CHILDREN, YOUTH, EMERGING ADULTS AND ADULTS SAID

PUBLIC GATHERING SPACES

Children, youth and families enjoy the parks in the City where they can play, have picnics or just hang out.

Shipbuilder's Square, Lonsdale Quay, Waterfront Park and Civic Plaza are favourite public spaces for people to gather. The Civic Plaza area has the potential to be used for more events and activities that would liven up the Central Lonsdale Corridor.

More seats and covered areas would allow people to gather, even in rainy weather.

Community gardens are a positive addition to the community and residents would like to see more community garden opportunities.

Public spaces that have events that are multi-cultural and multi-generational can strengthen community bonds.

Youth want larger indoor spaces where they can gather with no cost to socialize, have open mic nights and other special events (e.g., dances, coffee houses) on a regular basis.

An additional skate park in the Lower Lonsdale area would provide youth with another space in the City.

PLAYGROUNDS

Children identified many parks that they enjoy. Mahon Park is very popular due to the variety of play equipment, waterpark and access to nature. St. Andrews Park is enjoyed due to a wide variety of play choices and the safety due to the fencing around the park. Children and youth enjoy the zipline at Heywood Park. Students from Queen Mary Community Elementary School enjoy playing at the school playground because it has a variety of play spaces, they know it well and feel a connection to the school.

Including playground equipment in each park that meets the needs of a wide range of abilities and ages would increase access for children and youth. For example, having smaller swings for toddlers and larger swings for children and youth and including developmentally appropriate adventure playground equipment for children and youth.

Having washrooms near playgrounds and parks would allow more families to utilize the space.

WALKABLE AND ACCESSIBLE NEIGHBOURHOODS

Residents like the convenient access to stores and services along the Lonsdale Corridor.

Some residents would like to see increased safety for pedestrians which would improve walkability in the City, particularly in the Lower Lonsdale area.

Increasing public awareness about the importance of adhering to speed limits in school zones is seen as important to many residents.

Adding buses that run more frequently through efficient routing would help more residents be able to use public transportation.

Residents are looking forward to the completion of the Green Necklace and Spirit Trail so that they can enjoy moving around the City with ease and safety.

"I like the creek at Mahon Park because it is calm, natural and peaceful."

10 YEAR OLD CNV RESIDENT

THEME 2

COMMUNITY SPACES

HIGHLIGHTS OF CNV STRENGTHS

PUBLIC GATHERING SPACES

There are many public outdoor spaces in the City that incorporate nature.

The City supported the creation of two artificial turf fields which allow for increased sports programming.

The current use of the Civic Plaza by NVCL and City to host 'Family Movie Nights' has been extremely successful and popular among residents of all ages.

NVCL is used by a wide variety of community members as a space to enjoy reading and to socialize. There are numerous programs for young children that create opportunities for parents and families to connect with one another. The library also features a youth-specific room which is very popular.

Community recreation facilities through the NVRC have numerous programs and spaces for people to gather and connect.

The City offers block party funding for neighbourhoods so that residents can connect with one another.

PLAYGROUNDS

There are several playgrounds in the City where children and some youth enjoy spending time.

The City is continually working to update playgrounds.

There are plans to incorporate a playground in the new Waterfront Park development.

The City partnered with the School District to update playgrounds at local elementary schools.

The Queen Mary Community Elementary School playground is large and accessible to neighbourhood children.

The NVRC supports the incorporation of nature in playgrounds as part of their strategic plan.

WALKABLE AND ACCESSIBLE NEIGHBOURHOODS

The City has signed a Memorandum of Understanding with the North Vancouver School District to encourage the use of safe and active transportation (e.g., walking and biking) to schools. A successful 'Walking School Bus' pilot program was undertaken at Queensbury Elementary school during the 2013/2014 school year.

The Green Necklace and the Spirit Trail will be completed in the coming years and this will provide residents with more opportunities to walk or bike through the City.

Most services are centred along the Lonsdale Corridor making it possible for many people to walk to services.



THEME 2

ACTION POINTS

EC Early Childhood
MC Middle Childhood
Y Youth
EA Emerging Adulthood
P Parents
SP Service Providers
ALL All Ages

CD Community Development
COM Communications
EPE Engineering, Parks, + Environment
HR Human Resources
F Finance Department

NVRC North Vancouver Recreation and Culture Commission
NVCL North Vancouver City Library

2.1 — Public Gathering Spaces

	ACTION	TARGET GROUP	IMPLEMENTATION
2.1 A	Increase the public use of the Civic Plaza by creating opportunities for informal gatherings by providing access to materials for community members activities (e.g., games, sidewalk chalk, etc.); more formal events (e.g., musical performances, sport demonstrations, etc.); and other innovative activities/ installations that animate the space.	ALL	CD, EPE NVCL, NVRC
2.1 B	Provide ample and diverse outdoor public seating and some covered areas where residents can gather.	ALL	EPE
2.1 C	Increase the number of community gardens in the City.	ALL	EPE, CD NVRC
2.1 D	Support the creation of a vibrant and flexible large youth-designated indoor space where youth can regularly gather to socialize, use for performances, coffee houses, and other youth-focused and youth-driven activities.	Y, EA	CD NVRC
2.1 E	Incorporate a spray park in the upcoming development of Waterfront Park or Shipbuilder's Square.	ALL	EPE NVRC
2.1 F	Incorporate community living rooms in new and renovated recreation spaces to bring a variety of community members together.	ALL	NVRC

2.2 — Private Gathering Spaces

	ACTION	TARGET GROUP	IMPLEMENTATION
2.2 A	Encourage developers to incorporate amenity spaces (e.g., community gardens, outdoor picnic areas, etc.) that promote resident interaction.	ALL	EPE

2.3 — Playgrounds

	ACTION	TARGET GROUP	IMPLEMENTATION
2.3 A	Provide washroom facilities at major parks throughout the City.	ALL	EPE CD
2.3 B	Incorporate natural (e.g. trees) and man-made elements (e.g. canopies, shade) to provide sun protection.	ALL	EPE
2.3 C	Equip all larger playgrounds with play equipment and other natural features that create play value that is appealing to a wide age range of child and youth abilities.	EC, MC, Y	EPE
2.3 D	Incorporate more adventure playground equipment in existing parks that encourages more vigorous physical activity and appropriate risk-taking.	EC, MC, Y	EPE NVRC
2.3 E	Develop creative and engaging pocket parks near new developments in the City.	EC, MC, Y	EPE CD

THEME 2

ACTION POINTS

EC Early Childhood
MC Middle Childhood
Y Youth
EA Emerging Adulthood
P Parents
SP Service Providers
ALL All Ages

CD Community Development
COM Communications
EPE Engineering, Parks, + Environment
HR Human Resources
F Finance Department

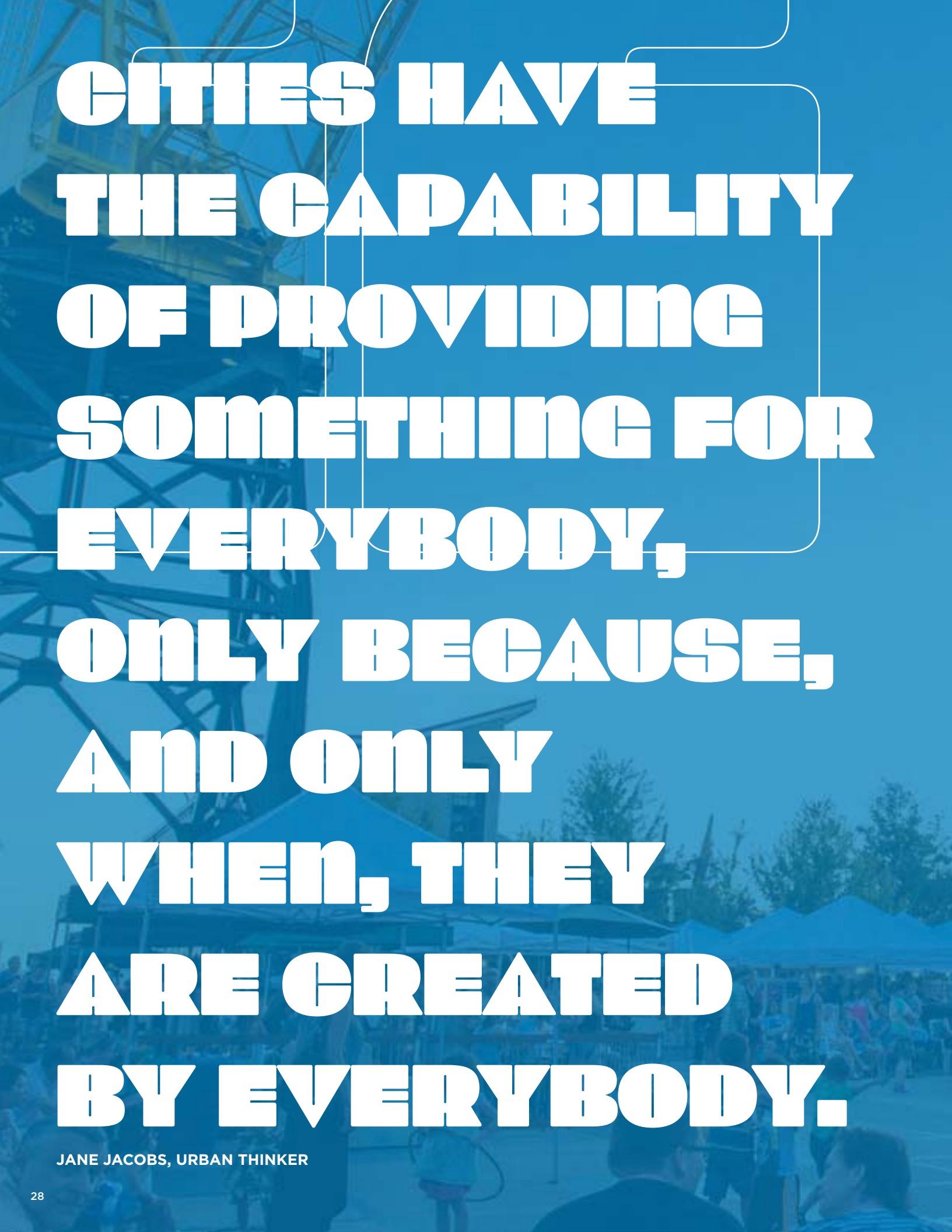
NVRC North Vancouver Recreation and Culture Commission
NVCL North Vancouver City Library

2.4 — Walkable and Accessible Neighbourhoods

	ACTION	TARGET GROUP	IMPLEMENTATION
2.4 A	Increase infrastructure at crosswalks for pedestrians safety.	ALL	EPE
2.4 B	Continue to support parent-led traffic safety information campaigns at local schools.	ALL	CD
2.4 C	Continue to support the 'Safe and Active School Travel' program offered in partnership with NVSD in order to promote health and developmentally appropriate levels of independence.	MC,Y	EPE
2.4 D	Conduct public walking tours in the City that supports community members to experience art, the natural environment and cultural heritage in their community.	ALL	NVRC
2.4 E	Continue to develop the Green Necklace and the Spirit Trail multi-use pathways which will offer residents more opportunities to safely walk and cycle through the City via off-road recreational trails.	ALL	EPE
2.4 F	Install appropriate trail wayfinding signage and provide information guides to encourage pedestrians in the navigation and use of trails.	ALL	EPE
2.4 G	Continue to advocate for more public transit in the City.	ALL	EPE

"The thing I like best about living in the City of North Vancouver is the multiculturalism— from food to people to events."

16 YEAR OLD CNV RESIDENT



**CITIES HAVE
THE CAPABILITY
OF PROVIDING
SOMETHING FOR
EVERYBODY,
ONLY BECAUSE,
AND ONLY
WHEN, THEY
ARE CREATED
BY EVERYBODY.**

JANE JACOBS, URBAN THINKER

THEME 3

HOUSING

The City is a community where families, youth, and emerging adults are able to find affordable housing that meets their needs.

GOAL

To support the creation of affordable housing for older youth, emerging adults and families that meet their needs.

FOCUS AREA

3.1 Affordable housing for families and older youth/emerging adults

THEME 3

HOUSING

WHAT CHILDREN, YOUTH, EMERGING ADULTS AND ADULTS SAID

Families need affordable housing that meets the needs of their growing family.

Many individuals struggle with the high cost of housing.

Families may live in smaller than ideal spaces due to housing affordability issues.

Older youth and emerging adults want to be able to access low cost housing.

ACTION POINTS

EC	Early Childhood	CD	Community Development
MC	Middle Childhood	COM	Communications
Y	Youth	EPE	Engineering, Parks, + Environment
EA	Emerging Adulthood	HR	Human Resources
P	Parents	F	Finance Department
SP	Service Providers		
ALL	All Ages	NVRC	North Vancouver Recreation and Culture Commission
		NVCL	North Vancouver City Library

HIGHLIGHTS OF CNV STRENGTHS

The City has a large stock of rental housing that they work to maintain.

As of 2011, the City was comprised of 15% single family dwellings and 85% multi-family dwellings.

There are policies in place to offer developers incentives to construct affordable and rental housing through density bonuses.

The City allows the development of smaller dwellings such as coach houses, secondary suites and small lock-off units.

In a new development at Lonsdale and 13th, some apartments will be available at reduced rents and designated for lone-parents.

The City established, and continues to grow, the Affordable Housing Reserve Fund as a tool to create more affordable housing.

3.1 — Affordable Housing for Families and Older Youth/Emerging Adults

	ACTION	TARGET GROUP	IMPLEMENTATION
3.1 A	Review development guidelines and regulations with regards to incorporating amenity spaces and other design elements in multi-family dwellings that encourage social connections among all ages.	ALL	CD
3.1 B	Support the ongoing maintenance of adequate rental units.	ALL	CD
3.1 C	Examine bylaws that ensure new developments include a mix of unit sizes that meet the diverse needs of residents.	ALL	CD
3.1 D	Further examine allowing lock-off units in a variety of housing types to allow for lower cost rentals that may be affordable to older youth and emerging adults.	Y, EA	CD
3.1 E	Include youth and family-specific housing needs when updating the City Housing Action Plan.	ALL	CD
3.1 F	Collaborate with social services providers on identifying opportunities for subsidized housing for youth and families.	ALL	CD
3.1 G	Collaborate with Metro Vancouver Housing Corporation to support new housing opportunities.	ALL	CD
3.1 H	Continue to play an advocacy role with provincial and federal levels of government for the creation of more subsidized housing in the City.	ALL	CD

THEME 4

PROGRAM DESIGN + DELIVERY

The City is a community where children, youth, emerging adults and families can access a wide variety of programs that are designed and delivered in ways that support healthy development.

GOAL

To support the development and delivery of a range of high quality programs and initiatives that can be easily accessed by children, youth and families.

FOCUS AREAS

4.1 Recreation and culture programs

4.2 Employment skills

4.3 Inclusion and access

4.4 Advocacy

4.5 Marketing and communication

THEME 4

PROGRAM DELIVERY AND DESIGN

WHAT CHILDREN, YOUTH, EMERGING ADULTS AND ADULTS SAID

RECREATION AND CULTURE PROGRAMS

Parents indicated that they found many NVRC and NVCL programs to be important supports in helping them to raise healthy children.

Parents appreciate the parent-child drop-ins at John Braithwaite Community Centre and Harry Jerome Recreation Centre.

Programs in the evenings and weekends allow working parents to access more programs for themselves and their children and provide opportunities to become more engaged in the community.

There are several recreational opportunities that children in the middle years enjoy. The most noted were formal and informal sports (e.g., basketball, soccer). The same was true for youth who enjoyed sports-related activities. Overwhelmingly, children and youth wanted more opportunities to engage in informal and formal sports and other physical activities (e.g., skateboarding, biking, dance, etc.).

Children and youth want programs where they can engage in free play and spend time with friends. They particularly enjoy having programs that are in their neighbourhood so that they can easily participate.

Some children and youth voiced wishes to have more access to art-related activities.

Emerging adults want more opportunities to be mentors to younger children in recreational activities (e.g., teaching children how to skateboard, play soccer, basketball, etc.).

Youth want more one-time events such as youth dances, films and open mic nights.

Emerging adults want more opportunities for programs and services that meet their needs for recreation and socialization (e.g., recreational teams, art and music opportunities) in this transitional period.

EMPLOYMENT SKILLS

Youth and emerging adults voiced concerns that there is not enough support for employment.

Youth and emerging adults are struggling to gain employment experience.

Youth and emerging adults want more access to programs that address employment-related skills such as resume writing and interviewing skills.

INCLUSION AND ACCESS

Parents appreciate the number of free and low-cost programs offered through NVRC and NVCL.

Certain community programs and services are felt to be inaccessible due to higher fees and inconvenient hours of operation.

After school activities that children and youth can access at no cost make activities more accessible for some younger community members.

Not all youth and families are aware of the variety of program subsidies available through NVRC or local sports organizations.

Parents who were able to access support for their child with special needs found services to be very helpful. Some parents found it challenging to access adequate levels of support.

Youth, emerging adults and parents want more access to affordable or free services for general counselling and more intensive support for mental health concerns.

Some programs could benefit from strategies that would allow greater inclusiveness for individuals who have language barriers and those with special needs.

Parents find the parenting classes and health services offered through community organizations very beneficial and supportive.

While there are many high quality childcare centres, the cost of care continues to place a burden on families.

THEME 4

ADVOCACY

The City is active member of the North Shore Child Care Planning Committee which is involved in advocating for affordable childcare.

MARKETING AND COMMUNICATION

Most individuals get information online and through face-to-face interactions with community and school staff or friends.

Having information accessible in other languages aside from English would assist newcomers in accessing information.

A youth-friendly website serving as a one-stop site for all youth-related information along with social media strategies would help make information more accessible.

Maximizing the existing potential of the Connect for Kids website would continue to provide a one-stop site for all programs and services for children ages 0-12 years.

HIGHLIGHTS OF CNV STRENGTHS

RECREATION AND CULTURE PROGRAMS

Early Childhood There are a wide variety of high quality no-cost and low-cost programs available for parents and young children through NVRC, NVCL as well as other community agencies.

There have been increasing efforts to offer programming for young children and parents that meet the needs of working parents.

NVCL's new 'Play and Learn' initiative provides parents and children with easily accessible opportunities to engage in early literacy activities together.

The City supports the use of Early Development Instrument data to shape programs and services.

Middle Childhood The City funds a community-based development worker whose role it is to engage, share information with and support parents of children who attend elementary schools located in the City.

NVCL and NVRC have numerous programs that are designed specifically for children in the middle years,

including a preteen group at Harry Jerome that is offered once a week and a City pre-teen group offered through a community organization.

The City funds a youth worker whose focus is supporting children in the middle years through community programs and activities.

Through the work of the Middle Years Table, efforts are being undertaken to increase programming that focuses on supporting the healthy development of children in the middle years using the MDI assessment areas as a framework.

Youth and Emerging Adults The City provides funding to a local community organization in order to hire youth workers to provide outreach and centre-based programming and other supports to youth ages 10-24 years.

Youth and emerging adults have access to youth lounges at Harry Jerome and John Braithwaite Community Centre. Here, they can participate in a variety of activities at the youth lounges including open gym several nights a week at John Braithwaite and twice a week at Harry Jerome.

Youth workers are available to connect with youth and emerging adults to offer support, facilitate referrals to services and provide recreational opportunities.

Through Studio in the City (the City's art-based youth employment program), youth and emerging adults have opportunities to gain experience in the arts and culture field.

NVRC offers employment and volunteer opportunities for youth and emerging adults; NVCL offers volunteer opportunities for youth.

NVCL offers daily afterschool programs in the youth room located in the Library.

MARKETING AND COMMUNICATION

The City is developing a youth-friendly website to serve as an information platform.

The City is exploring ways to improve community interactions through social media and residents can sign up to receive a City newsletter via email.

Community partners are engaged in getting information out to children, youth and families.

THEME 4

ACTION POINTS

EC Early Childhood
MC Middle Childhood
Y Youth
EA Emerging Adulthood
P Parents
SP Service Providers
ALL All Ages

CD Community Development
COM Communications
EPE Engineering, Parks, + Environment
HR Human Resources
F Finance Department

NVRC North Vancouver Recreation and Culture Commission
NVCL North Vancouver City Library

4.1 — Recreation and Culture Programs

	ACTION	TARGET GROUP	IMPLEMENTATION
4.1 A	Create events and initiatives that promote the value of informal and free play.	EC, MC,Y	NVRC
4.1 B	Enhance existing no-cost/low-cost afterschool, summer recreation and culture drop-in program opportunities for children that are based in neighbourhood parks and other community spaces.	MC	NVRC, NVCL
4.1 C	Continue to increase the number of recreation and cultural programs for children that parents can access during evenings and weekends.	EC, MC	NVRC, NVCL
4.1 D	Increase the number of opportunities for younger community members to practice, present and explore creative self-expression in a supportive, safe and collaborative environment.	MC, Y, EA	NVRC, CD
4.1 E	Increase the number of opportunities for younger community members to publicly showcase their creative works (e.g., music, art, film etc.).	MC, Y, EA	NVRC, CD

4.2 — Employment Skills

	ACTION	TARGET GROUP	IMPLEMENTATION
4.2 A	Increase the number of opportunities for youth to gain diverse work experience (e.g. job shadowing, summer internships, mentoring children at drop-in programs).	Y, EA	NVRC, NVCL, CD HR
4.2 B	Explore opportunities to collaborate with community organizations in order to host career forums that bring together professionals from various employment sectors and younger community members with the goal of sharing information about different career paths, employment skills and work experience opportunities.	Y, EA	CD NVCL, HR

THEME 4

ACTION POINTS

EC Early Childhood
MC Middle Childhood
Y Youth
EA Emerging Adulthood
P Parents
SP Service Providers
ALL All Ages

CD Community Development
COM Communications
EPE Engineering, Parks, + Environment
HR Human Resources
F Finance Department

NVRC North Vancouver Recreation and Culture Commission
NVCL North Vancouver City Library

4.3 — Inclusion and Access

	ACTION	TARGET GROUP	IMPLEMENTATION
4.3 A	Examine ways to increase awareness of and engage more eligible residents in the Recreation Access Program.	ALL	NVRC CD
4.3 B	Identify underutilized community spaces that can be used for additional programming and services by municipal or other community organizations.	ALL	CD NVRC, NVCL
4.3 C	Examine ways to provide extra support (e.g., volunteers, practicum students, etc.) at programs and services to assist individuals who may have language barriers and those with special needs.	ALL	ALL
4.3 D	Support the development of more programming and services for early prevention for children-at-risk in the middle years by designing programs that build strengths in the areas outlined in the Early Development Instrument (EDI) and the Middle Years Development Instrument (MDI).	MC	NVRC, NVCL, CD

4.4 — Advocacy

	ACTION	TARGET GROUP	IMPLEMENTATION
4.4 A	Through the North Shore Child Care Planning Committee, continue to advocate for affordable childcare.	EC, MC	CD
4.4 B	Advocate for increased mental health services that encompass the continuum of services from prevention to intervention.	MC, Y, EA	CD
4.4 C	Advocate for increased programs and services that support employment initiatives.	Y, EA	CD
4.4 D	Advocate for greater services and support for youth transitioning out of care.	Y, EA	CD

4.5 — Marketing and Communication

	ACTION	TARGET GROUP	IMPLEMENTATION
4.5 A	Support the Connect for Kids website to promote it as a one-stop site for all information on programs and services for young children, children in the middle years and parenting issues.	A	COM NVRC, NVCL
4.5 B	Create and promote a youth-friendly website and related social media that provides up-to-date information on all programs, services and opportunities for youth in the City including links to all key organizations.	Y, EA	COM NVRC, NVCL
4.5 C	Encourage the inclusion of translation capabilities on all City and community partner websites.	MC, Y, EA, P	COM



THEME 5

COMMUNITY PARTNERSHIPS

The City is an active partner with well-coordinated local organizations that provide children, youth, emerging adults and families with timely information so that they can access opportunities, supports and services for healthy development.

GOAL

To foster a highly collaborative environment in which community partners work together to achieve positive outcomes for children, youth and families.

FOCUS AREA

5.1 Supporting Collaboration

THEME 5

COMMUNITY PARTNERSHIPS

WHAT ADULTS SAID

Developing deep working relationships through partnership takes time and commitment. Presently, there are several strong working relationships in the City.

Working together on projects, initiatives and events can strengthen partnerships. There are several opportunities (e.g., greater collaboration on events in which partner expertise complements one another) that could be seized to enhance collaboration among partners in the City.

Greater information sharing and stronger partnerships among community service providers would ensure that all children, youth and families receive more programming and services information and greater access to effective support from a variety of services that span prevention to intervention.

Partnerships that allow for cost-sharing opportunities through activities such as space-sharing, professional development training and program delivery can improve the use of limited funding.

Advocacy efforts can be stronger when partners work together.

Organizations identify underutilized spaces so that partners can utilize them for other activities allowing more community members to access services.

Using available data (e.g., results from EDI, McCreary Adolescent Health survey, Vancouver Coastal Health community survey) for program and service planning is important.

HIGHLIGHTS OF CNV STRENGTHS

The City hosts the Youth Coalition in partnership with Vancouver Coastal Health, which brings together youth-serving agencies across the North Shore.

The City, along with the Districts of North and West Vancouver, participate in several community tables that strive to address specific issues in the areas of healthy early childhood development, childcare, programming for children in the middle years, youth, substance use, mental health and violence-related issues.

The City supports community tables through the provision of meeting space and other resources.

The City works closely with community partners to identify needs of various populations in order to incorporate this information into community planning.

The City partners with community organizations to support grant-seeking opportunities.

NVCL and NVRC work in partnership with multiple community agencies to develop and deliver programming for children, youth and families.

“To improve our communities – to make them places where people are healthy, safe, and cared for—takes a lot of work. As community organizers, we know all too well that we can’t do it alone. The ability to partner effectively with other individuals and organizations—both inside and outside the community is absolutely essential to doing what we like to call ‘the work’ of building healthy communities.”

THE COMMUNITY TOOLBOX

THEME 5

ACTION POINTS

EC Early Childhood
MC Middle Childhood
Y Youth
EA Emerging Adulthood
P Parents
SP Service Providers
ALL All Ages

CD Community Development
COM Communications
EPE Engineering, Parks, + Environment
HR Human Resources
F Finance Department

NVRC North Vancouver Recreation and Culture Commission
NVCL North Vancouver City Library

5.1 — Supporting Collaboration

	ACTION	TARGET GROUP	IMPLEMENTATION
5.1 A	Continue to support the collaboration of community organizations through the provision of physical space for meetings.	SP	CD
5.1 B	Continue to have City representation at community planning tables that address issues related to children, youth and families.	SP	CD
5.1 C	Support organizations in their efforts to better understand population-based data results and how they can inform program design.	SP	CD NVRC
5.1 D	Increase the number of opportunities for cross-sectoral professional development related to issues the implementation of the CNV4ME Strategy (e.g., using social media to engage youth, supporting youth with mental health concerns, effective strategies for engaging at-risk youth, etc.).	SP	CD
5.1 E	Continue to support community organizations seeking provincial or federal grants to enhance services for children, youth and families.	SP	ALL DEPARTMENTS
5.1 F	Create an cross-sectoral strategy to enhance partner communication and information sharing regarding all partner programs, services, events and opportunities available to younger community members and their parents.	SP	CD
5.1 G	Continue to support community service provider efforts to increase programming and supports for children and youth with diverse needs that allow them to be more included in the community.	SP	ALL DEPARTMENTS

IMPLEMENTATION + RECOMMENDATIONS

1

Engage City departments and agencies in order to develop an implementation plan for the City Child, Youth and Family-Friendly Strategy action items.

2

Ensure that each action item is implemented in a way that maximizes the engagement of children, youth and/or families and supports the strengthening of social connections.

3

Assign a lead City staff person who will oversee the implementation of the CNV4ME strategy action items for which City departments are responsible.

4

Integrate performance monitoring of the strategy with the Official City Plan performance monitoring efforts.

5

Ensure public reporting on progress to achieving action items.

ENDNOTES

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APPENDIX A

DEVELOPMENT OF THE STRATEGY



ESTABLISHING LINES OF INQUIRY FOR PUBLIC CONSULTATION

As a starting point for the CNV4ME consultation process, the work on child and youth friendly communities, undertaken by the Society for Children and Youth of B.C., was reviewed. Their framework includes 19 domains (e.g., arts & culture, social services, health services, parks and open spaces, etc.) that should be considered when communities strive to be child and youth friendly.

It was decided that rather than pre-select a small number of specific domains for the CNV4ME consultation program, the process would include a wide variety of stakeholders from diverse sectors in order to explore as many of the domains as possible. In this way, key themes related to the City's strengths, challenges and opportunities as a child, youth and family friendly community were revealed.

LOOKING TO OTHER AREAS

In developing CNV4ME, related documents from other jurisdictions in various parts of the world were reviewed to determine what is being done to enhance child, youth and family friendliness in other cities. In B.C., Surrey and Abbotsford have completed similar strategies and their work has influenced the development of CNV4ME; New Westminster is currently in the midst of their strategy development.

REVIEWING EXISTING CNV POLICIES, PLANS + RELATED DOCUMENTS

All City policy documents relating to children, youth and family issues were reviewed in order to understand relevant existing materials and the degree to which action has been taken on these policies. In addition, research findings from past community consultations were reviewed to understand reoccurring themes and changing trends in issues and needs as it relates to child, youth and family friendliness.

PREPARING FOR PUBLIC CONSULTATION

City staff assisted in identifying key staff and community stakeholders to engage in interviews with the goal of exploring existing strengths, current or emerging challenges and areas in which the City has some influence to affect change as it relates to child, youth and family friendliness.

Through the process of engaging stakeholders, additional individuals were invited to provide input when gaps were revealed in the understanding of specific issues (e.g., youth homeless, child and youth mental health etc.) relating to issues regarding child, youth and family friendliness in the community. Children, youth and parents were reached through various means including schools, community organizations and online surveys. All consultations took place between April 2014 and July 2014.

APPENDIX A

DEVELOPMENT OF THE STRATEGY

CONSULTING CHILD, YOUTH + PARENTS

Included in consultations for the strategy were 1,188 children (ages 4-12), youth (ages 13-18), emerging adults (ages 19-24), as well as parents. One-on-one conversations, focus groups, surveys, art and polling strategies were used to collect perspectives on a wide variety of issues that influence the degree to which the City is experienced by these members of the community. Input was also collected regarding potential opportunities to increase child, youth and family friendliness.

CONSULTING STAFF + COMMUNITY STAKEHOLDERS

Sixteen staff from several City departments provided their perspectives on current municipal activities, challenges, as well as opportunities to enhance child, youth and family friendliness.

Fifty-three representatives from a wide range of community organizations were consulted in order to provide perspectives on strengths in the City and the larger contextual issues impacting child, youth and family friendliness. Stakeholders were also invited to suggest actions that can be supported by the City that would increase child, youth and family friendliness.

CREATING THE STRATEGY

This extensive community consultation resulted in a large amount of data that highlighted numerous CNV strengths and some opportunities to increase child, youth and family friendliness. Given that this is a municipal strategy, data that supported Action Items over which the City has influence were included in the final strategy.

The document was reviewed by City staff and associated departments in order to gain their perspectives on Action Items and to better understand resource needs to undertake Action Items. Action Items were further refined and reviewed by stakeholders. As the strategy reflects many of the policies and plans already underway by the City, Action Items were cross-referenced with selected documents to highlight synergies with current CNV work.

APPENDIX B

ALIGNMENT WITH CNV POLICIES + PLANS

	CNV4ME ACTION POINT	KEY RELATED CNV POLICIES AND PLANS AND THEIR ALIGNMENT WITH CNV4ME ACTIONS							
		Civic Youth Strategy	Youth Employment Strategy	Child Care Policy and Plan	Child and Family Community Charter	CNV Public Arts Program	Parks Master Plan	Housing Action Plan	Long-Term Transportation Plan
SUPPORTING THE DEVELOPMENT OF ENGAGED CITIZENS	1.1.a	•							
	1.1.b	•							
	1.1.c	•							
	1.1.d	•				•			
	1.1.e	•							
	1.1.f	•							
CONSULTATION	1.2.a	•							
	1.2.b	•							
ENGAGEMENT THROUGH GIVING BACK	1.3.a	•							
	1.3.b	•	•						
	1.3.c	•				•			
PUBLIC GATHERING SPACES	2.1.a					•			
	2.1.b						•	•	
	2.1.c						•	•	
	2.1.d	•				•			
	2.1.e								
	2.1.f								
PRIVATE GATHERING SPACES	2.2.a						•	•	
PLAYGROUNDS	2.3.a						•	•	
	2.3.b						•	•	
	2.3.c						•	•	
	2.3.d						•	•	
	2.3.e						•	•	
WALKABLE AND ACCESSIBLE NEIGHBOURHOODS	2.4.a								•
	2.4.b								•
	2.4.c								•
	2.4.d					•			
	2.4.e						•	•	•
	2.4.f						•	•	•
	2.4.g								•
AFFORDABLE HOUSING	3.1.a								
	3.1.b							•	
	3.1.c							•	
	3.1.d							•	
	3.1.e	•						•	
	3.1.f							•	
	3.1.g							•	
	3.1.h								
RECREATION AND CULTURE PROGRAMS	4.1.a	•							
	4.1.b	•				•			
	4.1.c	•				•			
	4.1.d	•	•			•			
	4.1.e	•				•			
EMPLOYMENT SKILLS	4.2.a	•	•			•			
	4.2.b	•	•						
INCLUSION AND ACCESS	4.3.a	•							
	4.3.b	•							
	4.3.c	•	•						
	4.3.d	•							
ADVOCACY	4.4.a			•	•				
	4.4.b	•			•				
	4.4.c	•							
	4.4.d	•							
MARKETING AND COMMUNICATION	4.5.a	•							
	4.5.b	•							
	4.5.c	•							
SUPPORTING COLLABORATION	5.1.a	•			•				
	5.1.b	•			•				
	5.1.c				•				
	5.1.d	•			•				
	5.1.e	•			•				
	5.1.f	•			•				
	5.1.g	•			•				

APPENDIX C

CONTRIBUTORS

Thank you to Mayor and Council for their support in undertaking this strategy development.

The development of the strategy was heavily informed by work in this area undertaken by the City of Surrey. We are grateful to have had the benefit of their experience.

Thank you to the Society for Children and Youth of BC for being leaders in championing the importance of child, youth and family friendly cities.

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CITY STAFF

Community Development:
Juliana Buitenhuis, Michael Epp, Neal LaMontagne,
Paul Penner, Gary Penway

Engineering Parks and Environment: Brent Mahood,
Lisa Parker, Dave Turner

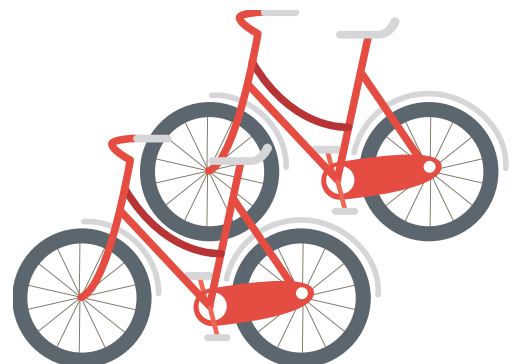
Human Resources: Susan Ney

Communications: Kate Grossman, Connie Rabold

CITY PARTNERS

North Vancouver Recreation
and Culture:
Trish Holme, Barb McLean,
John Rice, Heather Turner,
Janet Wallace

North Vancouver City Library:
Karen Coyne, Andrea Lane,
Kate Longley



APPENDIX C

CONTRIBUTORS

COMMUNITY AGENCY STAKEHOLDERS

Canadian Mental Health
Association: Rav Kambo

Capilano Community Services
Society: Renee Strong

Family Services of the North Shore:
Mimi Hudson, Shauna Mokelki,
Karen White

Hollyburn Family Services:
Kim Ansell, Chris Burke,
Paul Butler, John Stoffer

Lookout Emergency Shelter:
David Newberry

Ministry of Children and Family
Development: David McQuarrie

North Shore Youth Justice Office:
Tanya Pereira

North Shore Neighbourhood
House: Julie Anderson,
Tricia Andrew, Liz Chase,
Alison Ching, Kirsten Forestell,
Lisa Hubbard, Amal Hasan,
Dave Huber, Trudy Lammonglia,
Carol Lundrigan, Maria Morisseau,
Samantha Moscipan, Roberta
Niccoli-Morrison, Christine Poole,
Leanne Warner

North Shore Community
Resources: Diane Atkinson,
Tunde Getaneh, Fran Jones,
June Maynard

North Shore Connexions:
Wendy Padwick

North Shore Alliance Church:
Dave Sattler

North Vancouver Community
Arts Council: Linda Feil

North Vancouver RCMP: S/Sgt
Paul Duffy, Cst. Courtney Gardner

North Shore Multicultural Society:
Elizabeth Jones, Farah Yekanifard

North Vancouver School District:
Brad Baker, Ray Bodnaruk, Jeremy
Church, Sandy Kirkwood, John
Lewis, Carol Lundrigan, Lisa Upton,
Vince White

Vancouver Coastal Health Youth
Mental Health and Addictions:
Terry Bulych, Tanis Evans

Vancouver Coastal Health CATS
program: Marc Keith, Kerrie Watt

Vancouver Coastal Health
Early Years Team: Joan Brown,
Rachel Douthwaite

Vancouver Coastal Health
Youth Clinic: Tara Deeth

WorkBC Employment Services
Centre: Anne Fehr



WHAT DOES CNV4ME MEAN 2 YOU?

Tell us at:

WWW.CNV.ORG/CNV4ME

[@cityofnorthvancouver](https://twitter.com/cityofnorthvancouver)

[#cnv4me](https://twitter.com/cnv4me)



141 West 14th Street,
North Vancouver,
BC V7M 1H9

Reception: 604-985-7761
Email: info@cnv.org
Web: www.cnv.org



C • O • N • N • E • C • T • I • N • G
CHILDREN, YOUTH + FAMILIES IN
THE CITY OF NORTH VANCOUVER

2021

CNV4ME Update Report



Kerry Watts
KWatts Consulting
10/7/2021

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Executive Summary

The CNV4ME Child, Youth + Family Friendly Strategy was adopted in 2014 by the City of North Vancouver. The goals in the strategy, centered around 5 key themes, are intended to increase the overall health and well-being of children, youth and families in the community.

This report provides an update on the CNV4ME strategy, providing an overview of how children and youth in the City are doing today, highlighting the many achievements of City staff and partners as they continue to create a vibrant, child, youth and family friendly community.

CHILD AND YOUTH WELLBEING IN THE CITY

Research including children and youth living in the City of North Vancouver demonstrates that the City is indeed a great place to raise a family. Grand-Boulevard has consistently seen some of the lowest rates of overall early childhood vulnerability in the province; in the latest wave of the Early Development Instrument (EDI), vulnerability in the neighbourhood was lower than both the School District and provincial average on each of the five domains measured (physical, social, emotional, cognitive, and communicative). According to 2017/2017 data from the Middle Development Instrument (MDI), Grade 4 students in Grand Boulevard – Moodyville are also more likely than their district and provincial peers to report having positive assets such as positive relationships with adults and peers, healthy sleep and nutrition habits and participation in afterschool activities. Grade 7 data from the same year shows that students living in Lonsdale neighbourhood were as likely or more likely to be considered to be thriving as other students in the district and province (the percentage was slightly lower for students living in Grand Boulevard-Moodyville). Grade 7s in both City neighbourhoods reported higher than district or provincial average presence of positive relationships with adults at school, at home and in the neighbourhood. The 2018 BC Adolescent Health Survey (BC AHS) reveals that, compared with other youth across the province, youth living on the North Shore are more likely to be physically active, more likely to be involved in meaningful activities, more likely to report positive overall health, less likely to experience food insecurity, and more likely to report a greater sense of connection to their communities.

However, following provincial and local trends, there continues to be an increase in early child vulnerability and a decrease in indicators of wellbeing across all ages. The Lonsdale neighbourhood continues to experience the highest levels of early childhood vulnerability on the North Shore and had vulnerability rates higher than the provincial average on four out of five of the scales. In fact, with very few exceptions, vulnerability on each domain in both Lonsdale and Grand-Boulevard has increased over the last 3 years. In 2017/18, Grade 4 students in the Lonsdale and Grand Boulevard – Moodyville neighbourhoods were less likely to be considered to be thriving than other students in the district and across the province. Grade 4 students in Lonsdale reported the presence of less assets (such as positive relationships with adults and peers, healthy sleep and nutrition habits and participation in afterschool activities) than their district and provincial peers. For youth, trends here mirror those throughout the province with a decrease in the percentage of students who report positive physical and mental health. Youth in the region are more likely to report experiencing mental health challenges such as depression, anxiety and PTSD than they were five years ago.

CNV4ME GOALS: SUMMARY OF ACHIEVEMENTS

Engagement

City staff have regularly engaged and consulted with children, youth, emerging adults and families in innovative and creative ways to build community belonging, foster civic engagement and gather feedback, thoughts and ideas.

Examples of engagement include:

- Direct consultation on City projects and initiatives (e.g. Safe and Active School Travel Program, Semisch and Hamersley park development, Green Necklace, Council Strategic Plan, and NVRC programs) and meeting

children, youth and families where they are at by bringing engagement opportunities to schools, youth centres, parks, community programs and drop-ins.

- Events and resources to encourage civic education and engagement with children, youth, emerging adults and families (e.g. Kids in the Hall, the School the City Activity Kit, and How our City Works).
- Opportunities for children and youth to directly influence program development and planning (e.g. NVRC and NVCL advisory committees, City planning tables, and other youth task forces in the community).
- Building youth capacity and leadership skills while supporting intergenerational connections through meaningful volunteer opportunities and hands-on learning about careers in local government and honouring children and youth voices by providing opportunities to present their ideas directly to City staff, Mayor and Council.

Community Spaces

We have worked with businesses, community partners, and community members to ensure City residents have access to diverse, vibrant and engaging community spaces where they can gather to play and build connections. City staff and our partners have:

- Worked to create a more welcoming, safe, and fun City by increasing public outdoor seating, revitalizing parks and playgrounds, creating youth lounges and community living rooms in community centres, transforming the Shipyards in a unique, year-round destination, and developing pocket parks and parklets across the City.
- Developed resources to help residents discover and explore what the City has to offer, including KidCity Map, Public Art Walking Tours and the online Public Art Map.
- Supported environmental stewardship and worked together to keep City streets and parks beautiful through initiatives such as the City Park Steward program and the Play/United Way Stewardship Team.
- Encouraged safe and active travel through completion of the Green Necklace and Spirit Trail, development and Implementation of the Safe and Active School Travel Program, and extensive infrastructure development to enhance pedestrian safety and increase accessibility.
- Directly and meaningfully collaborating with children, youth and families to create vibrant, multi-generation gathering spaces through placemaking, community events and activations.
- Creating and implementing policies that promote social connection in privately-owned spaces (e.g. Active Design Guidelines).

Housing

The City has continued its commitment to building a community where families, youth and emerging adults are able to find affordable housing that meets their needs through

- Implementing development guidelines and regulations that support family-friendly housing, including the 2016 Housing Action Plan requirement that all new multi-family developments to provide 10% three or more bedroom units.
- Supporting the creation of new rental units, including 142 mid-market rental units (with rents set at 10% below average market rents) and 23 units of non-market housing for single mothers.
- Zoning Bylaw amendment allowing both a secondary suite and a coach house on lots zoned for single family development.

Program Delivery and Design

Working with our partners, the City is continuing to create, expand and enhance a wide of variety of child, youth and family programs that are designed and delivered in ways that support healthy development. For example:

- Opportunities for informal and free play through no-cost/low-cost afterschool, summer recreation and culture drop-in programming at City community centres, the library, Civic Plaza and other community outdoor spaces, Playground Leaders in the Park and Art in the Park programs, and free community play boxes.
- Working towards a more inclusive community through initiatives such as the Fen Burdett track, the Mahon Park grass labyrinth and weekly craft fair, NVRC Summer Camp Inclusion Workers and Volunteer Buddy program, as well as via partnerships with agencies serving individuals and families with disabilities and ongoing monitoring and evaluation to identify ways to make programming more accessible and inclusive.
- Opportunities for young people to gain diverse work and life experience and connect with peers and caring adults (e.g., NVCL Teen Room, Reading Link Challenge and Tween & Teen Advisory Groups, Studio in the City, ongoing volunteer opportunities).
- Tools and resources to keep children, youth up to date on programs, services, and opportunities to get involved with the City (e.g. NSYouth.com, Youth Services Directory Pocket Cards, ConnectforKids.ca, social media campaigns, etc.)
- Opportunities for creative self-expression that also allow young people to publicly showcase their creative works (e.g., NVRC Crafternoons, Kilby Art & Writing Contests, Foundry Mural) as well as advise on design on public spaces (e.g., Community Play Parklet).
- Direct funding to non-profit organizations, community groups and individuals, including over \$56,000 in 2020 CNV Community Grants to non-profit organizations serving children, youth and families and \$20,500 in annual funding via the Children & Youth Initiatives Fund.

Community partnerships

The City continues to be an active partner to local organizations and community groups working towards a child, youth and family friendly City. Examples of how we are building partnerships include:

- Working alongside local organizations and community in planning and service delivery of City initiatives and spearheading collaborative initiatives that support youth to engage directly in partnership building and collaboration.
- Sitting at and championing collaborative tables and partnerships including the North Shore Child Care Partnership, the North Shore Community Action Team and Foundry North Shore.
- Creating a collaborative plan for childcare that will improve the accessibility, affordability, and quality of childcare in the City.

CONNECTING CHILDREN, YOUTH + FAMILY DURING THE COVID-19 PANDEMIC

During the COVID-19 pandemic the City shifted resources to align with community needs. Staff were able to maintain child, youth and family programming and engagement through innovative strategies and quick pivots. Throughout the pandemic, the vision and support of Council has allowed staff to adapt and respond quickly to support children, youth and families in the City and invest in social recovery initiatives aligned with the Strategy. We learned we can be agile, adaptable and respond quickly. We found innovative and creative ways to engage and maintain connection between City residents while celebrating our collective resiliency and setting the stage for a successful economic and social recovery. This included:

- Animating the City's streetscape through art, creative street seats, additional greenscapes, and new City parklets as well as activating window fronts with messages of hope with Murals of Gratitude.
- Bringing community partners together to produce and distribute Buckets of Hope filled with colourful street chalk and resources to connect the community in meaningful ways and honour front line workers.

- Maintaining connection and service delivery by shifting programming to be outdoors and/or virtual (e.g., Studio in the Streets, NVCL virtual programming, CityFest at Home, pop-up programming).
- Leveraging additional funding opportunities and partnerships to support community-based projects and actions at the neighbourhood level.

A key lesson learned during the pandemic which can continue beyond the recovery period is the power of engaging while doing. This kind of hands-on engagement with children, youth and families fosters involvement, trust and broader community connections.

LOOKING FORWARD

CNV4ME Looking Forward

As part of COVID-19 long term recovery efforts, the department for Community and Partner Engagement has seconded staff responsible for coordinating the CNV4ME Strategy to focus on community placemaking initiatives and backfilled the Community Development Coordinator role. The new Coordinator (Julia Spitale) will carry forward the existing work.

Some of the new focus areas brought forward for discussion by the Task Force this year include:

- Discussing next steps and action items as a task force.
- Supporting children, youth and families through First Nations reconciliation and Covid-19 recovery and resilience.
- Leveraging partnerships to prioritize community initiatives that connect children, youth and families at the neighbourhood level.
- Sharing data to help disseminate future EDI, MDI, AHS data that emerges post-pandemic.
- Advancing School the City in partnership with SD44 to inform projects from a child and youth-friendly lens.
- Convening community partners and stakeholders to plan and share in childcare and afterschool program solutions that work for families.

Staff will continue to work with a variety of city departments on the ongoing implementation of CNV4ME policy and actions. Over the next six months to one year, staff will work with Long Range & Community Planning to imbed, review and update the CNV4ME policy and actions as a part of the upcoming Community Well-being Strategy under the “Children, Youth, and Families” section.

The CNV4ME Task Force purpose and priorities, including its Terms of Reference, will also be revisited by staff. The CNV4ME Task Force has been a valuable asset to achieving the goals and actions set within the Strategy.

CNV4ME Update Report

1. Background

The CNV4ME Child, Youth + Family Friendly Strategy was adopted on October 27th, 2014 by the City of North Vancouver Council. The development of the strategy was guided by research on family-friendly communities, consultation with children, youth and parents, City and related agency staff, and community service providers. The strategy is structured around five themes: Engagement; Community Spaces; Housing; Program Delivery & Design; and Community Partnerships. Each theme includes achievable and meaningful action points intended to increase the overall growth, development and well-being of children, youth and families in the community. The overall goal of the strategy is to ensure that the City's policies, processes and programs promote the healthy development of the City's youngest citizens through early childhood, middle childhood and adolescence/young adulthood.

The [CNV4ME] strategy is designed to be a roadmap for the City to enhance existing strengths, seize new opportunities and adapt to the dynamic needs of children, youth and families who live in the City.

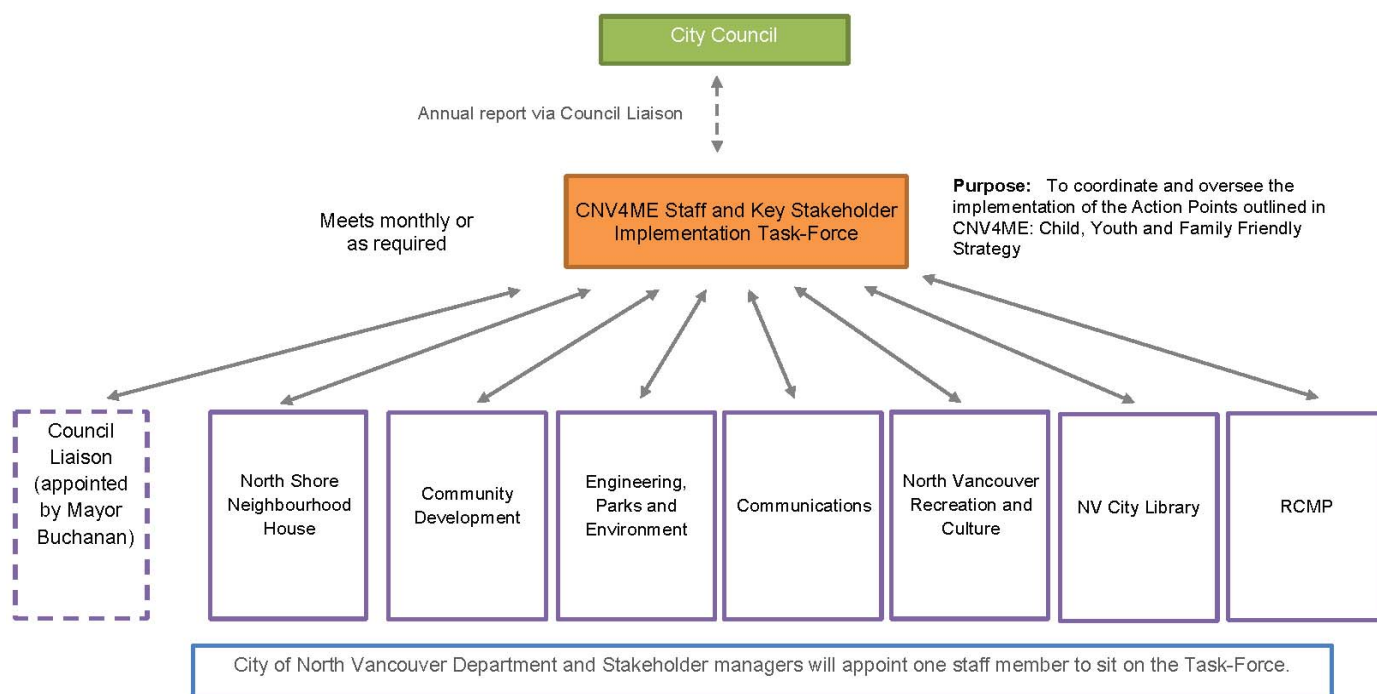
~ CNV4ME Report, 2015

Since CNV4ME was adopted, the City and our partners have made great strides in implementing the strategy. All City departments have worked together to move toward the goals articulated in the strategy. Many CNV4ME Action Points have been included in departmental work plans and accomplished as part of regular department activities and budgets. Staff have focused on creating social connections while keeping children, youth, emerging adults and families engaged in City and community projects that align with the strategy. Additional funding of \$17,000/year was allocated by Council to support implementation of CNV4ME Action Points that require dedicated, collaboration, planning and funding to accomplish. In 2015, the CNV4ME Implementation Task Force was formed to coordinate the implementation of those Action Points, as well as act as a liaison between the Task Force and City departments and external stakeholders as they relate to child, youth and family well-being. The Task Force includes representation from City departments and community stakeholders (see Organization Chart on pg. 2).

When it was established, the Task Force set six key priorities:

1. Awareness:
 - a. Creating awareness of CVN4ME at a civic and community level
 - b. Creating awareness of the state of children's health in the City and supporting the healthy development of children and youth.
2. Parks and Playgrounds: Ensuring City parks and playgrounds are designed to promote the health development of children, youth and families.
3. Engagement: Increasing opportunities for children, youth and families to provide input on municipal projects, programs and developments.
4. Active transportation: Increasing opportunities for children, youth and families to participate in active transportation.
5. Housing: Ensure land use planning, housing options and neighbourhood designs supporting the development of a child and family friendly City in conjunction with the development of a Housing Action Plan.
6. Overseeing the establishment of a Mayor's Youth Council.

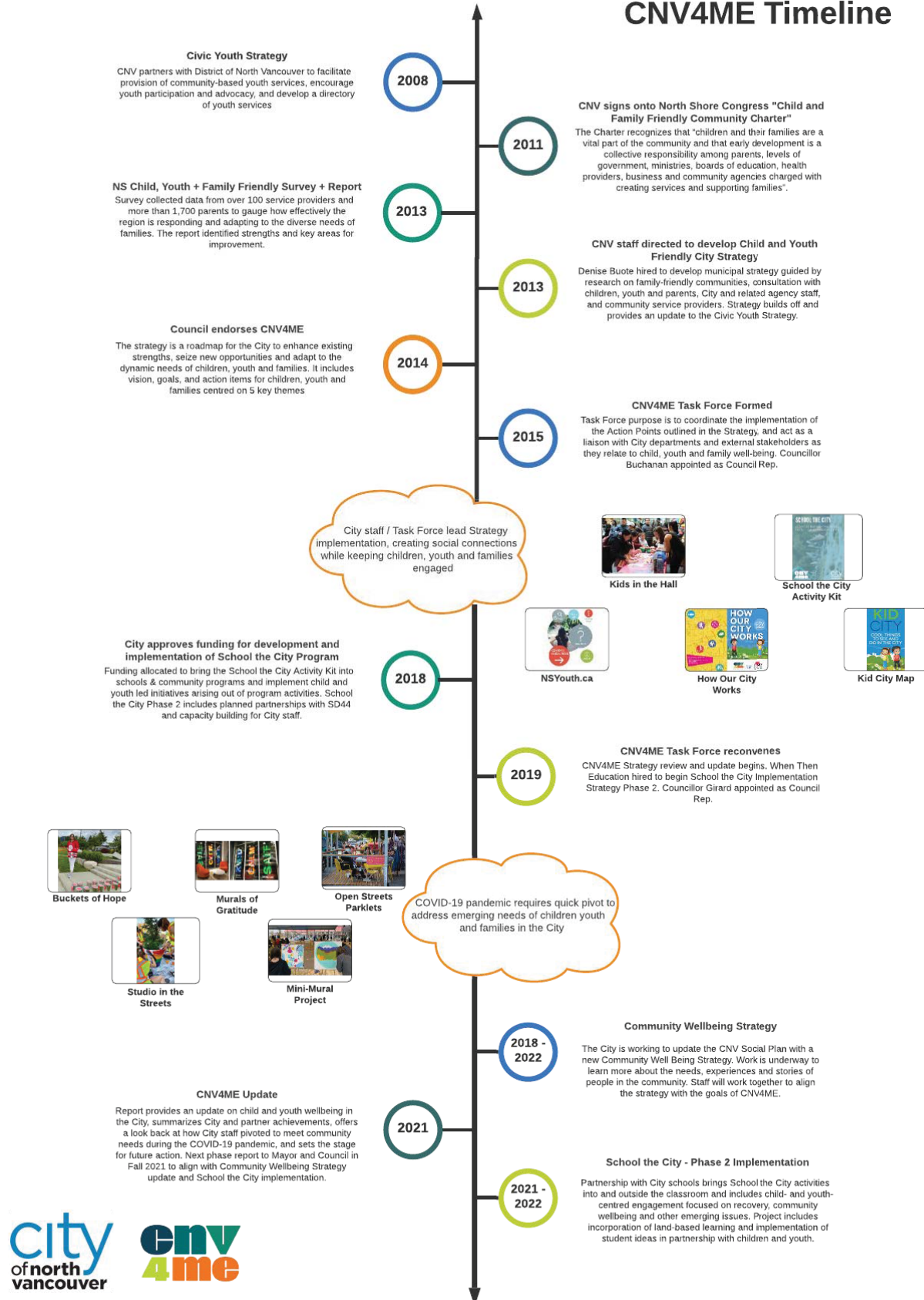
CNV4ME Task Force



Since the initial CNV4ME report was drafted:

- The total population increased 9.8%, rising from 48,196 in 2011 to 52,898 in 2016
- The number of children and youth under the age of 25 rose from 11,860 in 2011 to 12,500 in 2016, and represented 24% of the total population (versus 25% in 2011)
- In 2011, there were 5045 couple families with children at home and 2470 families led by lone parents; families with children at home represented 58.5% of the total number of census families in the City. In 2016, while the number of couples with children grew to 5725 and the number of lone-parent led families rose to 2570, the percentage of census families with children at home fell slightly to 57.8% of the total.
- At 31%, lone parent led families continue to make up a significant proportion of families with children living in the City.
- In 2015, 18.7% of children under the age of 18 lived in low-income households.

CNV4ME Timeline



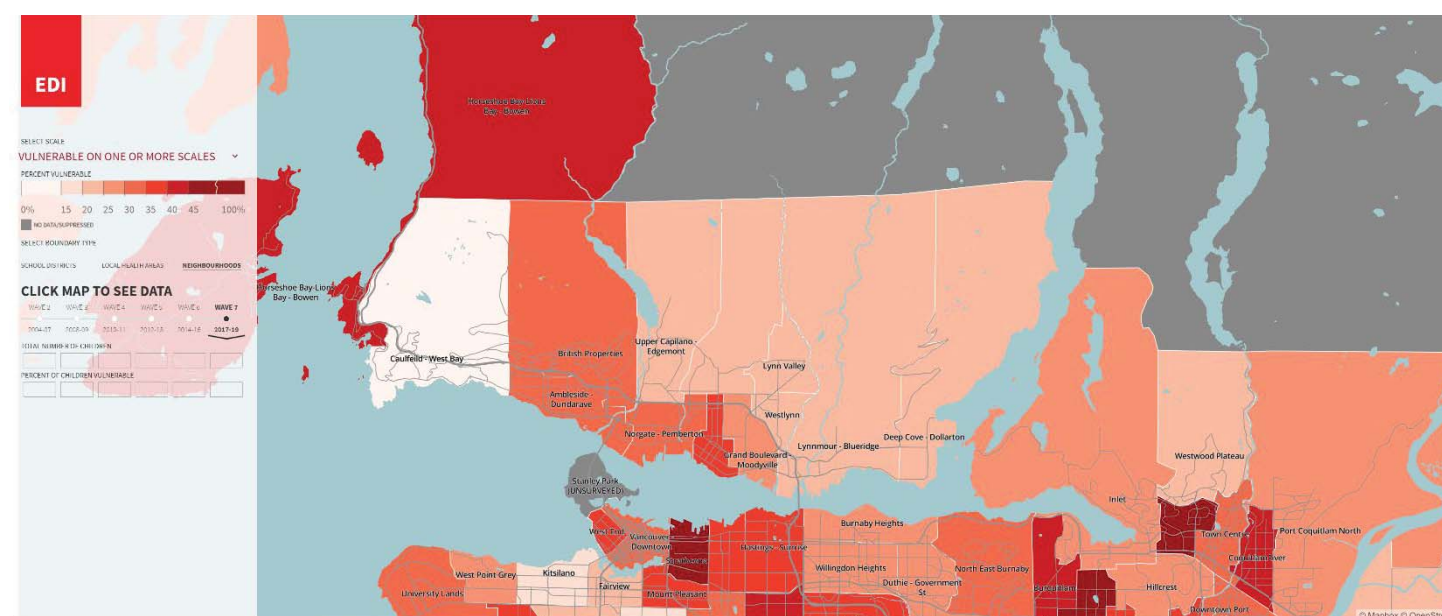
3. Child and Youth Wellbeing in the City

EARLY CHILDHOOD

One of the key ways researchers, City staff and other community partners measure the well-being of young children 5 and under is the Early Development Instrument (EDI). The EDI is a questionnaire, completed by Kindergarten teachers for each student in the school district to provide a population-level overview of how children are doing in five core areas of early childhood development: physical, social, emotional, language and communication. Without additional support, children who are found to be vulnerable on one or more areas of the EDI may be at risk of future challenges in school and society.

The North Vancouver School District (SD44) has been collecting EDI data since 2004. Since the CNV4ME Strategy was adopted, the District has participated in two more waves of the EDI (Wave 6, 2013 – 2016 and Wave 7, 2016 – 2019). Two of the neighbourhoods represented in the SD44 data are within the City (Lonsdale and Grand Boulevard-Moodyville). Table 1 below shows a breakdown of the vulnerability rates in each community across the last two waves along with the averages for the District and the province as a whole. With very few exceptions, vulnerability on each domain has increased over the last 3 years, mirroring both local and provincial trends.

Figure 1: EDI Wave 7: Overall Vulnerability



A recent presentation by Paul Kershaw of the Human Early Learning Partnership at UBC¹ explored the question of why – after many years of investment into quality early years programming – BC continues to experience a steady increase in

¹ Kershaw, Paul & Barry Forer (2020) EDI Vulnerability: What are the 'differences that make a difference' across provinces. Webinar available online at <https://www.youtube.com/watch?v=9HELvNZRf0Q>

early years vulnerability. Looking at differences in EDI data across Canada, Dr. Kershaw and his colleagues found that the socioeconomic variables that related most closely to early childhood vulnerability are housing costs, direct impact of legacy of colonization, percentage of low-income households and general affluence of the economy (GDP/capita). They suggest that these EDI findings underpin the need to establish local, provincial and federal policies that address housing affordability, truth and reconciliation, poverty reduction and economic growth.

Table 1: EDI Neighbourhood-level data, Waves 6 & 7

Neighbourhood	Vulnerability by domain											
	1 or More Scales		Physical health & Well-being		Social Competence		Emotional Maturity		Language & Cognitive		Communication	
	Wave 6	Wave 7	Wave 6	Wave 7	Wave 6	Wave 7	Wave 6	Wave 7	Wave 6	Wave 7	Wave 6	Wave 7
Lonsdale	39%	36%	17%	14%	19%	17%	14%	19%	10%	11%	25%	18%
Grand-Boulevard - Moodyville	21%	26%	8%	9%	9%	14%	9%	17%	4%	7%	9%	11%
School District Average	25%	36%	10%	11%	12%	13%	12%	15%	6%	7%	11%	11%
Provincial Average	32.2%	33.4%	14.8%	15.4%	15.7%	16.1%	16.1%	17.7%	9.4%	10.6%	14.2%	14.3%

Figure 2: Grand Boulevard - Moodyville Long Term Trends (EDI)

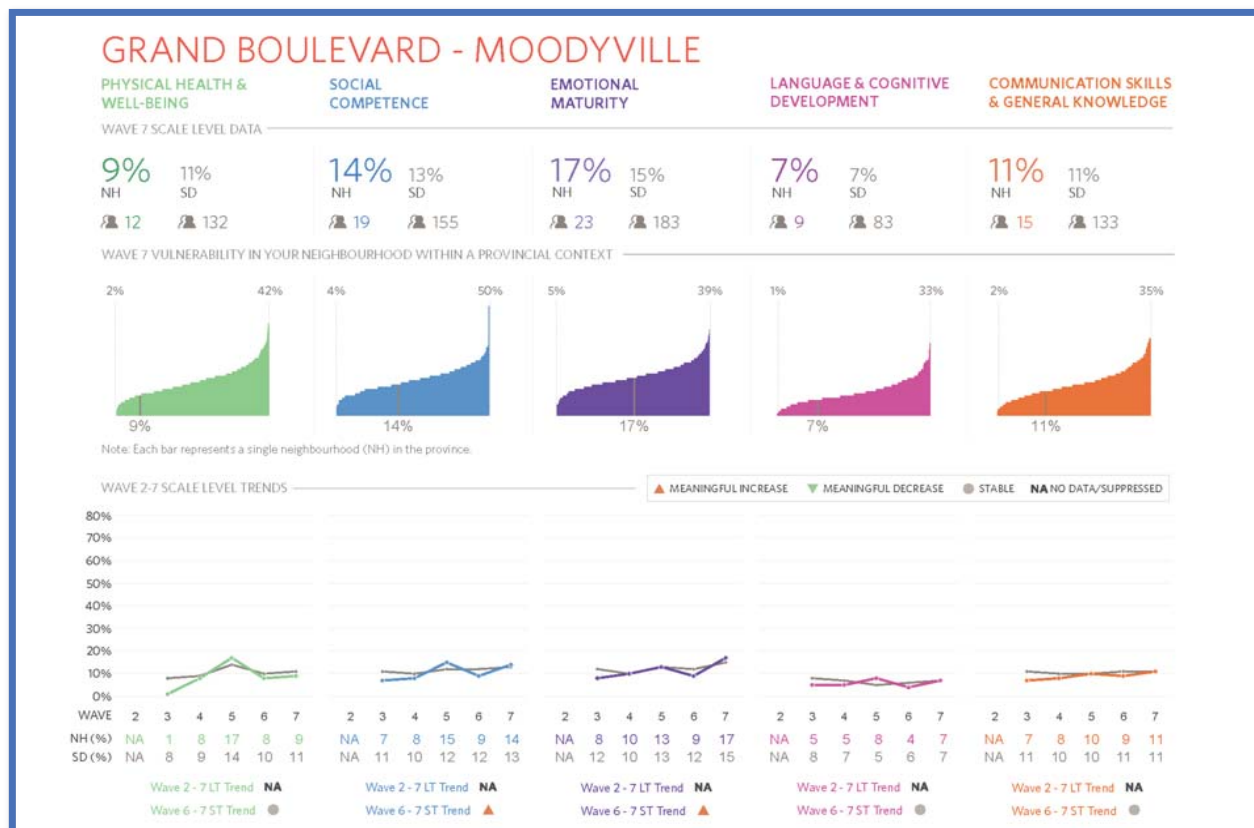
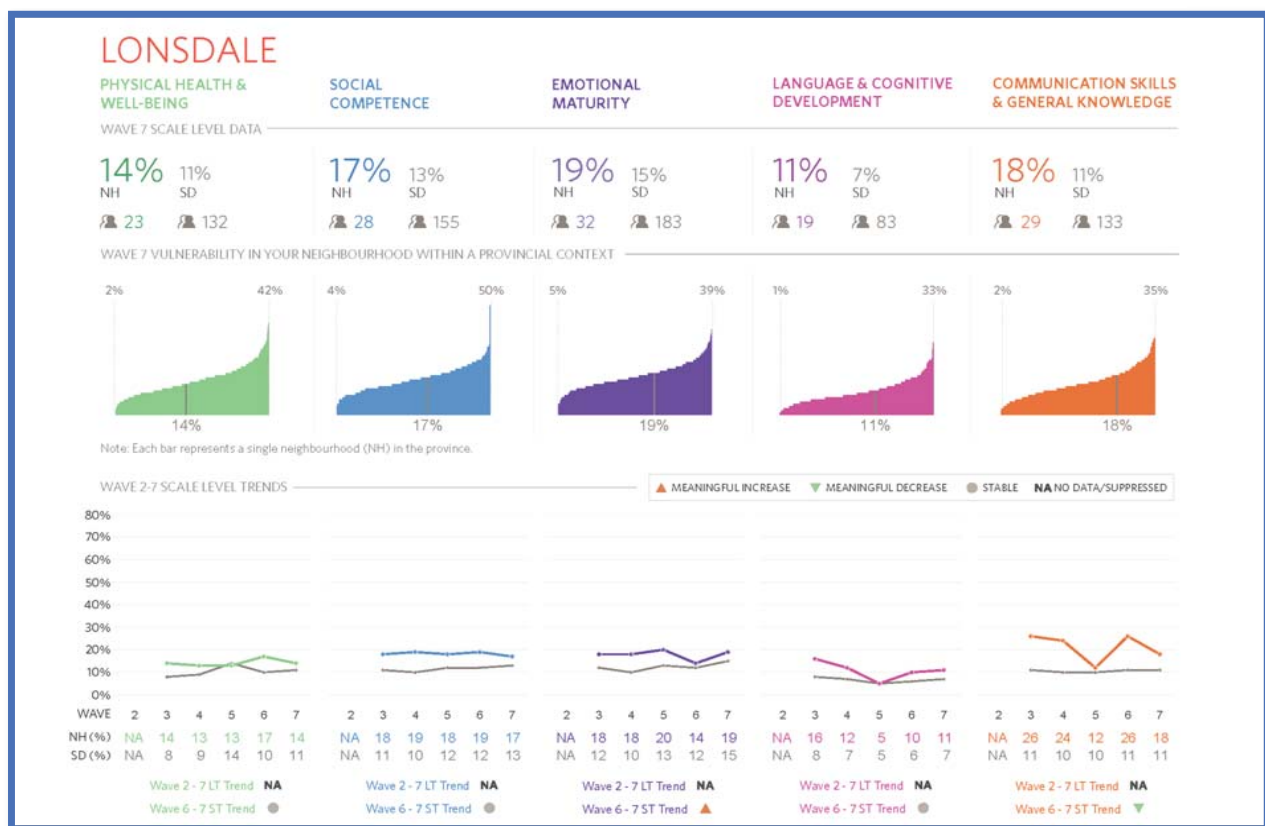


Figure 3: Lonsdale Long-Term Trends (EDI)



MIDDLE CHILDHOOD

Middle childhood refers to the period of childhood between 6 and 12 years. It is a key time of transition for children. It is also a time when social connections to peers, non-parent adults and the community become an important part of children's lives. The Human Early Learning Partnership (HELP) at UBC has been monitoring the well-being of school-aged children in BC via the Middle Development Instrument (MDI) – a self-administered survey of Grade 4 and 7 students – since 2006. While SD44 did not participate in the MDI at the time the original CNV4ME Strategy was adopted, the district did participate in the 2017/2018 study.

The MDI asks students about their thoughts, feelings and experiences in school and in the community. It uses a strengths-based approach to assess five areas of development that are strongly linked to children's well-being, health and academic achievement: Social and Emotional Development, Physical Health and Well-Being, Connectedness, Use of After-School Time and School Experiences. The results for key MDI measures are summarized by two indices:

- The Well-Being Index consists of measures relating to children's physical health and social and emotional development that are of critical importance during the middle years: Optimism, Self-Esteem, Happiness, Absence of Sadness and General Health.
- The Assets Index consists of measures of key assets that help to promote children's positive development and well-being. These assets include: adult relationships at school, home and in the neighbourhood; positive peer relationships and belonging; healthy sleep and nutrition habits; and participation in positive after-school activities. Each of these assets are considered actionable, in that communities and schools can work together to support asset development and create neighbourhoods where children can thrive.

While the absence of data over time within SD44 prevents the identification of local trends for middle childhood well-being in the City, the MDI Data Trends Summary 2018/19 report notes a continuing trend of a decrease in the percentage of children thriving across all years of data collection.

Table 2: Grade 4 Well-being and Assets (2017/2018)

Neighbourhood	Wellbeing Index			Assets Index			
	Percentage of children experiencing:			Percentage of children reporting the presence of these assets in their lives:			
	Thriving	Med/high wellbeing	Low well-being	Adults at school, home and in the neighbourhood	Positive Peer Relationships and belonging	Healthy Sleep & Nutrition Habits	Participation in Positive After School Activities
Lonsdale	26	26	48	78	79	64	82
Grand Boulevard - Moodyville	40	25	36	87	86	73	91
North Vancouver (SD44)	41	28	31	83	84	71	90
All participating districts	42	25	33	83	84	66	86

Table 3: Grade 7 Well-being & Assets (2017/2018)

Neighbourhood	Wellbeing Index			Assets Index			
	Percentage of children experiencing:			Percentage of children reporting the presence of these assets in their lives:			
	Thriving	Med/high wellbeing	Low well-being	Adults at school, home and in the neighbourhood	Positive Peer Relationships and belonging	Healthy Sleep & Nutrition Habits	Participation in Positive After School Activities
Lonsdale	45	22	33	78	81	63	80
Grand Boulevard - Moodyville	40	28	32	78	81	63	80
North Vancouver (SD44)	45	24	31	79	85	71	67
All participating districts	38	27	35	74	82	67	85

Table 4: In your neighbourhood/community there are places that provide programs for kids your age:

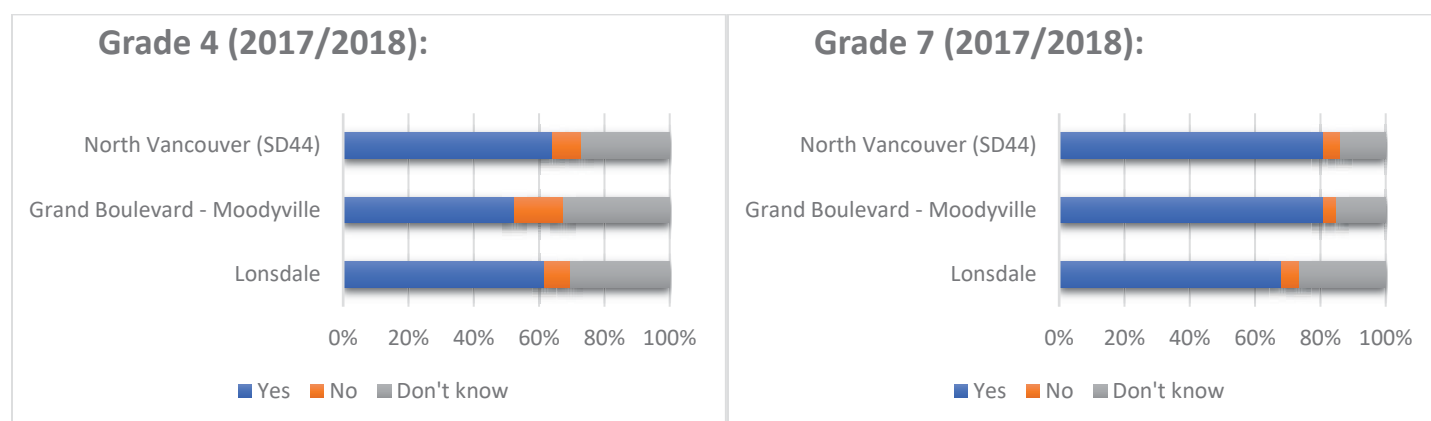
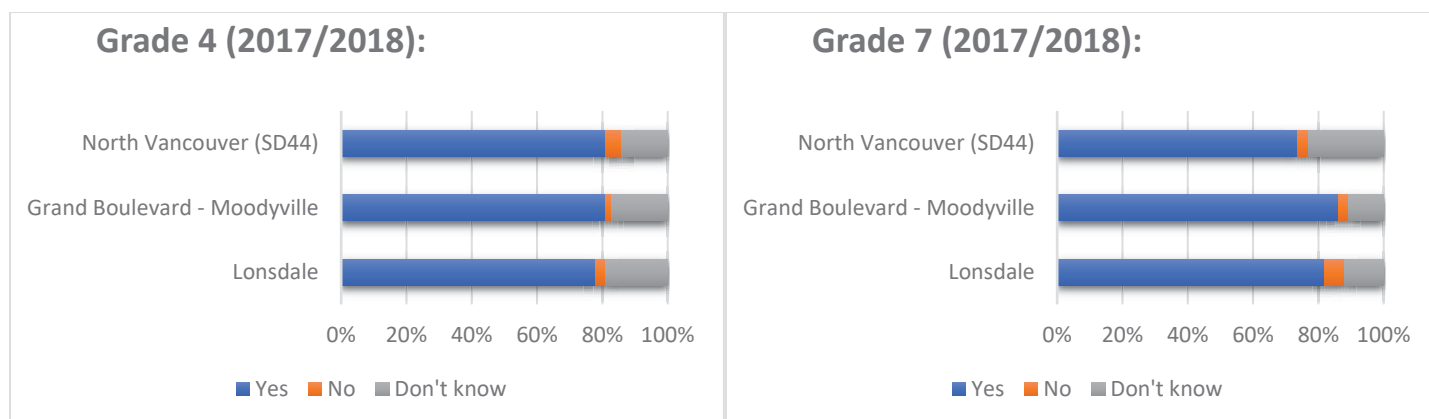


Table 5: In your neighbourhood/community there are safe places where you feel comfortable to hang out with your friends:



YOUTH

The BC Adolescent Health Survey is a province-wide survey administered to youth in Grade 7 to 12 every five years since 1992. The survey gives an evidence base of youth health trends, emerging issues, and risk and protective factors for healthy development. Data is provided by health region and City data is included within the North Shore/Coast Garibaldi report. Highlights from the 2018 report include:

- As is the case across the province, there was a decrease in the percentage of local students who rated their overall health as good or excellent (84% vs. 88% in 2013), and a decrease in those who rated their mental health positively (73% vs. 83%). However, local youth were more likely than those across BC to rate their overall health positively.
- There was a local increase from five years earlier in the percentage of local youth who experienced Depression (13% vs. 9% in 2013), Anxiety Disorder/panic attacks (18% vs. 8%), and Post Traumatic Stress Disorder (PTSD; 3% vs. 1%).
- Over all the years of the study, North Shore/Coast Garibaldi youth have typically been more physically active than their peers across the province, including more likely participate weekly in organized sports, informal sports, and extreme sports.
- 7% of urban local youth (North & West Vancouver) went to bed hungry at least sometimes because there was not enough money for food at home (vs. 10% provincially),
- North Shore/Coast Garibaldi youth were more likely than youth across BC to feel quite or very connected to their community (48% vs. 42%), and that there was an adult in their neighbourhood or community (outside their family or school) who really cared about them (70% vs. 65% provincially).
- The most common topic North Shore/Coast Garibaldi youth identified wanting to learn more about was mental health.

4. CNV4ME Goals: Summary of Achievements

Implementation of the CNV4ME strategy has been guided by two key questions:

- How can all community members be engaged in implementing the action item?
- How can the implementation process be designed to increase social connections among all community members?

THEME 1: ENGAGEMENT

Goal: To increase opportunities for children, youth, emerging adults and families to become involved in shaping their community.	Focus Areas: <ol style="list-style-type: none">1. Supporting the Development of Engaged Citizens2. Consultation (of children, youth, emerging adults and families)3. Engagement Through Giving Back
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ACHIEVEMENTS

City staff continue to meet their obligations to regularly engage and consult with children, youth, emerging adults and families to build community belonging, foster civic engagement and gather feedback, thoughts and ideas via:

- Direct consultation on City projects and initiatives, including:
 - 2017 – 2019 outreach and engagement with local elementary and high school students to encourage active travel to school through the **Safe and Active School Travel Program (SASTP)**, including
 - a video contest for Carson Graham students, who were asked to create a video campaign to promote active travel to school.
 - an event at Holy Trinity to promote civic engagement. Planners from the City of North Vancouver spoke to students about their jobs and answered questions.
 - 2017 – 2020 **Engagement with Carson Graham Community Initiatives Program** to support student ideas through knowledge to action projects such as PawPals and Backpack buddies, initiatives focused on community building.
 - 2017 – 2021 **In-class and film engagement projects** with Sutherland students and the Global Perspectives Program in relation to: the design of the Green Necklace greenway, Council's Strategic Plan, Open Streets/Covideo Diaries and Esplanade Complete Streets.
 - 2018 engagement with children at **Semisich park** to gather ideas and feedback for Semisch and Hamersley park redevelopment.
 - 2018 NVRC **Community Needs Assessment** with specific questions about programs and services for 9 different age groups including 0-6 years; 6 - 12 years, 13-18 years and 19-34 years.
- Initiating specific projects to increase opportunities and capacity for civic education and engagement with children, youth, emerging adults and families, including:
 - Since 2015, the City has held an annual **Kids in the Hall (KITH)** event, a unique open house dedicated to children, youth and families. Through on-the ground activities and engagement opportunities, the event gives the City's youngest residents a chance to learn about how the City works, connect to City staff and community partners, provide feedback on City initiatives and have a say on issues that are important to them.



Families connecting to City Hall (Kids in Hall)

- In 2019 Over 600 attendees engaged with the City through KITH, to showcase ‘**How our City Works**’. The event included family friendly activities centered around the theme of building a vibrant and inclusive City, such as: design your own street from a child’s perspective, inform the Greenwood Park design and plan, child friendly placemaking through Play, Safe Routes to School, energy conservation. KITH also served as a catalyst to bring together a large number of City partners to celebrate the City’s diverse community through activities such as: First Nations Storytelling and drumming, NS Pride story time and Red Fox Active Living.
 - In 2018, the City hired When Then Education Services to create and pilot the **School the City Activity kit (STC)**, a collection of interactive strategies and tools for and consultation with children, youth and families. The toolkit was designed to support City staff to gather input on specific issues and projects as well as create space for young people to share their visions for the City. The toolkit was piloted with over 300 children, youth, parents and caregivers in City schools and community programs.
 - Through a partnership with CityHive, the City engages with the **North Shore Young Citizens Forum** each year, fostering connection, engagement and participation with young adults (18 – 39) in local government decision making. Now in its second year, the Forum is building young residents’ civic leadership and participation across the North Shore.
 - The “**How our City Works**” pamphlet and webpage helps children understand how local government works and what services the City provides.
- Creating opportunities and holding space for children and youth to participate on advisory committees and task forces and be directly involved in program development and planning, including:
 - Development of **NVRC Capilano and Lonsdale Youth Advisory Committees** both which directly involve youth in planning and organizing events and activities for the City’s young people.
 - Ongoing support and development of the **NVCL Teen Advisory Council** and creation of an **NVCL Tween Advisory Council**, both which meets twice per month to plan and coordinate teen/tween-led programs and initiatives at the library. A representative from the student advisory committee sits on the library Board of Trustees, offering an opportunity to actively and meaningfully participate in decision-making processes within local government.
 - Creating a **KMW Park Master Plan Task Force** that includes two members under the age of 9 and two teens.
 - Ongoing **youth participation on City Committees** including SPAC, ITC and the Housing Lab.

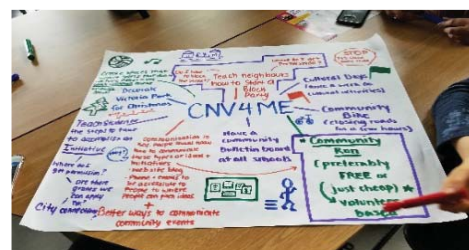
SCHOOL THE CITY ACTIVITY KIT PROJECT HIGHLIGHTS

“School the City” helps students take ownership of local problems, advocate for their needs and those of others, work towards solutions, and feel connected to their communities.

The School the City Activity Kit was drafted in 2018. It includes 25 interactive activities and a wide variety of resources to assist educators, community service providers, and City staff to engage with young people and connect the community to City Hall.

The Activity Kit was piloted in schools and community programs in Spring 2018, reaching over 300 children, youth, parents, and grandparents. 10 City staff were trained to use the Activity Kit as part of their engagement and consultation work.

Phase 2 of the School the City project is planned for Fall 2021. It will involve partnering with City schools to bring the Activity Kit into classrooms, building excitement about civic engagement among students and providing them an opportunity to work with City staff to develop innovative City and community projects.



Carson Graham students develop ideas for community connection

- City support of **youth action tables and task forces** such as the Youth Coalition, Youth Action Task Force, CityFest Ambassadors Table, NS Community Action Team, the Foundry Leadership Table and Youth Advisory Committee.
- The City's **CNV4ME Table** holds space for children and youth to participate through School the City initiatives.
- The City's **Play Table** holds space for children and youth to co-create and participate in placemaking initiatives throughout the City.
- The City's **Studio in the City planning table** provides youth with an opportunity to be directly involved in mentorship, program development, planning and project execution each year.
- Creating meaningful, innovative and inclusive consultation and engagement strategies that allow children, youth, emerging adults and families to express their ideas creatively through community-based arts practices, including:
 - 2018 NVRC **Diversity in the Arts Forum**, which provided the City an opportunity to embrace the creative voices of underserved ethnic, immigrant, gender and culturally diverse populations. The forum helped to identify and enhance opportunities for communication, connection and engagement with underserved communities, extend and enhance NVRC's service reach, and build and support a trust network offering future opportunities for participation.
 - 2019 development and launch of the **NVRC Artist Residency Program** that sees artists work collaboratively with community members in initiatives where the participants take an active role as creators, producers and performers in the project. Contributing to the growing vibrancy of our neighbourhoods, programs included: Urban Sound Walks; Community Activated Dance; and Writing Workshops.
 - The annual **Studio in the City** program which provides youth ages 15 - 19 with opportunities to apprentice in the arts on various canvases and landscapes throughout the City of North Vancouver. The program provides a valuable experience for youth in the City and gives back to local businesses and community members by adding vibrancy to local neighbourhoods. The program was endorsed by Council in 2021 to be extended to a year-round format, expanding opportunities for youth participation and involvement.
- Engaging children and youth in ways that build capacity and leadership skills while creating intergenerational connections and giving back to communities, including:
 - Facilitated leadership building opportunities for members of the **Delbrook and Lonsdale Youth Advisory Committees**, as well as youth volunteers at Community Recreation Centres and NVCL.
 - Tracking youth volunteers' contributions, supporting work and post-secondary applications, providing references, and nominating active and community-minded volunteers for appropriate awards and scholarship
 - Providing opportunities to meet with City staff and learn more about careers in local government through **School the City** and **SASTP** engagement events.
- Honouring children and youth voices and providing opportunities to present their ideas directly to City staff, Mayor and Council and the community, including:



Capilano Youth Advisory Committee (CYAC) formed in October 2017

- Recognizing students involved in the **SASTP** campaign with a special presentation at North Vancouver City Council and posting their videos on the City’s website.
- Inviting students from the Sutherland **School the City** pilot to be a “planner for a day” and present their ideas to Mayor and Council and City Staff.
- Welcoming another group of **School the City** students from Queen Mary to City Hall for a tour and to share their ideas for making the City more fun.
- Continual focus on engaging children and youth where they are at, including:
 - Engagement events and projects in schools, youth centres and community programs.
 - Open houses in community parks.
 - Ongoing engagement of participants in City programs and drop-ins to gather input from young people in relation to the programs and services offered.



School the City invites students to City Hall

THEME 2: COMMUNITY SPACES

Goal: To ensure community spaces and the surrounding environments provide residents with various opportunities to easily connect with one another.	Focus Areas: <ol style="list-style-type: none"> 1. Public Gathering Spaces 2. Private Gathering Spaces 3. Playgrounds 4. Walkable and Accessible Neighbourhoods
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ACHIEVEMENTS

The City is working with businesses, community partners, and community members to ensure residents continue to have access to diverse, vibrant and engaging community spaces where they can gather to play and build connections by:

- Creating a more welcoming, safe, and fun City for residents of all ages:
 - Increased outdoor public seating throughout City streets and parks.
 - 2016 launch of the **KidCity Map**, designed especially for kids and families so they can explore the City by foot, bike or bus. The map includes puzzles to solve, things to find, and new places to discover.
 - Ongoing playground revitalization and improvements, including the addition of adventurous play equipment to **Chief Dan George Park** and the creation of a new, multi-age playground at **Moodyville Park**.
 - Transformation of the **Shipyards** into a unique, year-round destination including public space for community events, concerts as well as a skating rink and splash park.
 - Creation of **Youth Lounges** at Delbrook, Lonsdale and John Braithwaite Community Centres.
 - Inclusion of **Community Living Rooms** in design of new community centres (Lions Gate, Lynn Creek and Harry Jerome).
 - Development of creative and engaging two new “**pocket parks**” at W. 20th and E. 23rd and St. Andrews.
 - Creation of 7 new **City Parklets** in Central Lonsdale, Shipyards and 5th and Chesterfield to support community and local businesses through recovery year-round. Designed in co-creation with the community, for all ages and abilities, the parklet spaces are programmed through partnerships, celebrating the City’s diverse community.

- Creation of 10 additional **"Parklet Pods"**, 25 **barrier gardens** and over 50 **street seats** added to Central Lonsdale to support economic and social recovery in the public realm.
- Additional **seating, greenscape and art enhancements** to community spaces Living Lane, Fun Alley and Rogers Plaza.
- Public **street seat activations** on West 1st
- **Public Art Walking Tours** and creation of an online **Public Art Map** in partnership with the District of North Vancouver
- Bringing community together to support environmental stewardship and keep City streets and parks beautiful, including:
 - Creating opportunities for intergenerational connection through the **City Park Steward** program (education and outreach, monthly invasive plant removals, park enhancement and restoration, etc.) and community events (Rivers Day, Arbor Day, "Plant + Play" events, etc.).
 - Creating the **Play/United Way Stewardship Team** to steward, program, plant and activate partnered parklets located in Central Lonsdale and Chesterfield and 5th.
 - Installing over 45 new planter pots and gardens along the Lonsdale corridor
- Encouraging safe and active travel across the City, increasing walkability, and providing healthy, accessible, alternative transportation options for people of all ages and abilities:
 - Completion of the **Green Necklace**, encouraging community interaction, fitness, safety, as well as easy access to parks, open spaces and streets.
 - 2018 completion of the City portion of **Spirit Trail**, including partnership with Squamish Nation to complete the Mosquito Creek Marina section of the trail.
 - Development and implementation of the **Safe & Active School Travel Program**, encouraging safe and healthy school travel habits through outreach and improvements to the transportation infrastructure around schools. The program was launched at Queensbury Elementary in 2014 and has expanded to include nine local schools. Each school gets a **"Best Routes to School" map** that shows the preferred routes for walking and rolling to school.
 - Extensive **infrastructure development** across the City to enhance pedestrian safety and increase accessibility (e.g., upgraded crosswalks, new/improved street lighting, redesign of bus stops, wayfinding signage on Green Necklace and Spirit Trail)
 - Partnership with ICBC and local schools on the **Think of Me** campaign, reminding adults to leave their phones alone while driving.
- Directly engaging children, youth and families in creating vibrant, multi-generational gathering spaces, including:
 - Inviting the community to "embrace the space" and collaborate with the City in transforming public spaces into play spaces. The City's **Play CNV** initiative uses placemaking to connect residents, increase the visibility of neighbourhoods and celebrate what the City has to offer. Examples of Play CNV Events and activations include:
 - **Transforming public spaces into people spaces:** Seasonally enhancing, programming and animating Fun Alley, Living Lane, Civic Plaza and Rogers Plaza.



Revitalizing Civic Plaza through an invitation to PLAY

- **Long Table Lunches:** throughout the summer, residents are invited to Civic Plaza once a week to enjoy their lunch, listen to live music, meet their neighbours, and play.
- **Playboxes:** the City built community toyboxes at four locations. The toyboxes are stocked with play and sports equipment and include free access for community members.
- **Family movie nights:** Movies in the Plaza bring hundreds of families into Civic Plaza to enjoy an outdoor summer movie experience and an evening of free family fun.
- **Busking in the City:** invites buskers and street performers to showcase their talents in public spaces throughout the City.
- **See Section 6** for examples of how the City kept Play CNV alive during the COVID-19 pandemic
- Creating and implementing policies that create promote social connection in privately-owned spaces, including:
 - Making changes to the Zoning Bylaw and implementing **Active Design Guidelines** to provide incentives to new developments to include quality amenity spaces in developments, in addition to active design features that make daily physical activity more inviting and encourage social interaction.

THEME 3: HOUSING

Goal: To support the creation of affordable housing that meets the needs of older youth, emerging adults and families	Focus Area: 1. Affordable Housing for Families and Older Youth/Emerging Adults
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ACHIEVEMENTS

The City has continued its commitment to building a community where families, youth, and emerging adults are able to find affordable housing that meets their needs by:

- Implementing development guidelines and regulations that support family-friendly housing, including:
 - Making changes to the Zoning Bylaw and implementing **Active Design Guidelines** that encourage developers to incorporate amenity spaces and other design elements in multi-family dwellings that encourage social connections among all ages.
 - Establishing **guidelines for family friendly housing** - a key objective in the **Housing Action Plan** – which require all new multi-family developments to provide 10% of units with 3 or more bedrooms.
- Supporting the creation of new rental units, including:
 - Adopting a **mid-market rental policy**, requiring 10% of rental units in new secured rental development to be rented at 10% below average market rents in the City. A total of 142 mid-market units have been secured since the policy was introduced in 2015.
 - Amending the **Zoning Bylaw** in 2017 to allow both a secondary suite and coach house on lots zoned for single family development. Secondary suites and coach houses provide ground-orientated rental housing, often in neighbourhoods that are close to schools, parks and other community amenities. Secondary suites and coach houses also allow homeowners to better meet the needs of extended family and emerging adults by accommodating them on-site.
 - Pre-zoning the Moodyville area to provide a variety of new ground-orientated housing in the area, including a requirement that 20% of larger townhouse units include lock-off suites (accessory units) to increase rental opportunities.
- Collaborating with non-profit housing providers to support new affordable/subsidized housing opportunities, including:

- Securing **23 rental units** now owned by the YWCA and rented to single mothers and their children at 'rent geared to income' rents.
- Securing **10 rental units** now owned by VRS Communities and rented to people with disabilities
- Working with Metro Vancouver Housing Corporation (MVHC) on identifying **future development opportunities**
- Ensuring that the City-led development of the Harry Jerome Neighbourhood Lands and North Shore Neighbourhood House includes **a mix of subsidized, affordable and private housing**.

THEME 4: PROGRAM DELIVERY & DESIGN

<p>Goal: To support the development and delivery of a range of high-quality programs and initiatives that can be easily accessed by children, youth, emerging adults and families.</p>	<p>Focus Area:</p> <ol style="list-style-type: none"> 1. Recreation and Culture Programs 2. (Youth) Employment Skills 3. Inclusion and Access 4. Advocacy 5. Marketing and Communication
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ACHIEVEMENTS

The City has continued to create, expand and enhance a wide of variety of child, youth and family programs that are designed and delivered in ways that support healthy development by:

- Creating and enhancing opportunities for informal and free play, including:
 - NVRC **drop-in programs** for early years offered in gymnasiums and activity rooms across the City as well as a free NVRC/NVCL **after school drop-in program** for school age children in Civic Plaza provide opportunities for unstructured play and building connections with other community members.
 - **Playground Leaders in the Park** and **Art in the Park** programs designed to give kids the opportunity to participate in unstructured play in a safe environment, where they can enjoy a variety of activities led by NVRC playground leaders.
 - Free **Community Play Boxes** in local parks stocked with play equipment and games.
 - Outdoor NVCL **summer storytime** programming in St. Andrew's Park and Ray Perrault parks (in partnership with the North Shore Community Resources' WHEELS School's Out Program, and North Shore Neighborhood House).
- Offering recreation and cultural programs and events in the evening and on weekend to increase accessibility for working parents, including:
 - NVCL **evening and weekend programs** for children, parents and teens including Lego Robotics, board game nights, teen activities, and more.
 - NVRC provides **weekend drop-in and registered program** opportunities for parents & children (parent & tot open gym, swimming skating, sports, arts, etc.) and added extra ice time in the early evenings Monday and Wednesday at Harry Jerome to give more skate lesson options.



Playground Leaders in the Park

- **Kid's Night Out** program allowing parents time to go out and explore the Lower Lonsdale neighbourhood while their children enjoy crafts, games and interactive play.
- Creating no-cost/low-cost after school, summer recreation and culture drop-in program opportunities for children in neighbourhood parks and other community spaces, including:
 - **Pool & Play Pass** provides a low-cost opportunity for children to participate in swimming, skating, open gym sports drop-in and other activities during school breaks.
 - Outdoor, community-based **music and dance experiences** in City parks (Ray Perrault, Victoria Park and Mahon Park) and Rogers Plaza.
 - NVRC **after school programming** in City elementary schools in SD44.
 - NVRC **Youth Centres** at Delbrook, Harry Jerome and John Braithwaite focus on connecting with youth and creating a fun and safe environment.
 - Bringing the NVCL **Book Bike** to JBCC Youth Lounge to connect youth with library cards and offer books for check-out.
- Actively working towards a more inclusive community, including:
 - Working with Cascadia Society for Social Working for development of **Fen Burdett track** and a “**grass labyrinth**” in Mahon park and supporting a **weekly craft fair** in Mahon park, providing an opportunity for young adults with special needs be more involved in the local community.
 - **Ongoing review** of NVRC programs to examine ways to make programming more inclusive--specifically to those with language barriers and special needs; program staff are expected to incorporate alternative teaching styles into their learning plans.
 - NVRC **Summer Camp Inclusion Workers** support children with various levels of ability accessing NVRC Summer Camps.
 - NVRC **Volunteer Buddy** program provides support to people with disabilities.
 - Free admission to recreation programs and drop-ins for support workers when accompanying a person with a disability.
 - Ongoing **partnership** with agencies such as North Shore ConneXions, Canucks Autism Network, North Shore Disability Resource Centre, and Inclusion Works North Shore.
- Increasing the number of opportunities for young people to gain diverse work and life experience and connect with peers, including:

CNV COMMUNITY GRANTS

In 2020, CNV awarded over \$56,000 in operating and program funding to non-profit organizations and programs that directly align with CNV4ME goals, including:

- Athletics for Kids
- Autism BC
- Big Brothers of Greater Vancouver
- Big Sisters of BC Lower Mainland
- CMHA – Steps Youth Program
- Crisis Intervention & Suicide Prevention Centre of BC – YouthinBC.com
- Friend 2 Friend Learning Society – Play Centre for Children with Autism
- Hollyburn Family Services – Youth Safe House & Youth Education Navigator
- Living Systems – Play Therapy & Parent Counselling
- North Shore Multicultural Society – Community Bridging
- NS Newcomer Youth Leadership Table Tennis
- North Star Montessori Elementary
- Pacific Post Partum Society
- Parkgate Youth Outreach
- Special Olympics NS Sports Program
- Queen Mary Family Learning Program
- Vancouver Adaptive Snow Sports – Family Learn to Ski/Snowboard Program
- West Vancouver Dance Conservatory
- Youth Unlimited North Shore – Mobile Youth Drop-in

- NVCL **Teen Room** provides space for youth to connect with a caring adult, socialize with friends and feel welcomed in their community.
- NVCL **Reading Link Challenge** for grades 4 and 5 builds social connections for participants who collaborate as a team.
- NVCL **Tween Advisory Group** let tweens get experience with their communication skills, helped them feel welcome and important to the library, meet new friends, and work with a caring adult.
- **Studio in the City** provides paid opportunities for youth to apprentice in the arts on various City canvasses.
- Ongoing **volunteer opportunities** (with honoraria) for youth with various City projects and initiatives. Some examples include ongoing SITC, Play, Shipyards and Parks initiatives, and City events such as CityFest, Youth Awards, Kids in the Hall and Movie Nights.
- Developing user-friendly digital media to provide up-to-date information on all programs, services and opportunities for youth in the City, including:
 - Working with other North Shore municipalities and community partners to develop and launch **NSYouth.com**, a youth services directory for youth aged 12 – 24 on the North Shore.
 - Updating the **NSYouth youth distribution list** in 2021 and developing Friday “youth blasts” that share City and partner opportunities and projects for youth to get involved and/or connect to services.
 - **NSYouth services directory pocket cards** updated annually and distributed through CNV4ME partners.
 - Supporting the redevelopment of **ConnectforKids.ca** for parents and caregivers of children aged 0 – 12 to find programs, services and activities on the North Shore.
 - Promotion of NSYouth.com and ConnectforKids.ca on City webpages, social media feeds and newsletters.
 - Creation of a **youth page** on the nvrc.ca website. This highlights services provided in recreation facilities by NVRC, NSNH, and PCSS including drop-ins, leadership opportunities, registered programs etc.
 - Targeted **social media promotions** regarding Youth Advisory Committees, and the various activities they implement for youth.
- Offering programs that allow for creative self-expression and provide opportunities for young people to publicly showcase their creative works, including:
 - NVRC **Crafternoons**
 - Family **workshops** in digital animation, origami, First Nations dance and movement, lantern making, etc.
 - Annual **Kilby Art Contest** and **Writing Contest**
 - CNV4ME table partnership with Foundry Youth Advisory Committee to create the youth-led and youth-designed **Foundry Mural**, a project that brings vibrancy to the facility while highlighting services provided to community.
 - NVRC’s **Art Display Program** was enhanced and expanded in 2019, including targeted opportunities around Youth Week in 2020.
 - Creating opportunities for Queen Mary students to advise on the design of the **Community Play Parklet**
 - [See below](#) for how the City provided opportunities for youth to be creative while building social connection throughout the COVID pandemic.
- Providing direct funding to non-profit organizations, community groups and individuals to support programs, projects and initiatives that advance the goals of CNV4ME, including:
 - CNV Community Grants of over \$56,000 in 2020 to non-profit organizations serving children, youth and families.
 - \$20,500 in annual funding via the Children & Youth Initiatives Fund for activities that are of primary benefit to children and youth in the City.

THEME 5: COMMUNITY PARTNERSHIPS

Goal: To continue to foster a highly collaborative environment in which partners work together to achieve positive outcomes for children, youth, emerging adults and families.

Focus Area:

1. Supporting collaboration

ACHIEVEMENTS

Partnership and collaboration are key to the work of the City in achieving a child, youth and family friendly community. The city continues to be an active partner to local organizations and community groups, by:

- Working alongside local organizations and community in planning and service delivery of City initiatives, including:
 - Partnering with HASTe Hub for Active School Travel as part of the Safe and Active School Travel Program
 - Collaborating with SD44, North Shore Neighbourhood House and North Shore Multicultural Society to pilot the School the City Activity Kit
- Spearheading collaborative initiatives that support youth to engage directly in partnership building and collaboration with SD44, community members, partner agencies and small businesses, including:
 - Mutually beneficial projects such as **Studio in the City** and **Harvest Table**, which created meaningful intergenerational social connections while building youth capacity and honouring their contributions.
 - **Chill with a Cop** pop-ups that connects youth to RCMP and City staff in a fun way, including a slurpee truck and games
- Sitting at and championing collaborative tables and partnerships
 - **North Shore Child Care Partnership**, which received a 2016 Child Care Award of Excellence for supporting and delivering child-care initiatives. The North Shore Partnership won the local government category in the BC honours for outstanding child-care providers.
 - **North Shore Community Action Team (CAT)**, a multi-sector collaborative with over 20 members working together to improve Child and Youth Mental Health and Substance Use (CYMHSU) services and supports in the community.
 - **Foundry North Shore** partnership, working with other partner organizations to address the health care needs of youth ages 12 to 24 and their families.
- Creating a collaborative plan for childcare
 - The **CNV Child Care Action Plan 2021 – 2031** includes short, medium and long-term targets and actions to improve the accessibility, affordability, and quality of childcare in the City and sets 6 priority actions:
 - Develop funding strategy with senior government for new spaces
 - Leverage the City's and publicly owned assets for childcare
 - Achieve the City's targets for creating new spaces
 - Achieve new spaces through development
 - Built partnership and protocol with the School District for childcare
 - Work with partners to advocate for investments to support the City's needs
 - In response to the Plan's findings that only 9 childcare spaces exist per 100 school aged children, Council has directed staff to create a **coordinated CNV after-school program initiative** with key partners.

5. Connecting Children, Youth + Family During the COVID-19 Pandemic

The COVID-19 pandemic meant the City has needed to reallocate resources to address acute and emerging needs. Public Health restrictions around indoor gatherings and events have presented challenges in direct engagement with young people and their families. Early in the pandemic city staff pivoted their activities to align with community needs while continuing to advance the goals of the CNV4ME strategy, including:

- Finding innovative and creative ways to engage and maintain connection between City residents while celebrating our collective resiliency, and setting the stage for a successful economic and social recovery, including:
 - Pivoting **CNV Play** to activate and animate the City's streetscape through art, creative street seats, additional greenscapes, and new City parklets
 - CNV staff supported local youth artists to partner with local businesses and community agencies to activate window fronts with messages of hope and **Murals of Gratitude**. The murals serve as a reflection of community and remind City residents that we are all in this together. Murals were created at seven locations along the Lonsdale corridor and Lower Lonsdale and celebrate City resilience, strength and pride.
 - Through the **Buckets of Hope** campaign the CNV4ME Task Force distributed buckets filled with colourful street chalk and resources to connect the community in meaningful ways and honour front line workers with messages of gratitude. Students from Sutherland Secondary were engaged in distributing buckets to the North Shore Neighbourhood House Food Hub and created chalk art outside Lions Gate Hospital.
 - Pivoting to a **Roaming Busking program** over the 2020 summer season.
- Maintaining child, youth and family programming and engagement through innovative strategies and quick pivots
 - Studio in the City 13 pivoted to a smaller, safer format called **Studio in the Streets**, supporting the **Open Streets Action Plan** and social recovery efforts through colourful street art interventions. This pivot provided a valuable experience for youth to animate the streetscape while connecting with residents and businesses along the Lonsdale corridor. Through continuing the program, youth were provided with a paid opportunity to apprentice in the arts during a time of limited opportunities due to the pandemic.
 - One of Studio 13's many projects included the **Mini-mural Project** - a series of 25 "mini murals" displayed in Shipyards and then moved to the planter barrier gardens that line Central Lonsdale. Within a theme of "City pride" local youth artists created a series of panels inspired by and in support of community. Each mural is anchored in themes of connection, hope, pride and resilience.
 - The City and CityFest Committee quickly adapted to provide new and meaningful ways to highlight youth and their positive contributions to the community through **CityFest at Home**, part of **CityFest Youth Week**. The online social media event provided a valuable opportunity to celebrate and connect youth and community during a challenging time.
 - NVCL **virtual programming**:
 - Storytimes for babies, toddlers and children
 - Tween Trivia
 - Gaming events for grades 6 and up, including a Spring break tournament
 - Digital Animation workshop with The Cinematheque for grades 6-10
 - Creative Writing Workshop for Teens in grades 7-12
 - Teen Summer Reading Club
 - NVCL puzzles and games collection for families to check out and bring home to play together.
 - Pop-up library programming using the NVCL Book Bike Spokes 'N Wheels
 - Development of a technology lending program via NVCL

- Responding directly to needs identified by youth and increasing the number of outdoor spaces and places to gather safely, for example:
 - After learning that youth were hanging out in Civic Plaza during the pandemic, NVRC and NVCL develop an **after school drop-in program** in the plaza
 - **School the City COVIDeo Diaries** provided youth an opportunity to document their experience in the City during the pandemic
 - Creation of 8 new **CNV Play Parklets** that provide no-cost opportunities for youth to connect safely outdoors.
 - Leading youth engagement projects in the new parklets spaces via CityStudio
- Leveraging additional funding opportunities and partnerships, including
 - Supporting the development community-based projects through the United Way Lower Mainland **Acts of Local Love** mini-grant program
 - Securing funding from BCRPA for the **after-school drop-in program** in Civic Plaza
 - The process of building **parklets** invited opportunities for co-creation with Skwxwú7mesh Úxwumixw, the Lower Lonsdale BIA, United Way Lower Mainland, Neptune Terminals, local businesses, non-profits, waterfront partners, and students – inviting cross cultural connection and creativity to celebrate our diverse community.

Throughout the pandemic, the vision and support of Council has allowed staff to adapt and respond quickly to support children, youth and families in the City and invest in social recovery initiatives aligned with the Strategy. We learned we can be agile, adaptable and respond quickly. Having less barriers to implementation of the initiatives outlined above allowed staff to roll things out quickly and respond in line with emerging issues, which was well received by the public during a challenging time. A key lesson learned during the pandemic which can continue beyond the recovery period is the power of engaging while doing. This kind of hands-on engagement with children, youth and families fosters involvement, trust and broader community connections.

OPEN STREETS ACTION PLAN - PARKLETS

The CNV Open Streets Action Plan is creating more space for City residents to physically distance during the COVID-19 pandemic. The plan saw development of 8 new public parklets and 10 new mini-parklets. These modular public spaces are welcoming and inclusive to people of all ages and abilities.

Open Street Parklets include:

- The Funky Parklet, provided in partnership with the Lower Lonsdale BIA and located at the Shipyards
- The Pride Parklet, provided in partnerships with UWLM and celebrating the LGBTQIA2S+ community
- The CNV Community Parklet, a covered space for all-weather socializing
- The Play Along the Way Parklet, a fun space for children to feel a sense of place and create intergenerational connections
- The Shipping Container Parklet, a fully accessible public space provided in partnership with Neptune Terminals
- The Barklet, a public space to enjoy with furry companion
- The Community Play Parklet, a shipping container parklet provided in partnership with the UWLM, Seaspan/SRY and Squamish Nation.



Community Play Parklet at 5th and Chesterfield

6. Looking forward

As outlined in Section 5, City staff and our community partners have made great strides in increasing child, youth and family friendliness in the City. As the City moves into the COVID-19 recovery period and charts a new course forward – in particular via the development of a Community Well-being Strategy – there is a key opportunity to revisit the goals, focus areas, and action points of the CNV4ME strategy as well as the priorities of the CNV4ME task force.

INTEGRATION WITH THE COMMUNITY WELL-BEING STRATEGY

- As the City develops the Community Well-being Strategy (CWS), staff can work together to support alignment with CNV4ME by identifying goals and focus areas that can be incorporated into the CWS.
- Action points within the themes of housing and community spaces are particularly well-suited to the CWS.
- The CNV4ME Task Force can support the development of the CWS and other community plans helping planning staff build understanding of how City initiatives and policies impact the lived experience of children, youth and families.

COMMUNITY ENGAGEMENT

- **New focus areas**
 - As the City moves into the next stage of building a vibrant community for children, youth and families, there is an opportunity to centre engagement on new focus areas, including:
 - Reconciliation: what can the City do to move forward on the TRC Calls to Action, particularly as they apply to children, youth and families? How do we do this in a way that affirms and honours First Nations culture and identity?
 - Building equity: how can the City best address the inequities that exist for children, youth and families in our community, especially those that have been exacerbated by the pandemic?
 - Recovery and resilience: What does a child, youth and family friendly pandemic recovery look like? How might we celebrate our collective resilience?
- **Continued hands-on, creative engagement**
 - The success of initiatives such as Studio in the City has shown the effectiveness of engaging youth through art and public-space activation. We can build on this success by continuing to provide innovative ways for children, youth and families to engage with the City, contribute to the vibrancy of their communities, and express themselves creatively.
 - During the pandemic, we've also learned the power of doing. Efforts can be made to continue to engage creatively with children, youth and families where they are at in the community.
- **Implementation of the School the City Phase 2**
 - School the City (STC) Phase 1 involved the development and piloting of the School the City Activity Kit, a resource for City staff, educators, and community partners to increase civic engagement among children, youth, and families through fun, easy to implement activities.
 - School the City Phase 2 will involve bringing the activity kit into City schools and partnering with teachers to deliver activities STC activities in the classroom and implement child and youth-generated ideas in the community.
 - STC activities – both in and out of the classroom – can also be used to support authentic, meaningful engagement with children, youth and families for the City's Community Wellbeing Strategy and co-creation of a community-based COVID recovery plan.
 - STC Phase 2 will also include additional training for City staff on using the STC activities when engaging with children, youth, emerging adults on upcoming initiatives and projects.

- **Tap into existing youth advisory tables/groups**
 - When child, youth and family perspectives are needed on specific City initiatives, one of the most effective ways to consult youth is to leverage the relationships, trust and rapport built into the many youth advisory tables, action teams and task forces that exist across the City.
- **Move up the engagement ladder**
 - Research suggests initiatives that include youth-adult partnerships which are youth-led and youth-driven are an effective way of authentically engaging with youth and promoting positive youth development. This type of engagement goes beyond consultation and provides opportunities for youth to initiate projects and programs and share decision making with adults.
 - The City can move up engagement ladder to find ways to have more child/youth-led and child/youth-adult partnerships in planning and implementing programs and initiatives. For example, supporting children and youth to take the lead in implementing the ideas that arise through School the City.

COMMUNITY SPACES

- **Continued youth-led activation of community spaces**
 - Building on the success of Studio in the Streets and the Open Streets Action Plan, staff can continue to co-create and activate free, accessible and visible spaces that attract and welcome youth.
 - Staff can also address an identified gap in terms of applying the same principles of child and youth-led engagement to creating spaces that attract and welcome children in the preteen/young teen age group (ages 10 – 14).
- **Creation of new urban-public spaces**
 - As density increases there is increased need for co-creation of new third spaces in the City that allow for community connections and that meet the ever-evolving needs of children, youth and families, especially those that are underhoused/living within overcrowded housing.
 - Staff can continue to build partnerships with local businesses, community partners, and other stakeholders to create spaces that meet community needs while helping to stimulate social and economic recovery from the pandemic.
 - Additional opportunities exist to go beyond policy development to work directly with developers in the application of Active Design principles to support creation of third spaces that reflect community needs.
- **Continued activation of Civic Plaza, Shipyards and Rogers Plaza**
 - Leading into and during the COVID-19 pandemic, the City has effectively animated public spaces and venues to create safe, outdoor programming for children and youth. There is opportunity to scale up these efforts to create more semi-structured/semi-supervised activities for pre-teens that lack spaces for activities/hanging out.
 - As public health restrictions ease, Civic Plaza, Shipyards and Rogers Plaza are ideal spaces for continuing to bring the community back together in safe and measured ways.

HOUSING

- **Focus on social aspect of housing**
 - As the City continues to implement the Housing Action Plan and create more access to affordable housing, the CNV4ME task force can work to
 - Inform planning with a focus on how housing initiatives/policy impact the lived experience of children, youth and families.
 - Continue to support City staff in identifying housing needs, issues and gaps

- Advocate for the development of more safe spaces for at-risk youth and young adults, as well as families leaving domestic violence.

PROGRAM DELIVERY AND DESIGN

- **Continue supporting the work being done by community partners to address child and youth outcomes**
 - Provide flexible funding to partners including operating grants that support organizational sustainability via Community Grants.
 - Support development and implementation of youth- and community-led programming via Children & Youth Initiatives Grants.
 - Leverage existing relationships with funders (e.g., UWLM) to support neighbourhood level, community-led initiatives.
- **Supporting development of programs for preteens**
 - Recent data from the MDI as well as anecdotal data from community partners have identified a gap in spaces and programs for children between the ages of 10 – 13 (Grades 4 through 7). This is an age when kids are transitioning out of after school care programs and are not yet old enough for completely independent youth activities.
 - Staff and community partners can continue to support the development of no-cost/low-cost afterschool, summer recreation and culture drop-in program opportunities that specifically cater to preteens.
- **Adapting and expanding existing city-led child and youth programming**
 - Continue to development and implement programs that engage children and youth with the City, such as Studio in the City
 - Use School the City to find out from children and youth what programs they want to see in community spaces, parks and playgrounds.

COMMUNITY PARTNERSHIPS

- **Lead efforts to gather, share and plan at the neighbourhood level**
 - Creating a child, youth and family friendly city requires coordination, partnership, and shared responsibility. City staff can work with the CNV4ME Task Force to streamline their focus and become more action based at the neighbourhood level.
 - City staff can continue to plan and design affordable, easy to implement city-driven initiatives for engaging families to express themselves in public spaces, show city pride, celebrate resilience and create social connections (e.g., buckets of hope). This includes working with partners to get things going on the ground.
- **Continue to advocate for childcare solutions that work for families**
 - There is a demonstrated need for part-day, flexible childcare on the North Shore. The pandemic has had a significant impact on the availability of childcare, bringing uncertainty and stress to families and creating new needs as the nature of work changes.
 - City staff, the CNV4ME Task Force and childcare planning partners can work together on how to support emerging child care needs.
- **Continue to support collaborative impact initiatives**
 - The City plays a key role in collaborative initiatives and planning tables such as the North Shore Community Action Team (CAT), North Shore Foundry, North Shore Immigrant Inclusion Partnership (NSIIP), and the North Shore Child Care Action Team. Maintaining this support and working with

partners on development of new collaborative and collective impact initiatives will help to support systemic change for children, youth and families.

- **Advocate for a convening structure for early and middle years across the North Shore**
 - Funding and coordinator of the North Shore Connect for Kids (C4K) Early and Middle Years Planning Table ended in 2018. There remains a gap in formalized structures to bring service providers together to share, plan, and create innovative and collaborative solutions to improve early and middle childhood outcomes. The City can play a key role in working with community partners and other North Shore municipalities to identify and address gaps arising from loss of the C4K table.
 - There exists a particular need for a better understanding of the needs of preteens, including the potential for a collaborative needs assessment and/or strategy for developing programs and services that will welcome, engage and support preteens as they transition to adolescence.
- **Support knowledge mobilization and data sharing**
 - There is a great deal of data collected about children, youth and families on the North Shore (e.g., EDI, MDI, BC AHS, etc.) and a great deal of data will be coming that will shed a light on the ongoing impact of COVID on children, youth, emerging adults and families. The City is well positioned to gather, share and plan around emerging data, for example by partnering with HELP, McCreary, and other research institutions to discuss and share data, identify local trends and create collaborative strategies for addressing needs.
- **Support/increase capacity of NSyouth.ca and ConnectforKids.ca**
 - NSyouth.ca and Connectforkids.ca were created as places where families and youth can learn more about services and support and where community partners can share events, activities and initiatives. The City can work with community partners to keep the sites active and up to date while ensuring their sustainability.

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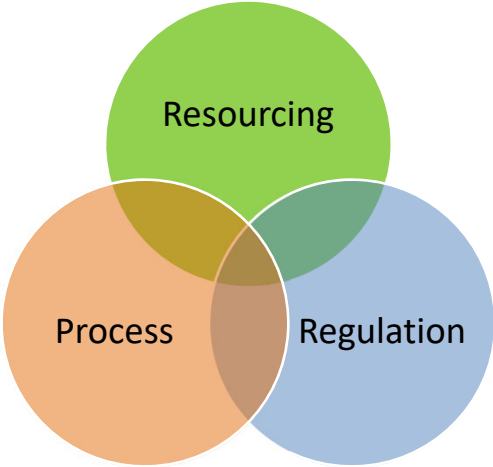
Development Process Improvements

Presented November 1, 2021


Planning and Development
Engineering Parks and Environment



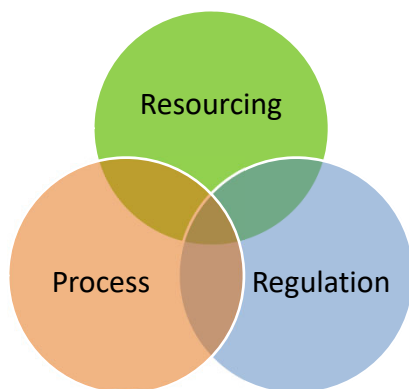
System Approach



The diagram consists of three overlapping circles. The top circle is green and labeled 'Resourcing'. The bottom-left circle is orange and labeled 'Process'. The bottom-right circle is blue and labeled 'Regulation'. The intersections of these circles are shaded in various colors: green/orange, green/blue, orange/blue, and a central brownish-green where all three overlap.

2

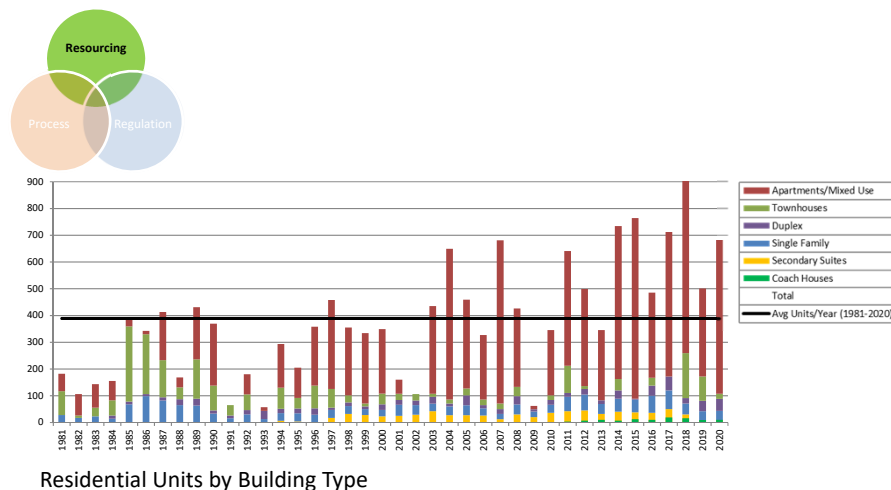
System Approach



OUTCOMES

- Increasing process transparency, equity and predictability;
- Increasing the City's ability to positively influence the quality of projects under review including alignment with City policies.
- Reducing the staff time required for individual reviews; and,
- Reducing the overall time from the point of inquiry to permit issuance.

Sustained Strong Construction Activity



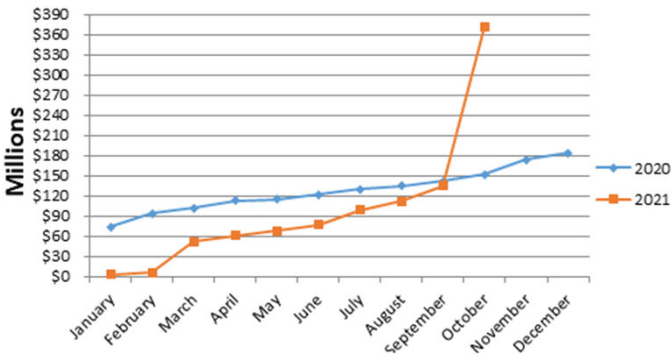
Major Projects

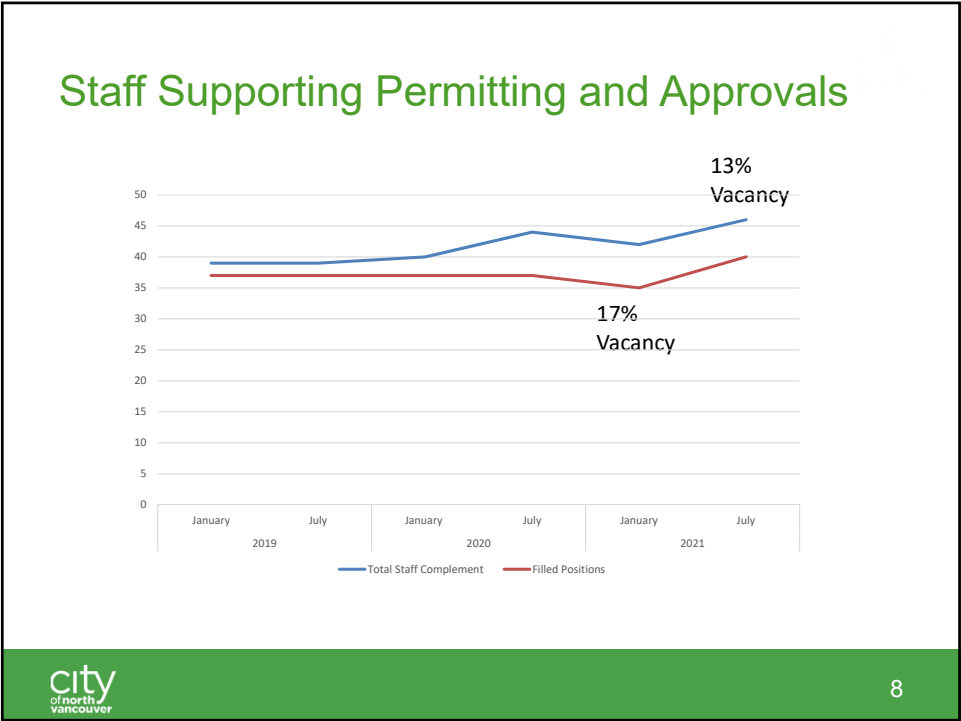
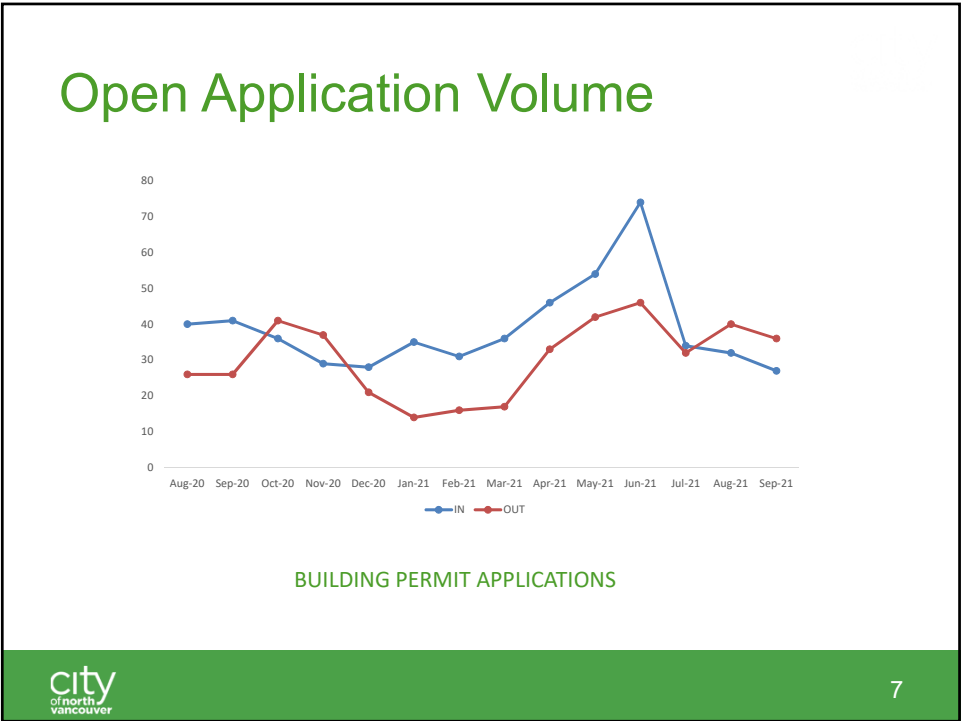
- Moodyville (423 units occupied, 498 units under permit)
- Harry Jerome "Lonsdale Square" (~800 units, 213 under construction)
- Harbourside "North Harbour" Phases 1 and 2 (678,000 sq. ft.)
- Central Lonsdale projects (Between 13th and 17th) (~6 larger developments in process)
- Hospital Expansion (155,000 sq. ft.)



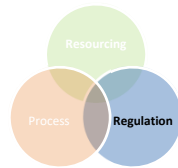
Strong Construction Activity

To Date Construction Value for 2020-2021





Regulatory Changes



Completed

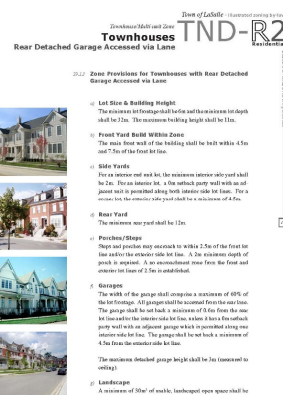
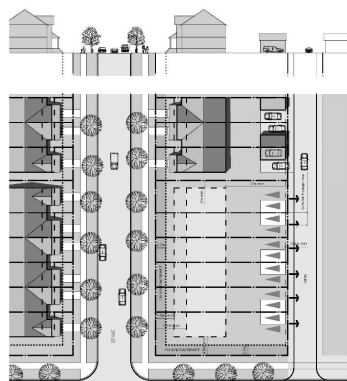
- Updates to Subdivision Development Control Bylaw
- Antenna Regulation Review
- Open Appendage Calculation Simplification

Now Underway

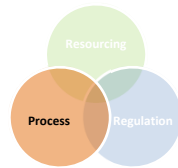
- Coach House Regulation Review
- Residential Multifamily 1 Zoning

Zoning Review

Designing Better Regulations



Process Changes



Completed

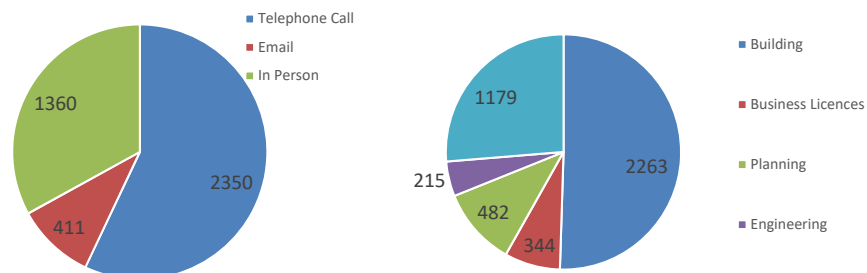
- Dedicated Tenant Improvement Resource
- Low Density Review Centre
- Business License Process Review
- Home Based Business Streamlining

Now Underway

- Service Centre Review
- Development Process Review



Client Services Center and Online Services





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 Department Manager	 Director	- Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
PLANNING & DEVELOPMENT DEPARTMENT
ENGINEERING, PARKS & ENVIRONMENT DEPARTMENT

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Michael Epp, Director, Planning and Development
Karyn Magnusson, Deputy Director, Engineering, Parks and Environment

Subject: DEVELOPMENT PROCESS IMPROVEMENTS – FALL 2021 PROJECT
UPDATE

Date: October 20, 2021 File No: 13-6630-01-0001/2021

ATTACHMENTS

1. Council Report -- Development Process Improvements and Proposed Amendments,
March 1st, 2021 ([#2107346](#))

PURPOSE

This report provides an update on initiatives to expedite and improve permit and planning application processing.

BACKGROUND

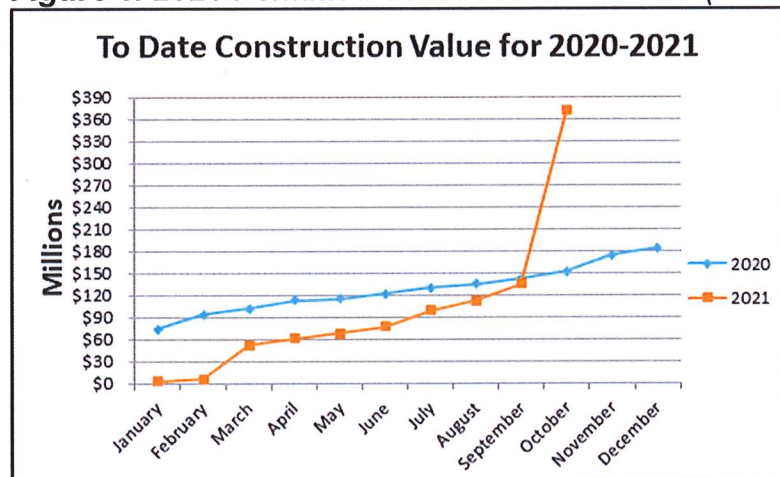
Since 2015 the City has experienced increased development and construction activity, with the volume of property transactions, development enquiries and planning and construction projects substantially exceeding historic levels. Construction values in 2021 are forecast to substantially exceed 2020 levels (see Figure 1).

At the same time, increasing process complexity and resourcing constraints have presented a challenge for the City to deliver the desired and historic levels of customer service through the development approval process - timelines for all subtypes of

building and planning applications have increased as a result, creating a ripple effect on the delivery of new housing units and jobs.

In the past two years, these challenges have been further exacerbated by the COVID-19 pandemic, resulting in further processing delays.

Figure 1. 2021 Permitted Construction Statistics (January to September 30, 2021)



*** Significant increase in October 2021 is owing to the receipt of permits applications for Concert Property's North Harbour development. Several additional larger applications are anticipated in 2021.*

These conditions have been typical in the region and many municipalities are striving to remedy the situations and improve service delivery. New approaches are needed to manage the permitting process effectively.

- On February 25, 2021, Council approved the Phase 1 COVID Restart grant allocation which includes a significant focus on business transformation for City services.
- On March 1, 2021, Council unanimously endorsed a development process improvement project to improve services and access to information, reduce backlog and provide predictable outcomes and for staff to report back on progress on measured improvements (Attachment 1). This start-up report included several "quick start actions" and next steps, updates on which are provided in this report.
- On April 1, 2021, Council directed staff to submit a grant application to UBCM for Development Approvals Grant Application funding.
- In August this year, the City selected as one of the nine municipalities in the Lower Mainland that were successful in securing the UBCM funding. A grant of \$470,000 will support and augment the City's process improvement, as outlined in this report.

DISCUSSION

This report provides an update on progress to date and planned initiatives across the four priority areas for service improvements which were previously identified:

1. Support economic recovery, including supporting small businesses;
2. Improve customer experience;
3. Remove regulatory barriers; and
4. Sustainable resourcing strategies.

Support Local Businesses and Local Economy

Small businesses have been challenged with the impacts from COVID-19 and having efficient municipal processes can remove uncertainty and create a stronger climate to provide businesses with confidence to make significant investments. Through proactive measures, the City can reduce the time cost and burden when municipal approvals and permits are required prior to an expansion or relocation. Early efforts in this area as well as planned and ongoing initiatives are outlined below.

Actions to Date:

- Implemented a simplified “declaration of compliance” approach for home-based businesses, eliminating the need for Planning Department review resulting in a reduction of typical processing times for home based business licenses;
- Established a dedicated staff resource for facilitating the processing of commercial tenant improvement permits. This position has recently been filled and Building has begun offering improved responsiveness for businesses fitting out or renovating their premises.
- Completed a third party review of the Business Licensing process and identified a number of short term measures to improve ease of access, streamline processes, and strengthen online services to reduce typical processing times and improve customer service.
- A business licensing customer satisfaction survey was also completed in mid-2021 to solicit feedback and suggestions for improvement from businesses based on their experience with the business licensing process.
- Made changes to the Subdivision and Development Control Bylaw that reduced offsite upgrades and simplified City reviews for building permits that did not substantially change the floorspace or use.

As a temporary measure to enable resources to be most effectively deployed to support high priority applications and reduce the permit backlog, the processing of Sign Permits has been on temporary hold. Where necessary, staff are able to provide informal guidance on Bylaw compliance to specific applicants. This has resulted in a substantial increase in staff time to support other permit types and has had no discernable effect on

compliance with the Sign Bylaw. Formal processing of Sign Permits will resume at a later date.

Forthcoming:

- Implementing fully online services for Business License applications.

Process Review to Enhance Service Delivery

A significant and concerted effort has been devoted to improve communication and clarity in the permitting process, with the overall objectives of:

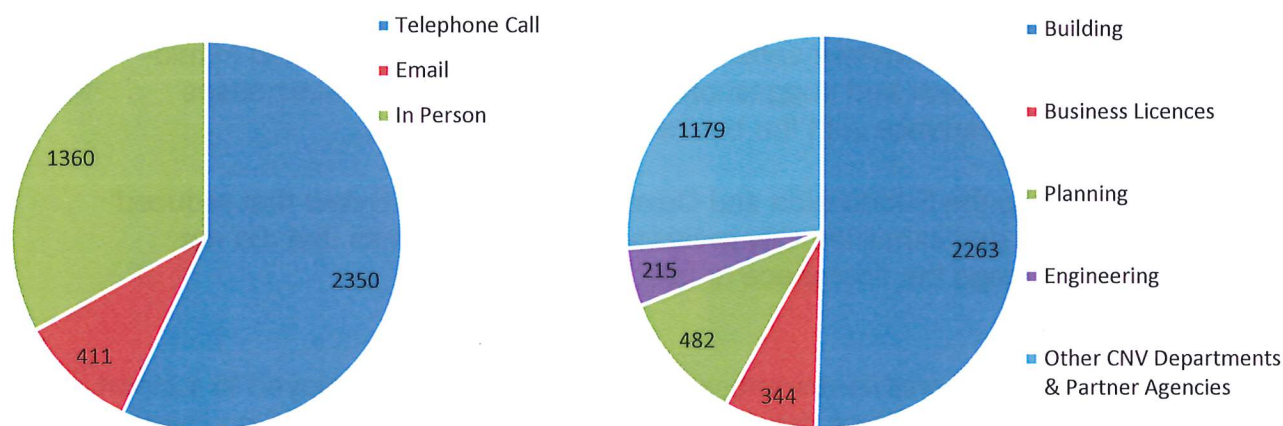
- *Increasing process transparency, equity and predictability;*
- *Increasing the City's ability to positively influence the quality of projects under review including alignment with City policies.*
- *Reducing the staff time required for individual reviews; and,*
- *Reducing the overall time from the point of inquiry to permit issuance.*

Several initiatives have been completed or are currently underway as outlined below.

Actions to Date:

- Launched "Gateway", a unified customer service center currently handling inquiries, payments, and other customer interactions relating to Building, Development Services, Planning and Business Licensing, as well as providing a first point of contact for all in-person visitors to City Hall. Gateway provides improved response times, enhanced digital services, and increases staff time available for permit processing. From inception to date Gateway has tracked, responded to or assigned approximately 4,500 unique enquiries and customer feedback on the level of service has been positive.

Figure 2. Gateway Interactions by Type and Business Area (Year to Date, 2021)



- Appointed a third party consultant (MNP) to undertake a service centre citizen experience study to explore consolidated service counters and aligning City services behind the Gateway service counter.
- Established a “Low Density Housing Review Centre”, consolidating two portions of the Building Permit application review process into a single work group. This will simplify communications with clients and allow for a streamlined review process for smaller applications (single family homes, coach houses, etc.).
- Appointed a third party consulting firm to undertake an end-to-end review of all components of the development approval and construction permitting process. A findings report is anticipated in March 2022, with recommendations for process modifications.
- Multiple internal process modifications implemented, including permitting a concurrent review of Building Permit applications after 3rd Reading of a Zoning Bylaw, putting systems (multiple trackers and ongoing communication coordination) in place to augment IPS (Infor Public Sector), and assembling teams to clear backlogs.
- Established internal benchmark processing times for each stage of each application type. A system is now in place to monitor and report on all overdue reviews.
- Conducted a survey of customer experience for building permit and planning application clients to establish a baseline from which to measure improvements in client satisfaction and to assist in targeting improvements.
- Created better reporting from the City’s permitting software to track backlog and efforts to process to building business intelligence to support further process improvements.

Forthcoming:

- Phase 2 of the end-to-end process review, following Phase 1 recommendations from the consultant review, will include implementing new processes and tools to reduce staff time and effort required to complete reviews. This work will begin in Q2 of 2022 and will be a significant component supported by the UBCM grant;
- Continue the expansion of electronic plan review, electronic document signing, and enabling a greater number of permit types and services online;
- Setting a formal service standard for processing times for each permit type as a Key Performance Indicator and tracking results;
- Hiring of a Supervisor of Client Services (currently recruiting) to continue development and enhancement of Gateway;
- Completing the implementation of the “CityPal” permitting software for improved

file management of all application types.

Regulation Review to Streamline and Pivot to Emerging Priorities

As the City works to process a significant volume of complex applications, developments are experiencing extended timeframes at all stages of the approval process. These types of developments are currently processed by the City in a 'transactional' or 'one-off' manner, with project parameters and requirements determined on a case-by-case basis and a dependency on significant and often complex negotiations. Focusing on the most typical application types, the City is seeking to develop consistent zoning and design standards that apply to new applications, reducing the need for determining such standards individually and resulting in improved overall design outcomes.

Similarly, existing requirements for smaller application types are often felt to be onerous and strategies to reduce applicable regulations while maintaining design quality are being explored.

Actions to Date:

- Initiated a review and simplification of coach house regulations and approval process, including a proposed removal of the pre-consultation process for coach houses which is anticipated to reduce processing times by approximately one month. A report is anticipated for Council consideration this year.
- Launched an alternative rezoning approval process pilot (under the Balanced Housing Lab initiative) to seek early input from the community and decision makers.
- Retained consulting firm to assist in developing a new base Residential Multi-family 1 zone and guidelines. This base zone is anticipated to be used for the majority of development proposals requiring rezoning within the "Residential Level 5" land use designation and will be brought forward for Council consideration in early 2022.
- Adjusted trigger values for review and delivery of off-site improvements to better align with increasing project costs and reduce staff review of simple and lower value projects.

Forthcoming:

- Scoping and developing a detailed project plan for zoning bylaw regulatory review, which will include creating new base zones for all typical forms of development in the City and seek to simplify regulatory requirements. Staff will report to Council with anticipated project timelines and parameters.

Sustainable Resourcing Strategies

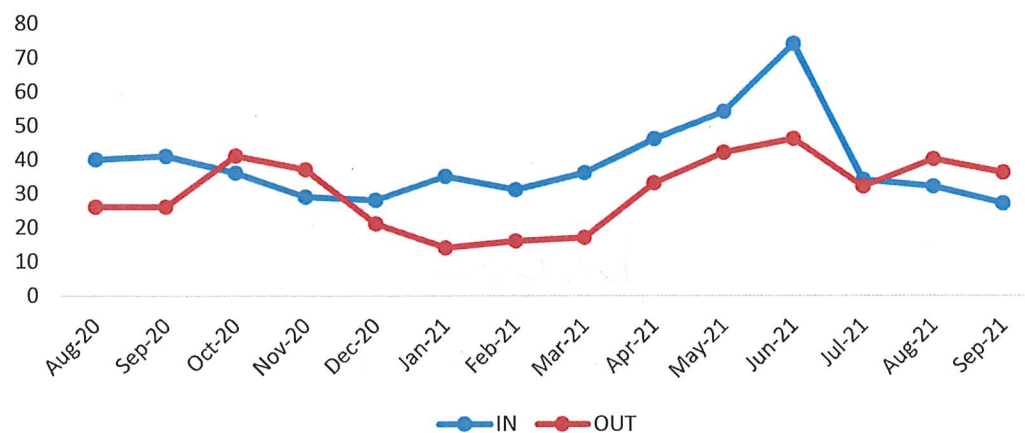
Resourcing constraints owing to COVID-19 and to the Province-wide skilled labour shortages in construction and development industries have resulted in slow recruitment processes and reduced staff capacity. Further, recent enactment of qualification requirements in the provincial Building Act have severely reduced the available applicant pool. Several strategies have been put in place to better match resources to work volumes and maintain consistent service levels for clients.

Actions to Date:

- While effort and emphasis has been placed on hiring into vacant positions some vacancies continue. From Jan 2021 to October 2021, the number of vacant regular full time (RFT) positions in Building have decreased from 24% to 12% and from 16% to 0% in Development Planning while positions both RFT and TFT in Development Services remain approximately 25% vacant;
- Recruitment for several new resources has been successfully completed, including: a dedicated staff resource for facilitating Tenant Improvements and an additional plans examiner role in the Low Density Housing Review Centre, and two new staff resources to facilitate major developments in process.
- Established a dedicated Fund and process to allocate permit revenue to staff resources;
- Established a rapid-response process for significantly overdue in-process applications, resulting in 12 overdue pre-consultation applications being completed.

These activities have already contributed to a reduction in the permit backlog. Staff are now processing the existing queue of building permit applications at a faster rate than new applications are being submitted (Figure 3 below).

Figure 3. Building Permits Received (In), Versus Issued (Out)



Forthcoming:

- Five staff positions which directly support permit processing remain unfilled—recruiting for these key roles will be a priority;
- Completing the development of monitoring systems to track and report on review timelines, volumes, and other key business metrics.
- Reviewing fees to ensure revenues collected support the level of resource required to maintain desired service levels.

FINANCIAL IMPLICATIONS

An allocation of \$600,000 from the COVID-19 safe restart grant money has been allocated previously by Council to advance these efforts with short term staffing and consultant support to reduce back log of work and deliver process changes as described above. This significant City contribution is being augmented by a grant of \$470,000 for Development Process Improvements from UBCM.

INTER-DEPARTMENTAL IMPLICATIONS

The cross departmental team made up of staff from Engineering, Parks and Environment, Planning and Development and Community and Partner Engagement have worked collaboratively to develop this work plan. The City's Leadership Team has provided high level direction to proceed with first phase priority work.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The 2018-2022 Council Strategic Plan identifies a vision to create the Healthiest Small City in the World, through five key priorities. Provision of a timely and predictable development review process supports the ongoing investment in our community and the creation of cost effective housing and public amenities. This project supports all five priorities of Council Strategic Plan.

RESPECTFULLY SUBMITTED:



Michael Epp
Director, Planning and Development



Karyn Magnusson
Deputy Director, Engineering, Parks and
Environment



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

**PLANNING & DEVELOPMENT DEPARTMENT
ENGINEERING, PARKS & ENVIRONMENT DEPARTMENT**

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Michael Epp, Director, Planning and Development
Karyn Magnusson, Deputy Director, Engineering, Parks and Environment

Subject: DEVELOPMENT PROCESS IMPROVEMENTS AND PROPOSED
AMENDMENTS

Date: March 1, 2021 File No: 13-6630-01-0001/2021

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

RECOMMENDATION

PURSUANT to the report of the Director, Planning and Development, and the Deputy Director, Engineering Parks and Environment, dated March 1, 2020 entitled "Development Services Process Amendments":

THAT staff be directed to advance the development process improvement initiatives to improve service and access to information, reduce backlog and provide predictable outcomes and for staff to report back on progress and measured improvements;

AND THAT staff be further directed to bring forward amendments to the "Subdivision and Developments Control Bylaw, 2010, No. 8014" including updates to Part 7 – Servicing Requirements and to Schedule A – Required Levels of Service.

PURPOSE

The purpose of this report is to update Council on the now underway initiative to improve and streamline the City's development review process, including a series of quick actions to improve service, reduce backlog, improve access to information and provide predictable outcomes. Council direction is sought to continue to advance this work, to introduce regulatory changes and report back on measured improvements and in order to support Council's strategic plan and the City's first corporate plan.

The report provides an overview of the comprehensive, multi-department process improvement project that will utilize COVID restart funds to help the City address the service challenges that have arisen during City Hall shut down and allow us to pivot our processes to a more online customer focused streamlined experience.

BACKGROUND

The City of North Vancouver has a reputation for being a nimble and dynamic city that delivers exceptional public spaces yet with respect to development approvals, processing complexity and consistently high volumes have made it increasingly difficult to deliver the desired level of customer service to those wishing to improve their property or their business.

In June 2020, as part of a set of municipal actions and strategies to address and mitigate anticipated economic impacts from the COVID-19 pandemic, staff were directed to explore process improvements to streamline permit approvals to reduce development application, permit and license processing times. Further in December 2020, the Mayor's Business Advisory Working Group's Business Round Tables Report and associated recommendations were endorsed by Council, which included direction to:

"Streamline business licensing, development applications and permit processes to reduce processing times and costs for business-related services. Continue to perfect the online CityServe permit application."

Given this context, process predictability and timing is particularly important to our customers seeking permits, and these processes have been strained as a result of resource constraints and required modifications owing to the COVID-19 pandemic.

DISCUSSION

An inter-departmental working group comprised of staff from Engineering, Parks and Environment, Planning and Development and Community and Partner Engagement has been struck and tasked with identifying and implementing business process improvements across several staff divisions most directly engaged with processing permit applications (including Building Permits, Rezoning Applications, Subdivision Applications, Business Licenses, etc.).

The process review covers end to end development process, from development enquiry all the way to building occupancy. The process review also covers other permit types that have cross-departmental implications, such as business licenses, outdoor dining permits, event based permits, etc.

This group has focused on three primary areas of investigation:

1. Modifications to existing *processes and administrative practices* to improve service delivery;
2. *Regulatory changes* which would reduce the time required to process applications and allow for staff time to be refocused on high priority tasks; and
3. *Resourcing strategies* to better align staffing with permit volumes to maintain baseline service levels and responsiveness.

So far, it is evident that there exists innovation and improvement opportunities in each of three areas. This report will outline some of the early actions and describe the process to undertake a more fulsome review.

Principles and priorities to guide our work

Undertaking process review while managing a full workload can lead to challenges where both tasks are done poorly so staff first created a series of principles to guide the work, to ensure alignment with corporate priorities and to help implement some quick actions that will address the backlog and improve outcomes. These principles include:

1. Support economic recovery, including supporting small businesses;
2. Improve customer experience;
3. Remove regulatory barriers; and
4. Sustainable resourcing strategies.

Under these guiding principles, staff have begun the process of scoping, identifying and sequencing improvement initiatives over the course of the next two years (medium term), with some quick start actions already underway (short term). Further, several improvements have already been implemented as they were either straightforward to achieve within the scope of existing operations or proved to be critical to adapting to the modified work environment brought about due to the pandemic

Discussed below are the initiatives under each principle.

1. Support Economic Recovery and Long Term Business Vitality

Quick Start Actions:

Staff have been working on streamlining selected Business License types, including home based businesses. For example, with the implementation of a form of declaration of compliance, simple business license applications will no longer require Planning approval. This process modification alone would result in reduction in staff time required to process many new business license requests. The anticipated roll-out date of the simplified process is Spring 2021.

Staff will bring forward regulatory changes to streamline reviews for business tenant improvements so that when there is a new business moving into an existing space without a change of use or an existing business wants to refresh their space, the review would be limited to a building code review and not trigger the currently required servicing review. This will lead to dramatically reduced review times and total costs which helps our business community recover from COVID and supports investment and renewal going forward.

Next Steps:

Continue to work through recommendations of the Mayor's Business roundtable and engage the business and development community for input and guidance on priority areas.

2. Enhance Customer Experience

Quick Start Actions:

In January 2021, staff successfully implemented the online Building Permit inspection request process (CityServe). This process modification builds on the success of early COVID adaption of virtual inspection and further simplifies booking of inspections.

Hiring has been ongoing to bring resource levels back to pre-pandemic levels and some staff overtime is being utilized to help reduce the back log of review work. Some short term staff resources have been identified through the COVID restart grant money allocations to further assist with backlog and process reform.

Staff are currently collating existing instructional documentation into a central online location to help applicants provide complete applications and navigate the process more easily. This should help applicants by reducing the volume of application resubmissions and modifications currently experienced, reducing the overall review period.

Staff are also advancing a Customer Service Centre approach that would establish a single point of contact for applicants seeking permits or licenses in the City. This would also include an improved ability to manage the increased volume of electronic communications while the City is unable to provide in-person services. This approach will result in more convenient access to City services for applicants beyond the pandemic. Through this approach, standardized levels of service and tracking of response times will be possible.

Operations staff are currently shifting to focus on providing development connections for sanitary, water, and storm systems and constructing development required sidewalks, and away from larger capital works that can be handled through contracted services. This allows City staff to ensure our critical systems are functioning properly and can be more nimble and responsive to the current demand. Should development demand slow in the future City forces can always be redirected to capital renewal work which ensures cost effective use of City resources.

Next Steps:

An ongoing but longer term effort will be directed to improving and optimizing the City's software systems to help improve client self service and to manage the complete work flow of development review for greatly improved review processing and transparent review times.

3. Remove Regulatory Barriers

Over time, the regulations, guidelines and bylaws governing development have become more complex with increased specialized knowledge required to interpret and apply. In addition declared value thresholds that trigger the breadth of review and improvement required for off-site works is in need of a refresh as it has not been updated since 2010.

Quick Start Actions:

Staff are currently preparing amendments to the Subdivision and Development Control Bylaw for Council's consideration to update the construction values that trigger required off-site improvements. Currently, even minor construction projects may be required to undertake significant streetscape enhancements. The proposed update would increase triggering thresholds to reflect current construction values and ensure required off site improvements are commensurate with the scope and scale of the redevelopment and provide more predictability for applicants. These changes to Part 7 and Schedule A would reduce or eliminate the requirement for municipal servicing review and upgrades with smaller Building Permit

applications and commercial tenant improvements which will help to reduce processing times and reduce overall development cost for smaller developments. Street Use permits are often still required to enable construction access from City property and staff will continue to support applicants to achieve these permits quickly.

Next Steps:

A range of other amendments to City bylaws and regulations have been identified that could reduce processing times by simplifying requirements and created more predictable outcomes from review. Potential changes to the Zoning Bylaw and other regulations will be brought forward to Council periodically as this work progresses.

4. Sustainable Resourcing Strategies

Staff endeavour to ensure that our processes are as streamlined as possible, that technology use is optimized to provide customer self serve where possible, and that our regulations keep current with our city's outcome objectives. However we recognize that permits volumes are not static we are focussed on right sizing the staff levels so that we can provide defined and predictable service levels cost effectively.

Quick Start Actions:

Work is currently underway to better define the cost of service delivery for permit applications and to improve the method of accounting for revenues from the function. This work is being conducted by an internal staff team with support from an external consultant. Maintaining revenues from permit processing within a defined function will improve the City's ability to appropriately scale the function as permit volumes change over time and to apply revenues to service improvements.

Next Steps:

Further roll out of Infor Public Sector, our new permits and licencing software, will allow more application types to be submitted and processed electronically. By completing all reviews in the system and implementing regular reporting of development review metrics, it will be possible to establish service levels for predictable review times and a chess clock approach will help track actual review times.

Quick actions are just the first step of a comprehensive review

The staff team have mapped out many medium and longer term improvement objectives and some of those will require additional support from consultants or short-term staff appointments to ensure that changes can be made without delays to current applicants.

Keeping Council informed of the changes will be the goal of quarterly report-outs and over time as our software systems are optimized formal reporting on key metrics will be producible and provide publically.

Consulting with our clients is an ongoing effort

Staff have engaged representatives from the development community representing large and small scale developments through UDI and HAVAN. These conversations and workshops have been helpful to highlight the most desired changes that would reduce frustration and costs associated with drawn out review times.

Ongoing conversations with these groups as well as with business representative and individual property owners will help staff continue to focus on process pain points.

FINANCIAL IMPLICATIONS

Currently this work is being undertaken with existing resources. An allocation of \$600,000 from the COVID-19 safe restart grant money would advance these efforts with short term staffing and consultant support to reduce back log of work and deliver process changes as described above.

INTER-DEPARTMENTAL IMPLICATIONS

The cross departmental team made up of staff from Engineering, Parks and Environment, Planning and Development and Community and Partner Engagement have worked collaboratively to develop this work plan. The City's Leadership Team has provided high level direction to proceed with first phase priority work.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The 2018-2022 Council Strategic Plan identifies a vision to create the Healthiest Small City in the World, through five key priorities. Provision of a timely and predictable development review process supports the ongoing investment in our community and the creation of cost effective housing and public amenities. This project supports all five priorities of Council Strategic Plan.

RESPECTFULLY SUBMITTED:




Michael Epp
Director, Planning and Development



Karyn Magnusson
Deputy Director, Engineering, Parks and
Environment



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Larry Sawrenko, Chief Financial Officer and Director of Finance

Subject: 2021 FUNDING APPROPRIATIONS 2148 – 2152

Date: October 20, 2021 File No: 05-1705-30-0019/2021

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

RECOMMENDATION

PURSUANT to the report of the Chief Financial Officer and Director of Finance, dated October 20, 2021, entitled "2021 Funding Appropriations 2148 – 2152":

THAT (Funding Appropriation #2148) an amount of \$609,600 be appropriated from the Capital General Reserve Fund for the purpose of funding the 2021 Capital Plan;

THAT (Funding Appropriation #2149) an amount of \$10,000 be appropriated from the Affordable Housing Reserve Fund for the purpose of funding the 2021 Capital Plan;

THAT (Funding Appropriation #2150) an amount of \$270,000 be appropriated from the Civic Amenity Reserve Fund for the purpose of funding the 2021 Capital Plan;

THAT (Funding Appropriation #2151) an amount of \$8,200 be appropriated from the General Building Reserve Fund for the purpose of funding the 2021 Capital Plan;

THAT (Funding Appropriation #2152) an amount of \$277,400 be appropriated from the Tax Sale Land Interest Reserve Fund for the purpose of funding the 2021 Capital Plan;

AND THAT should any of the above amounts remain unexpended as at December 31, 2024, the unexpended balances shall be returned to the credit of the respective fund.

ATTACHMENTS

1. 2021 Capital Funding Allocation Detail by Source (CityDocs [2105631](#))
2. 2021 Project Sheets (CityDocs [2105655](#))

DISCUSSION

This report recommends that funds be appropriated so work can begin on some of the projects included in the 2021 Capital Plan. Appropriation is the final step in the funding of these projects and, if approved, will allow funds to be expended.

The listing of the projects being considered for appropriation at this time, sorted by funding source, is provided in Attachment #1 with the project sheets for each requested appropriation being provided in Attachment #2. Similar to the process adopted in 2020, staff have brought forward monthly appropriations for Council consideration through 2021 and, as such, partial appropriation for some projects are being requested at this time. This being the last appropriation for the year, unappropriated balances of projects from the 2021-2030 Capital Plan will remain in their respective reserves for use in the 2022-2031 Capital Plan.

FINANCIAL IMPLICATIONS

Funding is included in the 2021-2030 Capital Plan presented to Council and is available for appropriation.

INTER-DEPARTMENTAL IMPLICATIONS

The 2021-2030 Capital Plan was developed in co-operation with all City departments. The appropriations for projects included in the Attachment #1 are at the recommendation of the respective departmental managers.

RESPECTFULLY SUBMITTED:



Larry Sawrenko
Chief Financial Officer and Director of
Finance

**2021 Capital Funding Allocation Detail by Source
Oct 20 2021**

Attachment 1

Appr #	Page	Funding Source	Description	Amount	Manager
2148	2-52	General Capital Reserve	Shipyards Wharf and Pier Electrical Building Upgrades	\$ 20,000	Skene,Robert
2148	2-55	General Capital Reserve	Shipyards Operational Plan - Site Asset Inventory and Related Studies	\$ 80,000	Skene,Robert
2148	6-2	General Capital Reserve	Furniture and Equipment	\$ 6,600	Roy,Joel
2148	6-15	General Capital Reserve	NVRC Recreation Program Equipment	\$ 88,000	Kiang,Howard
2148	10-19	General Capital Reserve	Community Engagement Strategy	\$ 160,000	Smiley,Stephanie
2148	10-22	General Capital Reserve	Economic Investment Strategy Implementation	\$ 80,000	Orr,Larry
2148	10-32	General Capital Reserve	Environmental Strategy Implementation	\$ 125,000	Forsyth,Paul
2148	10-33	General Capital Reserve	Corporate Climate Action Implementation	\$ 50,000	Forsyth,Paul
Subtotal Appropriation # 2148				\$ 609,600	
2149	10-40	Affordable Housing Reserve Fund	Housing Needs Report	10,000	Epp,Michael
Subtotal Appropriation # 2149				\$ 10,000	
2150	2-42	Civic Amenity Reserve Fund	Civic Centre Public Realm Improvements	60,000	Roy,Joel
2150	2-47	Civic Amenity Reserve Fund	North Shore Neighborhood House & Derek Inman Park	210,000	Reinhold,Heather
Subtotal Appropriation # 2150				\$ 270,000	
2151	2-4	General Building Reserve Fund	Maintenance, Repair & Replacement - City Hall	8,200	Roy,Joel
Subtotal Appropriation # 2151				\$ 8,200	
2152	2-10	Tax Sale Land Reserve Fund - Inter	Maintenance, Repair & Replacement - City Owned / Non-City Used Buildings	11,000	Roy,Joel
2152	2-16	Tax Sale Land Reserve Fund - Inter	Maintenance, Repair & Replacement - Civic Library	76,400	Roy,Joel
2152	2-23	Tax Sale Land Reserve Fund - Inter	Centennial Theatre	190,000	Kiang,Howard
Subtotal Appropriation # 2152				\$ 277,400	
Grand total				\$ 1,175,200	

Project Name:	Maintenance, Repair & Replacement - City Hall											2021 - 2030 Project Plan			
Department:	Facilities											On-Going Program/Project			
Project Manager:	Joel Roy											Date:	14-Jul-20	Project Type:	Base Program
Description:	Funding for maintenance, repair and replacement of equipment and building components.														
Purpose:	Maintenance, repair and replacement of the current building system components and equipment														
Alignment With Official Community Plan:	Goal 8.2: Employ a proactive approach to infrastructure maintenance and upgrades. Goal 8.3: Use innovative planning and design to ensure infrastructure longevity.														
Strategic Plan :	A City for People	A Livable City	A Vibrant City	A Connected City	A Prosperous City	Total									
Use percentages to allocate the project across the 5 strategic priorities	30%	50%	20%			100%									
Service Levels: Impact on the service levels to the public as a result of the project	<i>Addresses a current service level deficiency so level of service standard is achieved</i>			Notes: Continue operation and preservation of the City's built assets.											
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	<i>No Impact</i>			Notes:											
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	<i>Significant Impact</i>			Notes: The continued deterioration of the value of the current assets. Unplanned building system component failures with the associated operational disruption											
External Funding: If applicable, specify funding agency/program	<i>n/a</i>			<i>n/a</i>			Specify Funding Agency/Program:								
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.	Routine maintenance, repair and replacement will allow buildings to operate efficiently and as designed.										Director Approval: Approved by B. Pearce on December 2, 2020				
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL			
<u>Funding Requirements</u>															
City Funding (Fund Appropriation)	\$ 1,847,574	\$ 148,800	\$ 124,020	\$ 469,170	\$ 73,260	\$ 66,640	\$ 59,940	\$ 93,240	\$ 72,150	\$ 59,940	\$ 59,940	\$ 1,227,100			
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Total Project Expenditures	\$ 1,847,574	\$ 148,800	\$ 124,020	\$ 469,170	\$ 73,260	\$ 66,640	\$ 59,940	\$ 93,240	\$ 72,150	\$ 59,940	\$ 59,940	\$ 1,227,100			
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		20%	17%	17%	11%	19%	11%	11%	11%	11%	11%				
<u>Impact on Operations/Maintenance</u> (Incremental to 2020 Base Year Operating Budget)															
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Staffing (FTE)															
Regular	-	-	-	-	-	-	-	-	-	-	-	-			
Temporary	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000				
Total Staffing	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000				

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name: Department: Project Manager:		Maintenance, Repair & Replacement - City Owned / Non-City Used Buildings Facilities					2021 - 2030 Project Plan On-Going Program/Project						
		Project Type: Base Program			Date: 14-Jul-20								
Description:		Funding for maintenance, repair and replacement of equipment and building components.											
Purpose:		Maintenance, repair and replacement of the current building system components and equipment											
Alignment With Official Community Plan:		Goal 8.2: Employ a proactive approach to infrastructure maintenance and upgrades. Goal 8.3: Use innovative planning and design to ensure infrastructure longevity.											
Strategic Plan :		A City for People		A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total	
Use percentages to allocate the project across the 5 strategic priorities		30%		50%		20%						100%	
Service Levels:		Impact on the service levels to the public as a result of the project <i>Addresses a current service level deficiency so level of service standard is achieved</i>				Notes: Continue operation and preservation of the City's built assets.							
COVID-19 Adaptation:		How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19 <i>No Impact</i>				Notes:							
Risk Assessment:		Impact of the project not proceeding to public health and/or occupational health and safety <i>Significant Impact</i>				Notes: The continued deterioration of the value of the current assets. Unplanned building system component failures with the associated operational disruption							
External Funding:		If applicable, specify funding agency/program <i>N/A</i>				<i>N/A</i>				Specify Funding Agency/Program:			
GHG Implications:		Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information. To deliver present and future programs at an appropriate public standard in an economical and environment friendly mode of operations and maintenance						Director Approval: Approved by B. Pearce on December 2, 2020					
		2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL
<u>Funding Requirements</u>													
City Funding (Fund Appropriation)		\$ 1,691,178	\$ 186,000	\$ 533,520	\$ 345,150	\$ 51,060	\$ 53,550	\$ 51,060	\$ 49,950	\$ 51,060	\$ 49,950	\$ 51,060	\$ 1,422,360
External Funding/Contributions		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Expenditures		\$ 1,691,178	\$ 186,000	\$ 533,520	\$ 345,150	\$ 51,060	\$ 53,550	\$ 51,060	\$ 49,950	\$ 51,060	\$ 49,950	\$ 51,060	\$ 1,422,360
Overhead Staffing (Engineering/Facilities)													
Specify as a percentage of funds appropriated			20%	17%	17%	11%	19%	11%	11%	11%	11%	11%	
<u>Impact on Operations/Maintenance</u>													
(Incremental to 2020 Base Year Operating Budget)													
Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses net of recoveries(Include staffing)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Staffing (FTE)													
Regular		-	-	-	-	-	-	-	-	-	-	-	-
Temporary		2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	
Total Staffing		2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	Maintenance, Repair & Replacement - Civic Library Facilities											2021 - 2030 Project Plan			
Department:												Project Type:			
Project Manager:	Joel Roy											Date:	14-Jul-20	Base Program	On-Going Program/Project
Description:	Funding for maintenance, repair and replacement of equipment and building components.														
Purpose:	Maintenance, repair and replacement of the current building system components and equipment														
Alignment With Official Community Plan:	Goal 8.2: Employ a proactive approach to infrastructure maintenance and upgrades. Goal 8.3: Use innovative planning and design to ensure infrastructure longevity.														
Strategic Plan :	A City for People	A Livable City	A Vibrant City	A Connected City	A Prosperous City	Total									
Use percentages to allocate the project across the 5 strategic priorities	30%	50%	20%			100%									
Service Levels: Impact on the service levels to the public as a result of the project	<i>Addresses a current service level deficiency so level of service standard is achieved</i>			Notes: Continue operation and preservation of the City's built assets.											
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	<i>No Impact</i>			Notes:											
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	<i>Significant Impact</i>			Notes: The continued deterioration of the value of the current assets. Unplanned building system component failures with the associated operational disruption											
External Funding: If applicable, specify funding agency/program	<i>N/A</i>			<i>N/A</i>			Specify Funding Agency/Program:								
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.	To deliver present and future programs at an appropriate public standard in an economical and environment friendly mode of operations and maintenance											Director Approval: Approved by B. Pearce on December 2, 2020			
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL			
<u>Funding Requirements</u>															
City Funding (Fund Appropriation)	\$ 354,801	\$ 176,400	\$ 72,540	\$ 54,990	\$ 137,640	\$ 35,700	\$ 67,710	\$ 33,300	\$ 43,290	\$ 32,190	\$ 28,860	\$ 682,620			
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Total Project Expenditures	\$ 354,801	\$ 176,400	\$ 72,540	\$ 54,990	\$ 137,640	\$ 35,700	\$ 67,710	\$ 33,300	\$ 43,290	\$ 32,190	\$ 28,860	\$ 682,620			
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		20%	17%	17%	11%	19%	11%	11%	11%	11%	11%				
<u>Impact on Operations/Maintenance</u> (Incremental to 2020 Base Year Operating Budget)															
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Staffing (FTE)															
Regular	-	-	-	-	-	-	-	-	-	-	-	-			
Temporary	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000				
Total Staffing	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000				

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	Centenial Theatre											
Department:	NVR&CC											
Project Manager:	Howard Kiang											
	<div> <div>Date: 29-Jul-20</div> <div>Project Type: Base Program</div> <div>2021 - 2030 Project Plan On-Going Program/Project</div> </div>											
Description:	Fly-loft catwalk improvements. Theatre lighting dimmer system replacement. Gallery hanging & lighting system addition. Apron lighting position addition. Stage camera feed upgrade. Onstage storage renovations.											
Purpose:	To provide a safer working platform for workers and to enable stage manager to control the lighting intensity during performance. To create a system to hang and display community artwork. To create lighting in front of the stage where no current lighting exists. To upgrade the existing stage camera system so that patrons in the lobby area and performers off-stage can monitor the stage performance. Improve the existing storage areas in the stage wings.											
Alignment With Official Community Plan:	OCP Goal 5.2: Support, enhance and maintain recreation as a vital aspect of a healthy community; Objective 5.2.1: Operate, maintain and improve the provision of indoor and outdoor recreation facilities.											
Strategic Plan :	<div> <div>A City for People</div> <div>A Livable City</div> <div>A Vibrant City</div> <div>A Connected City</div> <div>A Prosperous City</div> <div>Total</div> </div>											
Use percentages to allocate the project across the 5 strategic priorities	<div> <div>60%</div> <div>10%</div> <div>20%</div> <div>10%</div> <div></div> <div>100%</div> </div>											
Service Levels:	<div> <div>Impact on the service levels to the public as a result of the project</div> <div>Increases level of service</div> <div>Centennial Theatre provides an opportunity for people to perform, be entertained and inspired, connect with other community members and support community organizations</div> </div>											
COVID-19 Adaptation:	<div> <div>How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19</div> <div>No Impact</div> <div>The theatre can accommodate physically distancing although entrance, the lobby/concession area and washrooms are difficult to maintain physical distancing in.</div> </div>											
Risk Assessment:	<div> <div>Impact of the project not proceeding to public health and/or occupational health and safety</div> <div>Moderate Impact</div> <div>A safer working platform for the lighting system crew will reduce the probability of a workplace injury.</div> </div>											
External Funding:	<div> <div>If applicable, specify funding agency/program</div> <div>N/A</div> <div>N/A</div> <div>Specify Funding Agency/Program</div> </div>											
GHG Implications:	<div> <div>Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.</div> <div>None</div> <div>Director Approval: Approved by H. Turner on December 2, 2020</div> </div>											
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL
Funding Requirements												
City Funding (Fund Appropriation)	\$ -	\$ 190,000	\$ 165,000	\$ 205,000	\$ 280,000	\$ 185,000	\$ 140,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 1,325,000
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Expenditures	\$ -	\$ 190,000	\$ 165,000	\$ 205,000	\$ 280,000	\$ 185,000	\$ 140,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 1,325,000
Overhead Staffing (Engineering/Facilities)												
Specify as a percentage of funds appropriated		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Impact on Operations/Maintenance												
(Incremental to 2020 Base Year Operating Budget)												
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Staffing (FTE)												
Regular	-	-	-	-	-	-	-	-	-	-	-	-
Temporary	-	-	-	-	-	-	-	-	-	-	-	-
Total Staffing	-	-	-	-	-	-	-	-	-	-	-	-

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	Civic Centre Public Realm Improvements											2021 - 2030 Project Plan		
Department:	Facilities											Project Type:	New Capital Asset	
Project Manager:	Joel Roy											Date:	14-Jul-20	New Initiative
Description:	To enhance the public realm, including Civic Plaza and City Hall forecourt, to improve usability, accessibility and durability.													
Purpose:	Funding for design and construction of improvements.													
Alignment With Official Community Plan:	Goal 5.3: Provide a variety of public spaces for community engagement and stewardship.													
Strategic Plan :	A City for People	A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total				
Use percentages to allocate the project across the 5 strategic priorities	40%			30%		20%		10%		100%				
Service Levels: Impact on the service levels to the public as a result of the project	<i>Has no impact on service level</i>			Notes:										
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	<i>No Impact</i>			Notes:										
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	<i>No Impact</i>			Notes: Space in forecourt of City Hall is not optimized for use by public										
External Funding: If applicable, specify funding agency/program	<i>Developers Contribution</i>			<i>Secured Contribution</i>			Specify Funding Agency/Program: Contribution to improvements by developer.							
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.	Changes to forecourt will increase natural environment and lower GHG emissions								Director Approval: Approved by B. Pearce on December 2, 2020					
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL		
<u>Funding Requirements</u>														
City Funding (Fund Appropriation)	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000		
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Project Expenditures	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000		
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		20%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
<u>Impact on Operations/Maintenance</u> (Incremental to 2020 Base Year Operating Budget)														
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Staffing (FTE)														
Regular	-	-	-	-	-	-	-	-	-	-	-	-		
Temporary	2.5000	-	-	-	-	-	-	-	-	-	-	-		
Total Staffing	2.5000	-	-	-	-	-	-	-	-	-	-	-		

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	North Shore Neighborhood House & Derek Inman Park											2021 - 2030 Project Plan					
Department:	Strategic & Corporate Services											Project Type:		New Capital Asset			
Project Manager:	Heather Reinhold											Date:		14-Jul-20		New Initiative	
Description:	Funding for design development of North Shore Neighbourhood House and related site works in coordination with project partners as well as development of detailed cost estimate. Placeholder for construction, with funding structure to be confirmed with NSNH. Construction estimate includes external project management support. Request also includes funding for TFT positions.																
Purpose:	Funding for design and construction of North Shore Neighbourhood House in coordination with project partners.																
Alignment With Official Community Plan:	Replacement of the NSNH addresses the OCP's Leisure and Culture Goal 10.5.5: To operate, maintain, increase, improve and encourage the provision of cultural and recreational facilities"																
Strategic Plan :	A City for People		A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total						
Use percentages to allocate the project across the 5 strategic priorities	30%		30%		30%		5%		5%		100%						
Service Levels:	<i>Increases level of service</i>				Notes:												
Impact on the service levels to the public as a result of the project																	
COVID-19 Adaptation:	<i>Moderate Impact</i>				Notes: Services provided by North Shore Neighbourhood House and project partners support community members.												
How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19																	
Risk Assessment:	<i>Moderate Impact</i>				Notes: Lost opportunity for coordination with stakeholders. Timeline for NSNH building replacement is 6 to 8 years.												
Impact of the project not proceeding to public health and/or occupational health and safety																	
External Funding:	<i>Other Contribution</i>				<i>Other</i>		Specify Funding Agency/Program:										
If applicable, specify funding agency/program							Project structure to be confirmed with NSNH. Project Partners responsible for individual development components.										
GHG Implications:	Short-term GHG emissions associated with new construction. New facility to be designed to reduce GHG emissions over existing facility.											Director Approval:					
Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.												Approved by B. Pearce on December 2, 2020					
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL					
Funding Requirements																	
City Funding (Fund Appropriation)	\$ 190,000	\$ 980,000	\$ 3,614,302	\$ 41,405,345	\$ 476,861	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,476,507					
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Total Project Expenditures	\$ 190,000	\$ 980,000	\$ 3,614,302	\$ 41,405,345	\$ 476,861	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,476,507					
Overhead Staffing (Engineering/Facilities)																	
Specify as a percentage of funds appropriated	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%						
Impact on Operations/Maintenance																	
(Incremental to 2020 Base Year Operating Budget)																	
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Staffing (FTE)																	
Regular	-	-	-	-	-	-	-	-	-	-	-	-					
Temporary	1.2500	1.2500	1.2500	1.7500	1.7500	1.7500	1.7500	-	-	-	-	-					
Total Staffing	1.2500	1.2500	1.2500	1.7500	1.7500	1.7500	1.7500	-	-	-	-	-					

Project Name:	Shipyards Wharf and Pier Electrical Building Upgrades											2021 - 2030 Project Plan	
Department:	Community & Partner Engagement											On-Going Program/Project	
Project Manager:	Magda Kwaterska/Robert Skene											Project Type: Base Program	
	Date: 2-Feb-21												
Description:	Update the Pier Electrical Building (paint, interior clean-up, removal of safety hazards, repair cracked slab flooring and new lighting) to allow use for events and storage. Capital maintenance work on wharfs to meet public safety requirements including replacement of support pins on the St. Roch dock gangway and reinforcement of tie down bollards for use by large ships. the funding requested after 2021 are provisions in the plan o be refined once studies are completed as part of the Shipyards Operational Plan and Studies project in 2021.												
Purpose:	Improve the aesthetics of the Pier Electrical Building to match the standard of the rest of the Shipyards site. This project will ensure that safety standards are met for the City's pier and warfs in order to offer safe mooring area for large vessels at the pier and recreationl vessels at the smaller docks.												
Alignment With Official Community Plan:	5.2.1 Operate, maintain and improve the provision of indoor and outdoor recreational facilities. 3.2.3 Ensure that there is the appropriate infrastructure and equipment to support the ability of public safety agencies to respond to the City's evolving built form and land use pattern. Goal 3.2 Safeguard the community and protect life, property and the environment.												
Strategic Plan :	A City for People		A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total		
Use percentages to allocate the project across the 5 strategic priorities	0%		80%		20%		0%		0%		100%		
Service Levels: Impact on the service levels to the public as a result of the project	<i>Addresses a current service level deficiency so level of service standard is achieved</i>				Notes:								
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	<i>No Impact</i>				Notes:								
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	<i>Significant Impact</i>				Notes:								
External Funding: If applicable, specify funding agency/program	<i>N/A</i>				<i>n/a</i>		Specify Funding Agency/Program:						
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.	N/A							Director Approval: (Approved by R Skene February 3, 2021)					
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL	
Funding Requirements													
City Funding (Fund Appropriation)	\$ -	\$ 20,000	\$ 50,000	\$ 100,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000	
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Project Expenditures	\$ -	\$ 20,000	\$ 50,000	\$ 100,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 210,000	
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Impact on Operations/Maintenance (Incremental to 2020 Base Year Operating Budget)													
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Staffing (FTE)													
Regular	-	-	-	-	-	-	-	-	-	-	-	-	
Temporary	-	-	-	-	-	-	-	-	-	-	-	-	
Total Staffing	-	-	-	-	-	-	-	-	-	-	-	-	

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name: Department: Project Manager:	Shipyards Operational Plan - Site Asset Inventory and Related Studies Community & Partner Engagement Magda Kwaterska/Robert Skene											2021 - 2030 Project Plan On-Going Program/Project	
	Date: 14-Jul-20											Project Type: Base Program	
Description:	Shipyards Operational Plan - Site Asset Inventory and related studies includes retaining consultants to complete a comprehensive site asset inventory and asset management plan for ongoing maintenance and anticipated capital maintenance. The plan will also include detailed studies and assessments of the Burrard Dry Dock Pier, Pier Electrical Building, Heritage Crane and site electrical and water Infrastructure.												
Purpose:	The purpose of the project is to fully assess the ongoing operational needs of the Shipyards and provide a framework for allocating future funding towards the maintaining the Shipyards Assets. The studies will include project scoping and design to accurately forecast costs of addressing site deficiencies such as electrical and water site infrastructure.												
Alignment With Official Community Plan:	5.2.1 Operate, maintain and improve the provision of indoor and outdoor recreational facilities. 3.2.3 Ensure that there is the appropriate infrastructure and equipment to support the ability of public safety agencies to respond to the City's evolving built form and land use pattern												
Strategic Plan : Use percentages to allocate the project across the 5 strategic priorities	A City for People		A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total		
	0%		80%		20%		0%		0%		100%		
Service Levels: Impact on the service levels to the public as a result of the project	<i>Addresses a current service level deficiency so level of service standard is achieved</i>					Notes:							
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	<i>Low Impact</i>					Notes:							
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	<i>Significant Impact</i>					Notes:							
External Funding: If applicable, specify funding agency/program	<i>N/A</i>					<i>N/A</i>		Specify Funding Agency/Program:					
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily	<i>N/A</i>								Director Approval: (Approved by R Skene February 3, 2021)				
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL	
<u>Funding Requirements</u>													
City Funding (Fund Appropriation)	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Project Expenditures	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
<u>Impact on Operations/Maintenance</u>													
(Incremental to 2020 Base Year Operating Budget)													
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Staffing (FTE)													
Regular	-	-	-	-	-	-	-	-	-	-	-	-	
Temporary	-	-	-	-	-	-	-	-	-	-	-	-	
Total Staffing	-	-	-	-	-	-	-	-	-	-	-	-	

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	Civic Buildings - Furniture and Equipment											2021 - 2030 Project Plan	
Department:	Facilities											Project Type:	
Project Manager:	Joel Roy											Maintenance & Replacement	
	Date: 14-Jul-20											Base Program	
Description:	Funding to enable the replacement / purchase of furniture and equipment in all civic buildings. Maintains suitable working conditions and ensures timely replacement of equipment as required.												
Purpose:	Allows for the ongoing replacement of furniture and equipment in all civic buildings.												
Alignment With Official Community Plan:	Goal 8.2: Employ a proactive approach to infrastructure maintenance and upgrades. Goal 8.3: Use innovative planning and design to ensure infrastructure longevity.												
Strategic Plan :	A City for People	A Livable City	A Vibrant City	A Connected City	A Prosperous City	Total							
Use percentages to allocate the project across the 5 strategic priorities	30%	40%	30%			100%							
Service Levels: Impact on the service levels to the public as a result of the project	<i>Addresses a current service level deficiency so level of service standard is achieved</i>		Notes: Impact of service level to staff and public areas. Maintain suitable working conditions and limit WCB ergonomics claims										
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	<i>Moderate Impact</i>		Notes: Reconfiguration / modifications to furniture layout may be required to address COVID-19 best practices.										
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	<i>Significant Impact</i>		Notes: Impact if not funded is limited options to address best practices for COVID-19 and possible work safe claims from employees with ergonomic needs.										
External Funding: If applicable, specify funding agency/program	<i>N/A</i>		<i>N/A</i>				Specify Funding Agency/Program:						
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.	None								Director Approval: Approved by B. Pearce on December 2, 2020				
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL	
<u>Funding Requirements</u>													
City Funding (Fund Appropriation)	\$ 711,079	\$ 129,600	\$ 128,700	\$ 111,150	\$ 111,000	\$ 65,450	\$ 61,050	\$ 55,500	\$ 66,600	\$ 66,600	\$ 66,600	\$ 862,250	
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Project Expenditures	\$ 711,079	\$ 129,600	\$ 128,700	\$ 111,150	\$ 111,000	\$ 65,450	\$ 61,050	\$ 55,500	\$ 66,600	\$ 66,600	\$ 66,600	\$ 862,250	
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		20%	17%	17%	11%	19%	11%	11%	11%	11%	11%		
<u>Impact on Operations/Maintenance</u> (Incremental to 2020 Base Year Operating Budget)													
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Staffing (FTE)													
Regular	-	-	-	-	-	-	-	-	-	-	-	-	
Temporary	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000		
Total Staffing	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000		

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	NVRC Recreation Program Equipment											2021 - 2030 Project Plan				
Department:	NVR&CC											Project Type:		Maintenance & Replacement		
Project Manager:	Howard Kiang											Date:	29-Jul-20	Base Program		
Description:	Program equipment such as weight room, sports & activities equipment, activity room furnishings & equipment, theatre performance equipment for all facilities.															
Purpose:	To replace aging and obsolete recreation program equipment, ensuring that all equipment is safe for public use															
Alignment With Official Community Plan:	OCP Goal 5.2: Support, enhance and maintain recreation as a vital aspect of a healthy community; Objective 5.2.1: Operate, maintain and improve the provision of indoor and outdoor recreation facilities.															
Strategic Plan : Use percentages to allocate the project across the 5 strategic priorities	A City for People		A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total					
	70%		10%		10%		10%				100%					
Service Levels: Impact on the service levels to the public as a result of the project	<i>Increases level of service</i>				Community recreation centres are well used and functional, reliable and safe equipment is critical to participation and the overall experience. Individuals and groups that utilize the centres and theatre expect that equipment will be regularly serviced, replaced as needed and functioning. If public expectations are not met, participation and rentals would decrease.											
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	<i>No Impact</i>															
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	<i>Moderate Impact</i>				Liability risk exposure will increase due to equipment deterioration and potential malfunction. Down-time and maintenance costs will increase. Decrease in programs & service to the public, decrease in revenues and an increase in maintenance costs as equipment ages.											
External Funding: If applicable, specify funding agency/program	<i>N/A</i>				<i>N/A</i>		Specify Funding Agency/Program									
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.	None										Director Approval: Approved by H. Turner February 3, 2021					
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL				
Funding Requirements																
City Funding (Fund Appropriation)	\$ -	\$ 88,000	\$ 95,000	\$ 155,000	\$ 305,000	\$ 145,000	\$ 45,000	\$ 45,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 1,208,000				
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Total Project Expenditures	\$ -	\$ 88,000	\$ 95,000	\$ 155,000	\$ 305,000	\$ 145,000	\$ 45,000	\$ 45,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 1,208,000				
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%					
Impact on Operations/Maintenance (Incremental to 2020 Base Year Operating Budget)																
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Expenses net of recoveries (Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Staffing (FTE)																
Regular	-	-	-	-	-	-	-	-	-	-	-	-				
Temporary	-	-	-	-	-	-	-	-	-	-	-	-				
Total Staffing	-	-	-	-	-	-	-	-	-	-	-	-				

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	Community Engagement Strategy											2021 - 2030 Project Plan					
Department:	Community & Partner Engagement											Project Type:		Other Projects			
Project Manager:	Stephanie Smiley											Date:		10-Aug-20		New Initiative	
Description:	Establishment of Community Engagement Program to support City Council's vision and priorities within its Strategic Plan. Includes the planning, design and execution of a multi-tiered community engagement strategy, program design and delivery of ongoing, tailored, wide-spread community engagement program. Includes training and guiding all departments and staff on enhanced and tailored engagement practices.																
Purpose:	The purpose of this initiative is to further the outreach and two-way engagement with the community using a program consisting of strategic programming tools and activities to support Council's vision of enhances public and community engagement																
Alignment With Official Community Plan:	N/A																
Strategic Plan :	A City for People		A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total						
Use percentages to allocate the project across the 5 strategic priorities	80%		10%		10%						100%						
Service Levels: Impact on the service levels to the public as a result of the project	Addresses a current service level deficiency so level of service standard is achieved				Notes:												
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	Significant Impact				Notes:												
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	No Impact				Notes:												
External Funding: If applicable, specify funding agency/program	N/A				N/A				Specify Funding Agency/Program:								
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.	N/A										Director Approval: Approved by R. Skene on December 2, 2020						
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL					
Funding Requirements																	
City Funding (Fund Appropriation)	\$ 320,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000				
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Total Project Expenditures	\$ 320,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000				
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%					
Impact on Operations/Maintenance (Incremental to 2020 Base Year Operating Budget)																	
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -					
Expenses net of recoveries(Include staffing)	\$ -	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000					
Total	\$ -	\$ (140,000)	\$ (140,000)	\$ (140,000)	\$ (140,000)	\$ (140,000)	\$ (140,000)	\$ (140,000)	\$ (140,000)	\$ (140,000)	\$ (140,000)	\$ (140,000)					
Staffing (FTE)																	
Regular	-	1.0000	-	-	-	-	-	-	-	-	-	-					
Temporary	-	-	-	-	-	-	-	-	-	-	-	-					
Total Staffing	-	1.0000	-	-	-	-	-	-	-	-	-	-					

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	Economic Investment Strategy Implementation											2021 - 2030 Project Plan	
Department:	Community & Partner Engagement											Project Type: Other Projects	
Project Manager:	L.R. Orr											Date: 19-Oct-20	
Description:	Staff will be developing an Economic Investment Strategy for presentation to Council in 2021. The effectiveness of the Strategy will depend on the ability of the City to implement the recommendations in the Strategy. While staff don't know at this time what those recommendations will be this request will provide funding for the implementation of the recommendations. Council will be consulted regarding any expenditures from the funding in advance.												
Purpose:	To support implementation of the Economic Investment Strategy												
Alignment With Official Community Plan:	This initiative aligns with the Economic Development Section and Vision of the Official Community Plan - "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".												
Strategic Plan :	A City for People		A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total		
Use percentages to allocate the project across the 5 strategic priorities					20%				80%		100%		
Service Levels:	<i>Has no impact on service level</i>				Notes:								
COVID-19 Adaptation:	<i>Significant Impact</i>				Notes: This funding will support the implementation of the Economic Investment Strategy which has as one of its goals to address business issues post COVID and to create a more resilient economy.								
Risk Assessment:	<i>No Impact</i>				Notes:								
External Funding:	<i>N/A</i>				<i>N/A</i>		Specify Funding Agency/Program						
GHG Implications:	<i>N/A</i>											Director Approval:	
Discuss GHG considerations for all projects. Provide funding for GHG reduction measures.												Approved by R. Skene on December 2, 2020	
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL	
Funding Requirements													
City Funding (Fund Appropriation)	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Project Expenditures	\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	
Overhead Staffing (Engineering/Facilities)													
Specify as a percentage of funds appropriated		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Impact on Operations/Maintenance													
(Incremental to 2020 Base Year Operating Budget)													
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Expenses net of recoveries (Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Staffing (FTE)													
Regular	-	-	-	-	-	-	-	-	-	-	-	-	
Temporary	-	-	-	-	-	-	-	-	-	-	-	-	
Total Staffing	-	-	-	-	-	-	-	-	-	-	-	-	

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	Environmental Strategy Implementation											2021 - 2030 Project Plan	
Department:	Planning & Development: Environmental Sustainability											Project Type: On-Going Program/Project	
Project Manager:	Paul Forsyth											Base Program	
Description:	The Environmental Sustainability Strategy project will develop and implement a City-wide strategy to support Council's Liveable City Strategic Plan priorities. The strategy will outline action-oriented priorities, and implementation of the actions will provide a clear path towards achieving Council's ambitious emissions reduction target of a 80% reduction by 2040 and net zero emissions by 2050. Actions will be implemented in the following areas: climate action, climate resilience, ecosystem health, and zero waste.												
Purpose:	This project will develop and implement the City's Environmental Sustainability Strategy to support Council's Liveable City Strategic Plan priorities and will ensure the City is on track to meet Council's 2040 and 2050 emissions reduction targets. The strategy will be developed with strong internal and external engagement and in collaboration with Council's new Climate and Environment Advisory Task Force.												
Alignment With Official Community Plan:	This project supports the City's greenhouse gas reduction targets, policies and actions as stated in the City's OCP.												
Strategic Plan :	A City for People	A Livable City			A Vibrant City			A Connected City		A Prosperous City		Total	
Use percentages to allocate the project across the 5 strategic priorities	25%	50%			5%			10%		10%		100%	
Service Levels: Impact on the service levels to the public as a result of the project	Addresses a current service level deficiency so level of service standard is achieved				Notes: Without a comprehensive environment strategy, the City will not be able to continue its leadership in environmental sustainability and will not meet Council's new climate targets.								
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	Moderate Impact				Notes: This project reduces harmful emissions resulting in better local air quality conditions for vulnerable populations.								
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	Moderate Impact				Notes: By reducing energy use and emissions in its corporate operations the City is improving local air quality, demonstrating leadership to the community, and providing long term operational savings.								
External Funding: If applicable, specify funding agency/program	Provincial Contribution				Other			Specify Funding Agency/Program BC Hydro					
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.	This project comprises the City's roadmap for implementing measures over the next five years to reduce corporate and community emissions. A robust strategy combined with concerted implementation efforts will be required to achieve the City's new ambitious targets of 80% emissions reduction by 2040 and 100% reduction by 2050.								Director Approval: Approved by M. Epp on December 2, 2020				
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL	
Funding Requirements													
City Funding (Fund Appropriation)	\$ 225,000	\$ 200,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	
External Funding/Contributions	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	
Total Project Expenditures	\$ 225,000	\$ 250,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 450,000	
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Impact on Operations/Maintenance (Incremental to 2020 Base Year Operating Budget)													
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Expenses net of recoveries (Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Staffing (FTE)													
Regular	-	-	-	-	-	-	-	-	-	-	-	-	
Temporary	-	-	-	-	-	-	-	-	-	-	-	-	
Total Staffing	-	-	-	-	-	-	-	-	-	-	-	-	

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.




Project Name: Department: Project Manager:	Corporate Climate Action Implementation Planning & Development: Environmental Sustainability Paul Forsyth											2021 - 2030 Project Plan On-Going Program/Project																																																																																																																																																																																																																																				
Description: The corporate climate action implementation project will carry out greenhouse gas emissions reduction measures outlined in the City's Corporate Climate Action Plan, ensuring the City is on track to meet its corporate emissions reduction targets.																																																																																																																																																																																																																																																
Purpose: This project will implement emission reduction actions including policy and project implementation to reduce emissions from the City's corporate facilities and fleets.																																																																																																																																																																																																																																																
Alignment With Official Community Plan: This project supports the City's greenhouse gas reduction targets, policies and actions as stated in the City's OCP.																																																																																																																																																																																																																																																
Strategic Plan : Use percentages to allocate the project across the 5 strategic priorities																																																																																																																																																																																																																																																
A City for People		A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total																																																																																																																																																																																																																																						
15%		60%				15%		10%		100%																																																																																																																																																																																																																																						
Service Levels: Impact on the service levels to the public as a result of the project																																																																																																																																																																																																																																																
Increases level of service		Notes: By reducing energy use and emissions in its corporate operations the City is improving local air quality, demonstrating leadership to the community, and providing long term operational savings.																																																																																																																																																																																																																																														
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19																																																																																																																																																																																																																																																
Moderate Impact		Notes: This project reduces harmful emissions (nitrogen oxides, fine particulate matter) resulting in better local air quality thus improving overall baseline environmental conditions for vulnerable populations.																																																																																																																																																																																																																																														
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety																																																																																																																																																																																																																																																
Moderate Impact		Notes: Building upgrades will result in better indoor air quality and comfort and ensure buildings are more resilient to a changing climate, while vehicle and equipment emissions reductions will improve local air quality.																																																																																																																																																																																																																																														
External Funding: If applicable, specify funding agency/program																																																																																																																																																																																																																																																
Provincial Contribution		Other		Specify Funding Agency/Program BC Hydro, Natural Resources Canada																																																																																																																																																																																																																																												
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.																																																																																																																																																																																																																																																
Director Approval: Approved by M. Epp on December 2, 2020																																																																																																																																																																																																																																																
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* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name:	Housing Needs Report											2021 - 2030 Project Plan				
Department:	Planning & Development											Project Type:		One-Time Study		
Project Manager:	Michael Epp											Date:	2-Jul-20		Dedicated Funds	
Description:	Collect data, analyze trends, and prepare a Housing Needs Report that describes current and projected housing needs as required through legislation by the Province of BC. The deadline for completing the Housing Needs Report is April 16, 2022, with updates required every 5 years thereafter.															
Purpose:	To better understand current and emerging housing needs in the community, which will help to inform and substantiate City housing initiatives and ensure new housing projects and policies are based on sound technical research.															
Alignment With Official Community Plan:	Goal 1.5: Pursue attainable housing that meets the needs of is diverse community.															
Strategic Plan :	A City for People		A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total					
Use percentages to allocate the project across the 5 strategic priorities	90%		0%		0%		0%		10%		100%					
Service Levels:	<i>Increases level of service</i>				Notes: The City will gain sound technical data through this project, which will help the City to better serve community housing needs through the creation of evidence-based housing policies and initiatives.											
COVID-19 Adaptation: <small>How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19</small>	<i>Significant Impact</i>				Notes: COVID-19 has significantly impacted housing needs. Through this project, the City will gain a better understanding of both the current and emerging housing needs of the community including the impact on housing due to COVID-19. This will help to ensure City housing policy addresses community needs on both a short and long-term basis.											
Risk Assessment: <small>Impact of the project not proceeding to public health and/or occupational health and safety</small>	<i>Low Impact</i>				Notes:											
External Funding: <small>If applicable, specify funding agency/program</small>	<i>Other Contribution</i>				<i>Unsecured Contribution</i>		Specify Funding Agency/Program Staff will seek Council direction to apply for funding through UBCM's Housing Needs Report Program 2020.									
GHG Implications: <small>Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.</small>	This project has little to no direct impact on GHG implications as it is a research exercise.								Director Approval: Approved by M. Epp on December 2, 2020							
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL				
Funding Requirements																
City Funding (Fund Appropriation)	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000				
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Total Project Expenditures	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000				
Overhead Staffing (Engineering/Facilities) <small>Specify as a percentage of funds appropriated</small>		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%					
Impact on Operations/Maintenance <small>(Incremental to 2020 Base Year Operating Budget)</small>																
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
Staffing (FTE)																
Regular	-	-	-	-	-	-	-	-	-	-	-	-				
Temporary	-	-	-	-	-	-	-	-	-	-	-	-				
Total Staffing	-	-	-	-	-	-	-	-	-	-	-	-				

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
STRATEGIC & CORPORATE SERVICES DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Dianna Foldi, Sr. Project Manager, Strategic Initiatives
S.

Subject: 2021 FUNDING APPROPRIATION 2147

Date: October 20, 2021 File No: 05-1705-01-0001/2021

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

RECOMMENDATION

PURSUANT to the report of the Sr. Project Manager, dated October 20, 2021, entitled "2021 Funding Appropriation 2147":

THAT (Funding Appropriation #2147) an amount of \$9,073,365 be appropriated from the Civic Amenity Reserve Fund – HJ for the purpose of funding the 2021 Capital Plan;

THAT should any of the above amounts remain unexpended as at December 31, 2025, the unexpended balances shall be returned to the credit of the respective fund;

AND THAT previous appropriations related to the Harry Jerome Community Recreation Centre, North Vancouver Lawn Bowling Club, Mickey McDougal Recreation Centre and Silver Harbour Seniors' Activity Centre be extended to December 31, 2025, with the unexpended balances shall be returned to the credit of the respective funds.

ATTACHMENTS

1. 2021 Project Sheets (CityDocs [2107221](#))
2. Lawn Bowling Clubhouse Funding Request (CityDocs [2102958](#))

PURPOSE:

The purpose of this report is to request appropriation of funds for the HJCRC, Silver Harbour and North Vancouver Lawn Bowling Club projects and to extend the expiry of existing appropriated funds to December 31, 2025.

BACKGROUND

At the October 18, 2021, Regular council meeting the following resolution was passed:

PURSUANT to the report of the Deputy Director, dated October 12, 2021, entitled "Harry Jerome Community Recreation Centre – Project Update & Next Steps":

THAT staff be authorized to advance the construction tender for the "Site Preparation and Excavation" scope of work for the Harry Jerome Community Recreation Centre project with contract award to be held until full project funding is in place;

THAT the funding reallocation as outlined in the report below be approved for the purposes of advancing the HJCRC site power modifications;

AND THAT staff report back with a Class A estimate to seek approval to advance the full Harry Jerome Community Recreation Centre project to construction, inclusive of Silver Harbour Seniors' Activity Centre, with project funding in place.

And the following funding was included as part of the 2021-2030 Revised Financial Plan.

Harry Jerome CRC - New (Project #45232)	\$7,650,400
Silver Harbour (Project #45293)	380,000
Lawn Bowling (Project #45292)	280,000
Harry Jerome CRC - Replenishment (Project #45232)	763,000
	<hr/>
	\$9,073,400

DISCUSSION

Harry Jerome Community Recreation Centre - \$8,413,400 and Silver Harbour - \$380,000

The appropriation of funding for HJCRC and Silver Harbour will allow for the advancement of the Site Preparation and Excavation tendering process to shorten the overall project schedule, as well as to reduce the impact of construction cost escalation and contractor's general conditions cost. The contract relating to this tender will not, however, be awarded until full project funding is in place, anticipated in early March 2022.

Council approval will be sought in late February 2022 to advance full tendering and construction funding based on a Class A cost estimate.

Lawn Bowling – \$280,000

The Class A estimate for the Lawn Bowling clubhouse, was based on current market conditions, indicated an ongoing unstable environment with continued price escalation due to supply / demand challenges from COVID-19 border and shipping restrictions. The resultant cost estimate indicated that the existing funding was insufficient to proceed with tendering. The requested appropriation of \$280,000 allows the process to continue with no revisions to the proposed project scope and program.

Project funds for the HJCRC and associated projects have been appropriated over the last number of years with some funding remaining unspent and is included in the overall funding for the projects. These earlier appropriated funds have various expiry dates based on appropriation year and the City's standard practice of a three year spending window for project funds, however, as construction of the HJCRC and associated projects is expected to continue to 2025 it is being requested that the expiry date be extended to align with the current appropriations and project timeline.

FINANCIAL IMPLICATIONS

The \$9,073,400 is included in the 2021-2030 Revised Financial Plan and is available for appropriation.

INTER-DEPARTMENTAL IMPLICATIONS

This report was prepared with input from the Finance Department.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The projects support Council's vision of the Healthiest Small City in the World by supporting and enhancing the health and wellness of our community.

RESPECTFULLY SUBMITTED:



Dianna Foldi
Sr. Project Manager




Project Name:	Harry Jerome Community Recreation Centre											2021 - 2030 Project Plan
Department:	Strategic & Corporate Services											Project Type:
Project Manager:	Dianna Foldi											Date: 22-Jul-21 Dedicated Funds
Description:	A new community recretaion centre to replace the existing HJCRC. A revision to the Project Plan 2021-2030 is required in order to undertake demolition and excavation scope of work and award of Public Art contract for the new Harry Jerome Community Recreation Centre (HJCRC) in advance of the major building tender. Funding allocation is based on the Class B estimate dated March 2021.											
Purpose:	The work is required in order to avoid unnecessary construction escalation costs and to assist in overall construction sequencing.											
Alignment With Official Community Plan:	Replacement/renewal of the facilities at Harry Jerome addresses the OCP's Leisure and Culture Goal 10.5.5: To operate, maintain, increase, improve and encourage the provision of cultural and recreational facilities" and Infrastructure Management Goal 11.7.4 "To maintain structures to optimize the useful life of our infrastructure and replace it when necessary to maintain reliable service"											
Strategic Plan : Use percentages to allocate the project across the 5 strategic priorities	A City for People	A Livable City		A Vibrant City		A Connected City		A Prosperous City		Total		
	30%	30%		30%		5%		5%		100%		
Service Levels: Impact on the service levels to the public as a result of the project	Addresses a current service level deficiency so level of service standard is achieved				Notes: 'A new HJCRC will allow the community to participate in wellness and recreation programs for many years, leading to improved wellness, activity, overall health and sense of belonging.							
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19	Moderate Impact				Notes: Services provided by Harry Jerome Community Recreation Centre supports community members.							
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety	Significant Impact				Notes: HJCRC existing facility has reached end of life. Increased operational and maintenance costs for existing facilities, with distinct possibility of decline in service / closure of facility within 5 years.							
External Funding: If applicable, specify funding agency/program	N/A		N/A		Specify Funding Agency/Program:							
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.	Short term GHG emissions associated with construction of a new facility. Once complete, the new facility is anticipated to have a 50-60% reduction in GHG's over the existing facility.								Director Approval: (to be entered after Draft Project Plan goes to DT)			
	2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL
Funding Requirements												
City Funding (Fund Appropriation)	\$ 12,250,000	\$ 14,077,045	\$ 148,910,150	\$ 10,027,880	\$ 1,502,022	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 174,517,097
External Funding/Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Expenditures	\$ 12,250,000	\$ 14,077,045	\$ 148,910,150	\$ 10,027,880	\$ 1,502,022	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 174,517,097
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated		0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	
Impact on Operations/Maintenance (Incremental to 2020 Base Year Operating Budget)												
Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses net of recoveries(Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Staffing (FTE)												
Regular	-	-	-	-	-	-	-	-	-	-	-	-
Temporary	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	-	-	-	-	-
Total Staffing	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	2.5000	-	-	-	-	-

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

Project Name: Silver Harbour Seniors Activity Centre Department: Strategic & Corporate Services Project Manager: Dianna Foldi		Project Type: 2021 - 2030 Project Plan Date: 14-Jul-20 Dedicated Funds											
Description:		Relocation of the Silver Harbour Seniors Activity Centre to a new location on the HJCRC site. The Silver Harbour facility will be a stand-alone facility on the HJCRC site north of 23rd Street. Revisions to the 2021 Project Plan are required to fund a portion of costs related to the demolition and excavation scope of work and award of Public Art contract for the new Harry Jerome Community Recreation Centre (HJCRC) in advance of the major building tender. Funding allocation is based on the Class B estimate dated March 2021											
Purpose:		The work is required in order to avoid unnecessary construction escalation costs and to assist in overall construction sequencing.											
Alignment With Official Community Plan:		Enabling the redevelopment of the HJ Precinct and relocation of Silver Harbour supports the goals and objectives of the Land Use and Community Well-being chapters within the OCP.											
Strategic Plan : Use percentages to allocate the project across the 5 strategic priorities		A City for People 35%		A Livable City 30%		A Vibrant City 35%		A Connected City		A Prosperous City		Total 100%	
Service Levels: Impact on the service levels to the public as a result of the project		<i>Increases level of service</i>				Notes:							
COVID-19 Adaptation: How significantly this project assists residents, local businesses and/or vulnerable populations under COVID-19		<i>Moderate Impact</i>				Notes:							
Risk Assessment: Impact of the project not proceeding to public health and/or occupational health and safety		<i>Moderate Impact</i>				Notes: Silver Harbour will remain in existing aged facility. Area available for redevelopment within the HJ Precinct will be reduced along with revenue. Plans will have to be adjusted accordingly.							
External Funding: If applicable, specify funding agency/program		N/A				N/A		Specify Funding Agency/Program:					
GHG Implications: Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.		Minimal GHG implications with new construction. New facility designed with reduced GHG emissions over existing aging facility								Director Approval: (to be entered after Draft Project Plan goes to DT)			
		2011-2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	TOTAL
Funding Requirements													
City Funding (Fund Appropriation)		\$ 3,000,000	\$ 380,000	\$ 18,718,891	\$ 1,374,053	\$ 170,883	\$ 82,532	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,726,359
External Funding/Contributions		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Expenditures		\$ 3,000,000	\$ 380,000	\$ 18,718,891	\$ 1,374,053	\$ 170,883	\$ 82,532	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,726,359
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated			0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	
Impact on Operations/Maintenance (Incremental to 2020 Base Year Operating Budget)													
Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses net of recoveries(Include staffing)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Staffing (FTE)													
Regular		-	-	-	-	-	-	-	-	-	-	-	-
Temporary		1,2500	1,2500	1,2500	1,2500	1,2500	1,2500	1,2500	-	-	-	-	-
Total Staffing		1,2500	1,2500	1,2500	1,2500	1,2500	1,2500	1,2500	-	-	-	-	-

* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
STRATEGIC & CORPORATE SERVICES DEPARTMENT

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Dianna Foldi, Senior Project Manager, Strategic Initiatives

Subject: LAWN BOWLING CLUBHOUSE FUNDING REQUEST

Date: October 12, 2021 File No: 02-0800-30-0026/1

SUMMARY

The purpose of this report is to provide additional information for the request for additional funds in the amount of \$280,000 as part of the 2021-2030 Revised Financial Plan in order to complete the final portion of the North Vancouver Lawn Bowling project – the NVLB Clubhouse.

BACKGROUND

The funding for the NVLB Greens, Site Works and Clubhouse was originally appropriated in July 2018 based on an approved design and Class D estimate (+/- 20%). Detailed design of the Greens, Site Works and Clubhouse proceeded in close collaboration with members of the North Vancouver Lawn Bowling (NVLB) Club and with input by external cost consultants. The original budget of \$6.5 M was approved at that time, and cost estimates received prior to construction start in 2019 indicated the funding would not address the full scope of the project. A phased approach was undertaken with priority to construct the Greens and Site works first, while undergoing redesign of the Clubhouse component to reduce costs. The Greens and Site Works was completed in Summer 2021, and the budget for this phase was \$4.6 M. Additional funding (\$343,000 from Harry Jerome project funding and \$146,436.00 from the Phase 1 Safe Restart Grant) to address the Greens and Site Works component of the project was approved by Council on April 12, 2021. This provided \$2,243,000 remaining for the Clubhouse component.

DISCUSSION:

The current reduced scope design has been developed in consultation with NVLB executive, ensuring that it meets their vision and programmatic requirements. It has been redesigned from the previous larger two story building to a modest and efficient single storey facility that includes a large assembly space for gatherings, kitchen, washrooms and storage. The clubhouse has been designed with simplicity and flexibility in mind and is adaptable for a variety of community uses.

The Lawn Bowling Greens and Clubhouse were originally scheduled to be completed as a single project by summer of 2020. The current completion schedule for the clubhouse is anticipated for end of 2022 incurring an 18% cost increase due to construction cost escalation over this extended time frame (6% per year).

The reduced scope clubhouse design and a Class A estimate (+/-5% range) have now been completed. The cost estimate was based on current market conditions indicating an unstable environment with ongoing price escalation due to supply / demand challenges from COVID-19 border and shipping restrictions. These price increases have not adjusted back to previous rates. The construction cost component is approximately \$200k over our previous Class B estimate and the remaining funding of \$2.063M (with \$180,000 previously committed to consultant contracts) is insufficient to allow the tender to proceed. Further scope reductions of the Clubhouse are not recommended as the basic functional program will not be delivered. In order to proceed to construction, a total of an additional \$280,000 is requested to cover costs due to construction cost escalation and associated incidental consultant costs and contingencies.

FINANCIAL IMPLICATIONS:

In August 2018, Council approved \$6,500,000 as part of the overall "Harry Jerome Community Recreation Centre" project for the design and construction of the Greens, Site Works and Clubhouse. This budget amount was based on preliminary Class D cost estimates provided in 2018. Actual and forecast project costs have exceeded the allowable budget due to the impact of COVID-19 restrictions, allocation of majority of off-site servicing and service upgrades to Lawn Bowling as opposed to sharing with a coordinated Mickey McDougall redevelopment, construction cost escalation, and increased contingencies to counter anticipated market volatilities.

Funding for additional Lawn Bowling Club work is not currently included in the 2021-2030 Capital Plan. It is, therefore, being proposed that \$280,000 additional funding is requested as part of the 2021-2030 Revised Financial Plan.

Should any funds remain upon the completion of the project, the unexpended balance shall be returned to the credit of the Civic Amenity Reserve Fund and made available to fund the HJCRC and associated projects.

INTER-DEPARTMENTAL IMPLICATIONS:

This report was prepared with input from the Finance Department. The project will be delivered through the Strategic and Corporate Services Department.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:




The development and implementation of the Lawn Bowling Greens and Clubhouse supports Council's vision of the Healthiest Small City in the World by supporting and enhancing the health and wellness of our community.

RESPECTFULLY SUBMITTED:

Dianna Foldi

Dianna Foldi
Sr. Project Manager, Strategic Initiatives



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
STRATEGIC & CORPORATE SERVICES DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Melanie Cove, Research and Communications Specialist

Subject: COVID-19 SAFE RESTART GRANT ALLOCATIONS PHASE 3

Date: October 20, 2021 File No: 14-7130-20-0015/1

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

RECOMMENDATION

PURSUANT to the report of the Research and Communications Specialist, dated October 20, 2021, entitled "COVID-19 Safe Restart Grant Allocations Phase 3":

THAT an update on projects approved through the COVID-19 Safe Restart allocations approved in Phase 1& 2 be received;

AND THAT the allocation of \$415,717 in funding for Phase 3 projects be approved.

ATTACHMENTS

1. Phase 1 & 2 Project Descriptions (CityDocs [2098885](#))
2. Phase 3 Requested Project Descriptions (CityDocs [2105792](#))

SUMMARY

This report provides an update on the COVID-19 Safe Restart Grant Phase 1 and 2 projects to date. The report also summarizes the requests for Phase 3 projects.

BACKGROUND

In November 2020, the Provincial Government provided a "COVID-19 Safe Restart Grant" in the amount of \$5,434,000, with the intention to address increased operating costs and to allow the City to continue to deliver the services people depend on in our community. The grant has afforded the City opportunity to provide needed services and

to innovate in areas that were most impacted by the pandemic and related public health measures.

On March 8, 2021, Council endorsed disbursing the grant over three phases and via four streams of funding:

1. Community Resiliency and Recovery- Supporting our Community and Vulnerable Populations;
2. City Services - Supporting our Residents & Businesses;
3. Maintaining Business Continuity; and,
4. Reserve.

Phase 1 and 2

The Phase 1 (\$1,940,000) and Phase 2 (\$2,404,793) funding allocations were to maintain continuity of safe operations, transform business processes, and plan for City services throughout the pandemic. A number of safety measures, building modifications and technology upgrades were executed to ensure safe, efficient operations. Below are the actions taken to date within both Phase 1 and Phase 2 allocations. Details on Phase 1 and 2 can be found in Attachment 1.

1. Community Resiliency and Recovery

Funding has been allocated towards actions aiding in community resiliency, including: food security; child care; Equity, Diversity and Inclusion; Placemaking, parklets & open streets; and various program expansions. Some actions to date include:

- Ongoing space development on streets;
- Enhanced programming at the library, rec centres and Shipyards;
- Delivering Indigenous awareness staff training;
- Development of EDI Framework initiated; and,
- Scoping food security and child care projects.

2. City Services

Funding has been allocated towards transforming business processes and operations. For instance, funding has supported: cleanliness at City parks; capacity issues of local businesses; delivering the City's economic recovery response; and, improvements in permit backlogs and business license services. Some actions to date include:

- Enhanced litter collection at parks;
- Increased capacity for economic development projects and services;
- Installation of a temporary unified service counter;
- Actions underway to improve permit backlog; and,
- Increased capacity to implement and advance to Eservices.

3. Maintaining Business Continuity

Funding has been allocated towards maintaining and continuing business throughout the pandemic. For example, funding has supported: COVID-19 safety-related initiatives; employee wellness; safety, technology and communications at NVRC; and technology improvements. Some actions to date include:

- Workstation and building modifications to provide a safe work environment;
- Training software, including website tool changes;
- Hardware and software to support remote work; and,
- Utilizing PPE and equipment to reduce potential exposures.

4. Reserve

Funding has been allocated towards creating a reserve for emerging issues (\$200,000). Funding from the reserve has supported COVID-19 expenses related to capital projects.

DISCUSSION

Similar to Phase 1 and 2, the Phase 3 allocation recommendations focus on supporting the City's business operations while strengthening the resiliency of our community.

The list of recommended allocations have been reviewed by the Leadership Team in context of the following:

- Rationale;
- Other funding sources available;
- Intended outcomes;
- Impacts on department workplan;
- Alignment with Strategic Plan and Corporate Business Plan; and,
- Timeliness of allocations.

Phase 3 focuses on business continuity and supporting city services as the City moves towards a post-pandemic world. The Business Continuity stream will support City actions to provide services and continue safe operations. The funding requested in this stream will continue to support employees with remote working, enhance communications and engagement, and assist NVRC's continued operations in line with COVID-19 public health and safety guidelines. The City Services stream will focus on transforming business practices to better serve members of the public. The funding requested in this stream will go towards streamlining customer service delivery through staffing the Gateway temporary service counter. The total requested amount in Phase 3 is \$415,717.

The table below summarizes the projects and Attachment 2 provides more detailed information of requested projects.

Stream	Description	Project	Amount
Business Continuity	Safety & Support measures for City Employees	Remote Working Equipment	\$75,000
		Communications & Engagement Services	\$90,000
	NVRC Operations (City share)	COVID Supplies, Equipment & Services	\$142,453
		Technical Services to Support Operations	\$12,264
City Services	Business Transformation	Gateway Unified Service Counter	\$96,000
			\$415,717

FINANCIAL IMPLICATIONS

For Phase 3, Council is being requested to approve \$415,717 for the projects noted in the above table. Should Phase 3 allocations be approved, the remaining amount of the Safe Restart Grant is \$526,198. In order to address continued impacts of the pandemic in 2022, it is recommended the remaining funds be held until early 2022.

The City is required to report annually on how the funds are spent. This will be part of the City's annual financial reporting under section 167 of the Community Charter. The City will provide a schedule to the audited financial statements respecting the amount of funding received, the use of the funds, and the year-end balance of unused funds.

INTER-DEPARTMENTAL IMPLICATIONS

The Phase 3 allocation requests were generated through review with the Leadership Team and provide a coordinated response to COVID-19 impacts.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The Phase 3 allocation requests, like Phase 1 and 2 requests, support all five of Council's Strategic Priorities.

RESPECTFULLY SUBMITTED:



Melanie Cove
Research and Communications Specialist

COVID-19 Grant Allocation Descriptions

Pre-Approvals

Funding approved prior to Phased requests. This funding went towards buying WebEx licenses to support employees' remote work capabilities and funded an external consultant to develop scenarios to plan for different levels of economic risk. Due to the emergent nature of the pandemic, the funding was approved as soon as possible.

Phase 1 & 2

Placemaking, Parklets, and Open Streets

Funding sought over Phase 1 and 2. Funding will help create vibrant commercial areas through public realm improvements, placemaking and activations. Parklets will create more spaces for people to safely connect during COVID-19, and additional seating capacity will support economic recovery efforts. Intended outcomes are to improve local quality of life for the community.

Economic Development

Funding sought over Phase 1 and 2. Funding will support the delivery of the City's COVID-19 economic recovery response, the Economic Investment Strategy, continued COVID-19 scenario planning, and a vision for the City's economy.

Business Transformation

Funding sought over Phase 1 and 2. Funding will support the improvement of critical business processes such as public service, permits and licensing, Eservices and development services. It will support a comprehensive, multi-department process improvement project that will help the City address service challenges that have arisen during City Hall shut down and evolve processes to a more on line customer focused streamlined experience and faster review times. This will include including a series of quick actions to improve service, reduce backlog, improve access to information and provide predictable outcomes.

Supporting Services and Safety Measures for Employees & Buildings

Funding sought over Phase 1 and 2. Funding will support continued efforts related to maintain and enhance safety measures to address COVID-19 prevention in civic buildings. Specific deliverables include provision of in-person temporary service counter, modifications to the Fire Hall dormitory, and PPE/Equipment for City Hall, Police Administration, Fire Hall and the City Library. It will also support hardware and software to enable remote work. Improvements in technology has enabled the provision of city services in virtual form, such as Gateway. Lastly, funding will support employee wellness initiatives.

COVID Coordination

Funding sought over Phase 1 and 2. This allocation will provide internal capacity through the hiring of a new employee to support COVID-19 response including tracking and reporting of impacts and costs.

Actions to Support out Community

Funding sought over Phase 2. This allocation will support community resiliency and recovery, with special attention being focused on social service provision. Funding will support childcare and food security projects, wellbeing and resilience initiatives, a social collective initiative, and Equity, Diversity and Inclusion actions at the City. Funding will also go towards NVRC and NVLC programming & operations including upgrades to technology, as well as program assistance at the Shipyards. It will also be allocated towards strengthening our community's economic recovery by assessing local businesses priorities as the City moves towards a post-pandemic world.

COVID-19 Grant Allocation Descriptions

Phase 3

Safety Measures for City Employees

Funding sought again in Phase 3. Funding will support remote working equipment. Specifically, it will providing staff who have previously been utilizing their own personal computers the appropriate and secure technology (e.g., laptop, dock, etc.) to be able to work remotely. Funding will also be allocated towards improving communications and engagement services. This will go towards hiring a 1 year TFT and upgrading tools to better support all City departments with community outreach and public engagement in a digital environment.

NVRC Operations (City Share)

Funding sought again in Phase 3. Funding will support NVRC with operating in the context of COVID-19 safety guidelines as the world moves towards a post-pandemic normal. The funding specifically will be allocated towards: additional rescue mannequins to support distanced lifeguard training; fitness class PPE and other expenses; summer camp individual supply kits; web cams for remote work; Centennial Theatre tents for outdoor events; hardware for vaccination scanning; security for vaccination checking; and, web development costs;

Business Transformation

Funding sought again in Phase 3. Funding will support Gateway's temporary public service counter at City Hall. The service counter has been providing in-person, email and telephone service to enhance and streamline client service. The funding will go towards staffing the temporary counter thereby sustaining business operations.