



AGENDA FOR THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON MONDAY, SEPTEMBER 23, 2024 AT 6:00 PM

Watch Livestream at cnv.org/LiveStreaming
View complete Agenda Package at cnv.org/CouncilMeetings

The City of North Vancouver respectfully acknowledges that this Council meeting is held on the traditional and unceded territories of the Skwxwú7mesh (Squamish) and Səlílwətaʔ (Tsleil-Waututh) Nations.

CALL TO ORDER

APPROVAL OF AGENDA

1. Regular Council Meeting Agenda, September 23, 2024

ADOPTION OF MINUTES

2. Regular Council Meeting Minutes, September 9, 2024

PROCLAMATIONS

Truth and Reconciliation Day – September 30, 2024

Canadian Library Month – October 2024

PUBLIC INPUT PERIOD

DELEGATION

Corrie Bownick, Manager, Municipal Animal Contracts, and Sarah Henderson, Manager, West Vancouver Community Animal Centre, BC SPCA
– BC SPCA and City of North Vancouver 2024 Contract Update

CORRESPONDENCE

3. Sarah Herring, Government Relations Officer, BC SPCA
– BC SPCA and City of North Vancouver 2024 Contract Update

PRESENTATIONS

- A. City Library 2023 Report to Our Community – Chief Librarian

Information Report, September 3, 2024 – “City Library 2023 Report to Our Community”

- B. Asset Management Program Annual Reporting Framework and Progress Update
– Manager, Infrastructure Policy, Planning and Analysis

Information Report, September 4, 2024 – “Annual Reporting Framework and Progress Update”

PRESENTATIONS – Continued

- C. Lonsdale Energy – Sewer Heat Recovery Plant Project Announcement
– Deputy Director, Lonsdale Energy

Information Report, September 4, 2024 – “Lonsdale Energy – Sewer Heat Recovery Plant, Project Announcement”

- D. 2025-2029 Budget Outlook – Chief Financial Officer

Information Report, September 4, 2024 – “2025-2029 Budget Outlook”

REPORT

4. Rezoning Applications for RS-2 Zone

BYLAWS – FIRST, SECOND AND THIRD READINGS

5. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9067”
(Inspired Architecture, 822 East 4th Street, RS-2)
6. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9068”
(Inspired Architecture, 842 East 5th Street, RS-2)
7. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9069”
(Bill Curtis and Associates Design Ltd., 417 West 14th Street, RS-2)
8. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9070”
(Bill Curtis and Associates Design Ltd., 450 West 15th Street, RS-2)
9. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9071”
(Vernacular Studio Inc., 1553 Sutherland Avenue, RS-2)
10. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9072”
(Vernacular Studio Inc., 245 West 27th Street, RS-2)
11. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9073”
(Vernacular Studio Inc., 352 West 15th Street, RS-2)
12. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9074”
(Vernacular Studio Inc., 462 East 11th Street, RS-2)
13. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9075”
(Vernacular Studio Inc., 509 East 6th Street, RS-2)
14. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9076”
(Vernacular Studio Inc., 540 West 21st Street, RS-2)
15. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9077”
(Vernacular Studio Inc., 844 East 6th Street, RS-2)

BYLAWS – FIRST, SECOND AND THIRD READINGS – Continued

16. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9078”
(Robert Blaney Design Inc., 332 East 24th Street, RS-2)
17. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9079”
(Armacan Developments Ltd., 332 West 16th Street, RS-2)
18. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9080”
(Robert Blaney Design Inc., 652 East 4th Street, RS-2)
19. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9081”
(Vela Design Build, 642 East 6th Street, RS-2)

PUBLIC CLARIFICATION PERIOD

COUNCIL INQUIRIES

COUNCIL 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

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1. Regular Council Meeting Agenda, September 23, 2024

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Canadian Library Month – October 2024

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.

Speakers may only speak on the same matter once in a 3-month period.

Speakers during the Public Input Period are permitted to join the meeting in person in the Council Chamber or electronically via Webex. There are 2 ways to sign up to speak during the Public Input Period.

- 1) **IN PERSON:** Speakers who choose to participate in person must sign the speaker list located outside the Council Chamber between 5:30 and 5:50pm on the day of the Council meeting.
- 2) **ELECTRONICALLY VIA WEBEX:** Speakers who choose to participate electronically must pre-register by 12:00 noon on the day of the Council meeting by completing the online form at cnv.org/PublicInputPeriod, or by phoning 604-990-4234. These pre-registrants will receive instructions by email or phone on the afternoon before the Council meeting.

If a speaker has written material to accompany their comments, the material must be sent to the Corporate Officer at clerks@cnv.org no later than 12:00 noon on the day of the Council 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), including Zoning Bylaws for which a Public Hearing will not be held or is prohibited under section 464 of the *Local Government Act*.

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 their surname”. Councillors should be addressed as “Councillor, followed by their surname”.

DELEGATION

Corrie Bownick, Manager, Municipal Animal Contracts, and Sarah Henderson, Manager, West Vancouver Community Animal Centre, BC SPCA

Re: BC SPCA and City of North Vancouver 2024 Contract Update

Item 3 refers.

CORRESPONDENCE

3. Sarah Herring, Government Relations Officer, BC SPCA, June 26, 2024
– File: 01-0230-01-0001/2024

Re: BC SPCA and City of North Vancouver 2024 Contract Update

RECOMMENDATION:

THAT the correspondence from Sarah Herring, Government Relations Officer, BC SPCA, dated June 26, 2024, regarding the “BC SPCA and City of North Vancouver 2024 Contract Update”, be received for information with thanks.

PRESENTATIONS

- A. City Library 2023 Report to Our Community – Chief Librarian

Information Report, September 3, 2024 – “City Library 2023 Report to Our Community”

- B. Asset Management Program Annual Reporting Framework and Progress Update
– Manager, Infrastructure Policy, Planning and Analysis

Information Report, September 4, 2024 – “Annual Reporting Framework and Progress Update”

- C. Lonsdale Energy – Sewer Heat Recovery Plant Project Announcement
– Deputy Director, Lonsdale Energy

Information Report, September 4, 2024 – “Lonsdale Energy – Sewer Heat Recovery Plant, Project Announcement”

- D. 2025-2029 Budget Outlook – Chief Financial Officer

Information Report, September 4, 2024 – “2025-2029 Budget Outlook”

REPORT

4. Rezoning Applications for RS-2 Zone – File: 08-3010-01-0001/2024

Report: Planner 2, September 4, 2024

RECOMMENDATION:

PURSUANT to the report of the Planner 2, dated September 4, 2024, entitled “Rezoning Applications for RS-2 Zone”:

THAT the applications for the properties listed below submitted by the respective applicants, to rezone the subject properties from a One-Unit Residential 1 (RS-1) Zone to a One-Unit Residential 2 (RS-2) Zone, be considered;

THAT the respective Zoning Amendment Bylaws listed below be considered for readings with no Public Hearing held, in accordance with the *Local Government Act, section 464(3) [public hearing prohibited]*;

Address	Applicant	Bylaw Number
822 East 4 th Street	Inspired Architecture	9067
842 East 5 th Street	Inspired Architecture	9068
417 West 14 th Street	Bill Curtis and Associates Design Ltd.	9069
450 West 15 th Street	Bill Curtis and Associates Design Ltd.	9070
1553 Sutherland Avenue	Vernacular Studio Inc.	9071
245 West 27 th Street	Vernacular Studio Inc.	9072
352 West 15 th Street	Vernacular Studio Inc.	9073
462 East 11 th Street	Vernacular Studio Inc.	9074
509 East 6 th Street	Vernacular Studio Inc.	9075
540 West 21 st Street	Vernacular Studio Inc.	9076
844 East 6 th Street	Vernacular Studio Inc.	9077
332 East 24 th Street	Robert Blaney Design Inc.	9078
332 West 16 th Street	Armacan Developments Ltd.	9079
652 East 4 th Street	Robert Blaney Design Inc.	9080
642 East 6 th Street	Vela Design Build	9081

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

No Public Hearing held. Notice published on September 11 and 18, 2024.

Items 5-19 refer.

BYLAWS – FIRST, SECOND AND THIRD READINGS

5. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9067”
(Inspired Architecture, 822 East 4th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9067”
(Inspired Architecture, 822 East 4th Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9067”
(Inspired Architecture, 822 East 4th Street, RS-2) be given third reading.

6. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9068”
(Inspired Architecture, 842 East 5th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9068”
(Inspired Architecture, 842 East 5th Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9068”
(Inspired Architecture, 842 East 5th Street, RS-2) be given third reading.

7. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9069”
(Bill Curtis and Associates Design Ltd., 417 West 14th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9069” (Bill
Curtis and Associates Design Ltd., 417 West 14th Street, RS-2) be given first and
second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9069”
(Bill Curtis and Associates Design Ltd., 417 West 14th Street, RS-2) be given
third reading.

BYLAWS – FIRST, SECOND AND THIRD READINGS – Continued

8. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9070”
(Bill Curtis and Associates Design Ltd., 450 West 15th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9070”
(Bill Curtis and Associates Design Ltd., 450 West 15th Street, RS-2) be given first
and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9070”
(Bill Curtis and Associates Design Ltd., 450 West 15th Street, RS-2) be given
third reading.

9. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9071”
(Vernacular Studio Inc., 1553 Sutherland Avenue, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9071”
(Vernacular Studio Inc., 1553 Sutherland Avenue, RS-2) be given first and
second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9071”
(Vernacular Studio Inc., 1553 Sutherland Avenue, RS-2) be given third reading.

10. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9072”
(Vernacular Studio Inc., 245 West 27th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9072”
(Vernacular Studio Inc., 245 West 27th Street, RS-2) be given first and second
readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9072”
(Vernacular Studio Inc., 245 West 27th Street, RS-2) be given third reading.

11. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9073”
(Vernacular Studio Inc., 352 West 15th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9073”
(Vernacular Studio Inc., 352 West 15th Street, RS-2) be given first and second
readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9073”
(Vernacular Studio Inc., 352 West 15th Street, RS-2) be given third reading.

BYLAWS – FIRST, SECOND AND THIRD READINGS – Continued

12. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9074”
(Vernacular Studio Inc., 462 East 11th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9074”
(Vernacular Studio Inc., 462 East 11th Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9074”
(Vernacular Studio Inc., 462 East 11th Street, RS-2) be given third reading.

13. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9075”
(Vernacular Studio Inc., 509 East 6th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9075”
(Vernacular Studio Inc., 509 East 6th Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9075”
(Vernacular Studio Inc., 509 East 6th Street, RS-2) be given third reading.

14. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9076”
(Vernacular Studio Inc., 540 West 21st Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9076”
(Vernacular Studio Inc., 540 West 21st Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9076”
(Vernacular Studio Inc., 540 West 21st Street, RS-2) be given third reading.

15. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9077”
(Vernacular Studio Inc., 844 East 6th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9077”
(Vernacular Studio Inc., 844 East 6th Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9077”
(Vernacular Studio Inc., 844 East 6th Street, RS-2) be given third reading.

BYLAWS – FIRST, SECOND AND THIRD READINGS – Continued

16. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9078”
(Robert Blaney Design Inc., 332 East 24th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9078”
(Robert Blaney Design Inc., 332 East 24th Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9078”
(Robert Blaney Design Inc., 332 East 24th Street, RS-2) be given third reading.

17. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9079”
(Armacan Developments Ltd., 332 West 16th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9079”
(Armacan Developments Ltd., 332 West 16th Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9079”
(Armacan Developments Ltd., 332 West 16th Street, RS-2) be given third reading.

18. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9080”
(Robert Blaney Design Inc., 652 East 4th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9080”
(Robert Blaney Design Inc., 652 East 4th Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9080”
(Robert Blaney Design Inc., 652 East 4th Street, RS-2) be given third reading.

19. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9081”
(Vela Design Build, 642 East 6th Street, RS-2)

RECOMMENDATION:

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9081” (Vela Design Build, 642 East 6th Street, RS-2) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9081”
(Vela Design Build, 642 East 6th Street, RS-2) be given third reading.

PUBLIC CLARIFICATION PERIOD

The Public Clarification Period is limited to 10 minutes in total and is an opportunity for the public to ask a question regarding process or clarification on an item on the Regular Council Agenda. The Public Clarification Period concludes after 10 minutes and the Regular Council Meeting reconvenes.

COUNCIL INQUIRIES

COUNCIL 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)(d) [security of City property], 90(1)(e) [land matter] and 90(1)(i) [legal advice], and where required, Council considers that the matters could reasonably be expected to harm the interests of the City if they were held in public.

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

ADJOURN

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MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN CONFERENCE ROOM A/B, THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON **MONDAY, SEPTEMBER 9, 2024**

PRESENT

COUNCIL MEMBERS

Mayor L. Buchanan
Councillor H. Back
(joined at 6:37 pm)
Councillor D. Bell
Councillor A. Girard
Councillor J. McIlroy
Councillor S. Shahriari
Councillor T. Valente

STAFF MEMBERS

L. McCarthy, CAO
B. Pearce, Deputy CAO
P. DeJong, Acting Corporate Officer
J. Peters, Manager, Legislative and Election Services
L. Sawrenko, Chief Financial Officer
D. Van Heerden, Manager, Financial Planning
P. Manarovici, Controller
A. Peters, Manager, Revenue
H. Granger, City Solicitor
K. Magnusson, Director, Engineering, Parks and Environment
B. Willock, Deputy Director, Infrastructure Management
D. Hutch, Deputy Director, Parks and Public Spaces
A. Nayeri, Manager, Infrastructure Policy, Planning and Analysis
C. Lesmeister, Park Planner
S. Galloway, Director, Planning and Development
T. Ryce, Chief Building Official
L. Mulleder, Development Planner
G. Schalk, Public Safety Director and Fire Chief
E. Doran, Director, People, Culture and Transformation
H. van Gelderen, Legislative Services Advisor

The meeting was called to order at 5:15 pm.

RECESS TO CLOSED SESSION

Moved by Councillor McIlroy, seconded by Councillor Shahriari.

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)(c) [labour relations] and where required, Council considers that the matters could reasonably be expected to harm the interests of the City if they were held in public.

CARRIED UNANIMOUSLY

The meeting recessed to the Committee of the Whole, Closed Session, at 5:16 pm and adjourned at 5:51 pm, until the end of the Regular meeting when the Closed Session will reconvene for the remainder of Closed agenda items.

The Regular meeting was reconvened and called to order at 6:00 pm.

APPROVAL OF AGENDA

Moved by Councillor Bell, seconded by Councillor Girard

1. Regular Council Meeting Agenda, September 9, 2024

CARRIED UNANIMOUSLY

R2024-09-09/1

ADOPTION OF MINUTES

Moved by Councillor Valente, seconded by Councillor McIlroy

2. Regular Council Meeting Minutes, July 22, 2024

CARRIED UNANIMOUSLY

R2024-09-09/2

PUBLIC INPUT PERIOD

- Emily Vrooman, North Vancouver, spoke in opposition of Item 11 – Development Variance Permit PLN2023-00014 for 205 St. Patricks Avenue.

CONSENT AGENDA

Moved by Councillor Bell, seconded by Councillor Girard

THAT Item 3 be removed from the Consent Agenda.

CARRIED UNANIMOUSLY

BYLAW – ADOPTION

3. “Housing Agreement Bylaw, 2024, No. 9062” (City of North Vancouver, 120 St. Georges Avenue, CD-737, Rental Housing Commitments)

Moved by Councillor McIlroy, seconded by Councillor Girard

THAT “Housing Agreement Bylaw, 2024, No. 9062” (City of North Vancouver, 120 St. Georges Avenue, CD-737, Rental Housing Commitments) be adopted, signed by the Mayor and Corporate Officer and affixed with the corporate seal.

CARRIED UNANIMOUSLY

R2024-09-09/3

DELEGATION

Sharon Lalli, Deputy Assessor for Industrial, Cost and Strata ICI Properties, and Michael Law, Deputy Assessor for Commercial Properties, BC Assessment

Re: Overview of Property Assessment and 2024 Assessment Roll

Sharon Lalli and Michael Law, BC Assessment, provided a PowerPoint presentation regarding an “Overview of Property Assessment and 2024 Assessment Roll” and responded to questions from Council.

Councillor Back joined the meeting at 6:37 pm.

CORRESPONDENCE

4. Sharon Lalli, Deputy Assessor, BC Assessment, August 6, 2024
– File: 05-1950-01-0001/2024

Re: Overview of Property Assessment and 2024 Assessment Roll

Moved by Councillor Girard, seconded by Councillor Shahriari

THAT the correspondence from Sharon Lalli, Deputy Assessor, BC Assessment, dated August 6, 2024, regarding the “Overview of Property Assessment and 2024 Assessment Roll”, be received for information with thanks.

CARRIED UNANIMOUSLY

R2024-09-09/4

PRESENTATION

Asset Management Approach and Strategy – Manager, Infrastructure Policy, Planning and Analysis

The Manager, Infrastructure Policy, Planning and Analysis, and Director, Engineering, Parks and Environment, provided a PowerPoint presentation regarding the “Asset Management Approach and Strategy” and responded to questions from Council.

REPORT

5. Asset Management Approach and Strategy – File: 11-5240-10-0001/1

Report: Manager, Infrastructure Policy, Planning and Analysis, August 21, 2024

Moved by Councillor Valente, seconded by Councillor Back

PURSUANT to the report of the Manager, Infrastructure Policy, Planning and Analysis, dated August 21, 2024, entitled “Asset Management Approach and Strategy”:

THAT the *Asset Management for Sustainable Service Delivery – A BC Framework (AMBC Framework)* be endorsed as a reference framework to guide the City's asset management practices;

THAT staff begin an education and feedback process with the community on topics of service levels and risk to inform Council's future decisions;

AND THAT staff report back to Council with the draft Asset Management Strategy for endorsement.

CARRIED UNANIMOUSLY

R2024-09-09/5

PRESENTATION

Fees and Charges Policy – Chief Financial Officer

The Chief Financial Officer provided a PowerPoint presentation regarding the “Fees and Charges Policy” and responded to questions from Council.

REPORTS

6. Fees and Charges Bylaw Policy – File: 05-1810-01-0001/2024

Report: Chief Financial Officer, August 21, 2024

Moved by Councillor Shahriari, seconded by Councillor Back

PURSUANT to the report of the Chief Financial Officer, dated August 21, 2024, entitled “Fees and Charges Bylaw Policy”:

THAT the recommended Fees and Charges Policy be approved;

AND THAT the Schedule of Fees for Filming Policy be repealed.

CARRIED UNANIMOUSLY

R2024-09-09/6

7. 2024-2034 Community Works Fund Agreement – File: 05-1855-01-0001/2024

Report: Chief Financial Officer, August 21, 2024

Moved by Councillor Valente, seconded by Councillor Bell

PURSUANT to the report of the Chief Financial Officer, dated August 21, 2024, entitled “2024-2034 Community Works Fund Agreement”:

THAT the City of North Vancouver be authorized to enter into a 10-year agreement with the Union of British Columbia Municipalities to receive its share of annual funding from the Community Works Fund;

AND THAT the Mayor and Corporate Officer be authorized to sign the Union of British Columbia Municipalities 2024-2034 Community Works Fund Agreement on behalf of the City of North Vancouver.

CARRIED UNANIMOUSLY

R2024-09-09/7

REPORTS – Continued

8. North Shore Streamkeepers Mosquito Creek Restoration Project Phase II
– File: 11-5280-10-0001/2024

Report: Environmental Coordinator, August 21, 2024

Moved by Councillor Bell, seconded by Councillor McIlroy

PURSUANT to the report of the Environmental Coordinator, dated August 21, 2024, entitled “North Shore Streamkeepers Mosquito Creek Restoration Project Phase II”:

THAT funding of \$41,000 be contributed towards the North Shore Streamkeepers Mosquito Creek Restoration Project Phase II from the Stream Environmental Enhancement project (55097) within the approved 2024 Drainage Utility Budget.

CARRIED UNANIMOUSLY

R2024-09-09/8

9. Zoning Bylaw Amendment – 2416 Western Avenue (By Design Construction)
– File: 08-3400-20-0134/1

Report: Planner 2, August 21, 2024

Moved by Councillor Valente, seconded by Councillor Back

PURSUANT to the report of the Planner 2, dated August 21, 2024, entitled “Zoning Bylaw Amendment – 2416 Western Avenue (By Design Construction)”:

THAT the application submitted by By Design Construction, to rezone the property located at 2416 Western Avenue from a RS-1 Zone to a Comprehensive Development Zone, be considered;

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9060” (By Design Construction, 2416 Western Avenue, CD-766) be considered for readings with no Public Hearing held, in accordance with the *Local Government Act, Section 464(3) [public hearing prohibited]*;

AND THAT the community benefits listed in the section “Density Bonus and Community Benefits” be secured, through agreements at the applicant’s expense and to the satisfaction of staff.

CARRIED

R2024-09-09/9

Councillor Bell is recorded as voting in opposition to the motion.

BYLAW – FIRST, SECOND AND THIRD READINGS

10. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9060” (By Design Construction, 2416 Western Avenue, CD-766)

Moved by Councillor Shahriari, seconded by Councillor Valente

THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9060” (By Design Construction, 2416 Western Avenue, CD-766) be given first and second readings;

AND THAT “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9060” (By Design Construction, 2416 Western Avenue, CD-766) be given third reading.

CARRIED
R2024-09-09/10

Councillor Bell is recorded as voting in opposition to the motion.

MOTION

11. Development Variance Permit PLN2023-00014 (205 St. Patricks Avenue)
– File: 08-3400-20-0122/1

Moved by Councillor Valente, seconded by Councillor McIlroy

THAT Development Variance Permit No. PLN2023-00014 (205 St. Patricks Avenue) be issued to Malinder Brar, Golden Lines Home Limited, in accordance with Section 498 of the *Local Government Act*, with a change to subsection 2.B.(c) to read “(c) 1.8 m (5.9 ft.) from a Rear Lot Line”;

AND THAT the Mayor and Corporate Officer be authorized to sign Development Variance Permit No. PLN2023-00014.

CARRIED UNANIMOUSLY
R2024-09-09/11

PUBLIC CLARIFICATION PERIOD

Nil.

COUNCIL INQUIRIES

Nil.

NEW ITEMS OF BUSINESS

Nil.

NOTICES OF MOTION

Nil.

RECESS TO CLOSED SESSION

Moved by Councillor Shahriari, seconded by Councillor Valente

THAT Council recess to the Committee of the Whole, Closed Session, pursuant to the *Community Charter*, Sections 90(1)(d) [security of City property], 90(1)(i) [legal advice] and 90(2)(b) [intergovernmental relations] and where required, Council considers that the matters could reasonably be expected to harm the interests of the City if they were held in public.

CARRIED UNANIMOUSLY

The meeting recessed to the Committee of the Whole, Closed Session, at 8:43 pm and reconvened at 9:52 pm.

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

Moved by Councillor Back, seconded by Councillor Shahriari

THAT the following items from the Committee of the Whole (Closed Session), of September 9, 2024, be ratified:

12. Legal Advice – File: 06-2430-01-0001/2024

Report: City Solicitor, August 21, 2024

PURSUANT to the report of the City Solicitor, dated August 21, 2024, regarding legal advice:

THAT the wording of the resolution and the report of the City Solicitor, dated August 21, 2024, remain in the Closed session.

R2024-09-09/12

13. Legal Advice – File: 01-0560-20-0001/2024

Report: Chief Administrative Officer, August 21, 2024

PURSUANT to the report of the Chief Administrative Officer, dated August 21, 2024, regarding legal advice:

THAT the wording of the resolution and the report of the Chief Administrative Officer, dated August 21, 2024, remain in the Closed session.

R2024-09-09/13

14. Security of City Property / Intergovernmental Relations – File: 01-0400-65-0001/2024

Report: Chief Administrative Officer, August 21, 2024

PURSUANT to the report of the Chief Administrative Officer, dated August 21, 2024, regarding security of city property and intergovernmental relations:

THAT the wording of the resolution and the report of the Chief Administrative Officer, dated August 21, 2024, remain in the Closed session.

R2024-09-09/14

CARRIED UNANIMOUSLY

ADJOURN

Moved by Councillor Bell, seconded by Councillor Girard

THAT the meeting adjourn.

CARRIED UNANIMOUSLY

The meeting adjourned at 9:53 pm.

“Certified Correct by the Acting Corporate Officer”

ACTING CORPORATE OFFICER



Office of the Mayor

CITY OF NORTH VANCOUVER
BRITISH COLUMBIA

Proclamation

TRUTH AND RECONCILIATION DAY

Whereas

on September 30, Canadians will be provided the opportunity to deepen their understanding of Indigenous history and advancing reconciliation;

Whereas

the City of North Vancouver values Indigenous lives and is committed to strengthening its relationships with First Nations, Métis and Inuit peoples;

Whereas

the City of North Vancouver recognizes that public commemoration of the history and legacy of residential schools remains a vital component of reconciliation;

Whereas

the Truth and Reconciliation Commission's Call to Action #80 called on the Federal government to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour survivors of residential schools, their families and communities;

Whereas

the government of Canada and the Province of British Columbia mark September 30th as a day of public commemoration and reflection;

And Whereas

the City of North Vancouver Council identified Equity, Diversity, Inclusion and Reconciliation as essential components to the City's vision of being the Healthiest Small City in the World;

Now Therefore

I, Linda Buchanan, Mayor of the City of North Vancouver, do hereby proclaim **September 30, 2024** as **Truth and Reconciliation Day** in the City of North Vancouver, the traditional territories of the Squamish and Tsleil-Waututh Nations.

So proclaimed on Monday, September 23, 2024

Linda C. Buchanan

Mayor Linda Buchanan



Office of the Mayor

CITY OF NORTH VANCOUVER
BRITISH COLUMBIA

Proclamation

CANADIAN LIBRARY MONTH

Whereas

the City of North Vancouver is a city for people – deeply invested in the health and wellbeing of its residents and committed to equitable access and inclusion;

Whereas

the critical importance of libraries in expanding access, helping to create equity, and solidifying the importance of social infrastructure was illuminated;

Whereas

the North Vancouver City Library, other public libraries, academic libraries and school libraries add immensely to the culture, creativity and growth of citizens by promoting and supporting lifelong learning by helping people to access the information and tools they need to live, learn and work; inspiring wonder, curiosity, creativity and promoting dialogue and understanding;

And Whereas

this October, communities across Canada are celebrating the important role libraries play in enhancing the quality of life for all Canadians;

Now Therefore

I, Linda Buchanan, Mayor of the City of North Vancouver, do hereby proclaim **October 2024** as **Canadian Library Month** in the City of North Vancouver, the traditional territories of the Squamish and Tsleil-Waututh Nations.


So proclaimed on Monday, September 23, 2024

Mayor Linda Buchanan

BC SPCA & City of North Vancouver
2024 Contract Update



BCSPCA
SPEAKING FOR ANIMALS



Salted Caramel

The BC SPCA

- Established in 1895
- Authorized to enforce the *Prevention of Cruelty to Animals Act*
- Registered charity, primarily funded by donors
- Receive no ongoing provincial or federal funding

BCSPCA
SPEAKING FOR ANIMALS

Mission & Vision

Mission: To protect and enhance the quality of life for domestic, farm and wild animals in B.C.

Vision: To inspire and mobilize society to create a world in which all animals enjoy, as a minimum:

1. Freedom from hunger & thirst
2. Freedom from pain, injury & disease
3. Freedom from distress
4. Freedom from discomfort
5. Freedom to express behaviours that promote well-being



Contract

Under our contract, the BC SPCA:

- Operates a fully equipped animal shelter
- Receives, impounds and holds stray or injured dogs to be claimed by their owners
- Accepts animals surrendered by City residents
- Facilitates animal adoptions
- Provides access to veterinary services

BCSPCA
SPEAKING FOR ANIMALS

NORTH VAN ANIMALS

20
Dogs

16
Cats

12
Others

Contract Intake

- To date in 2024, we've received **48 animals** under the City of North Vancouver contract
- Animals not claimed within the 72-hour stray hold are transferred into BC SPCA custody for:
 - Assessment
 - Care
 - Adoption

SPEAKING FOR ANIMALS

Other Programs & Services

The BC SPCA also provides:

- Compassionate boarding
- Pet food bank
- Animal protection investigations
- Humane education
- Emergency response and support
- Animal Helpline: **1-855-622-7722**

BC SPCA WEST VAN

Cared for
616 ANIMALS

399
Adoptions

300 KG +
1,580 CANS

1,084 KG +
146 CANS



Our Team

Our dedicated West Vancouver Community Animal Centre team includes:

- **11** staff, including:
 - **1** manager
 - **10** animal care supervisors, specialists & attendants
- **258** volunteers

BCSPCA
SPEAKING FOR ANIMALS

Thank you!

Sarah Henderson

Manager, West Vancouver
Community Animal Centre
Shenderson@sPCA.bc.ca

Corrie Bownick

Manager, Municipal Animal
Contracts
Cbownick@sPCA.bc.ca



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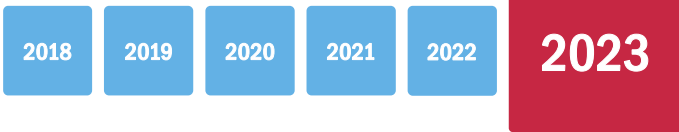


North Vancouver City Library

2023

Report to our community

CONTINUING WORK ON OUR STRATEGIC PLAN



The framework outlines City Library's strategic priorities, which align with the Council Strategic Plan 2022-2026.



INSPIRE LEARNING, DISCOVERY & CREATION



A **resilient city** leads the way in climate action and is a steward of the environment for future generations.



Love the workshops for learning new skills!

I love seeing libraries offer new, unique and useful items for borrowing... It opens up lots more opportunities for the community.

95.8% of library visitors feel inspired to learn more as a result of using the library



CREATE VIBRANT SPACES



A **vibrant city** offers dynamic public spaces and places that provide for connection and engagement.

I like the new space in the lobby by the entrance. Encourages spaces for group work/collaboration.

NVCL is a kind of hub that binds the community together... Many people and I feel comfortable and safe in the library, which makes us more focused and even motivated on the work or activity that we do here.



96.2% of library customers feel the library is welcoming and comfortable

HONOUR INDIGENOUS PERSPECTIVES



A **city for people** is welcoming, inclusive, safe and accessible and supports the health and well-being of all.

[The library] helps the community to access information and books that contain Indigenous history, and the library itself is very welcoming to people.

75% of library customers increased their knowledge about reconciliation and Indigenous history and experience as a result of using the library.



CHAMPION EQUITY, DIVERSITY, ACCESS & INCLUSION



The library is more important than ever. It is one of the last true public spaces that do not have financial barriers to access.

A **city for people** people is welcoming, inclusive, safe and accessible and supports the health and well-being of all.



6,792 people attended programs focused on dialogue and connection.



92.6% of library customers reported a greater sense of community belonging as a result of their use of the library.



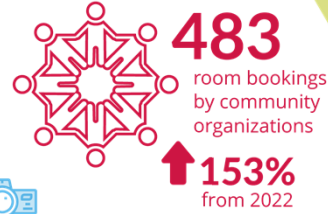
2023: A YEAR IN NUMBERS



6,436 new library cardholders
↑ **22%** from 2022



49,282 research questions asked
= **1** tough question asked every **4** minutes
↑ **20%** from 2022



OUR JOURNEY SO FAR

21%
Increase in in-depth research and instructional support requests since 2018

30%
Increase in items per active borrower since 2018

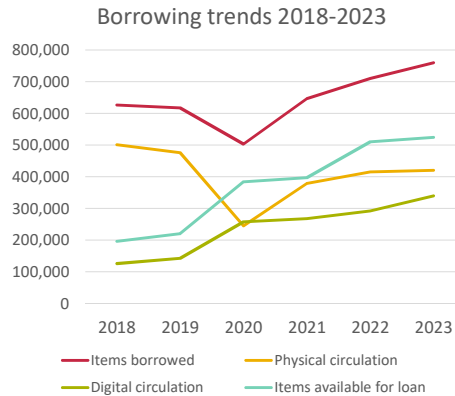
267%
Increase in programs featuring Indigenous content and creators since 2018



339%
Increase in attendance for technology learning programs since 2018

21%
Increase in materials borrowed since 2018

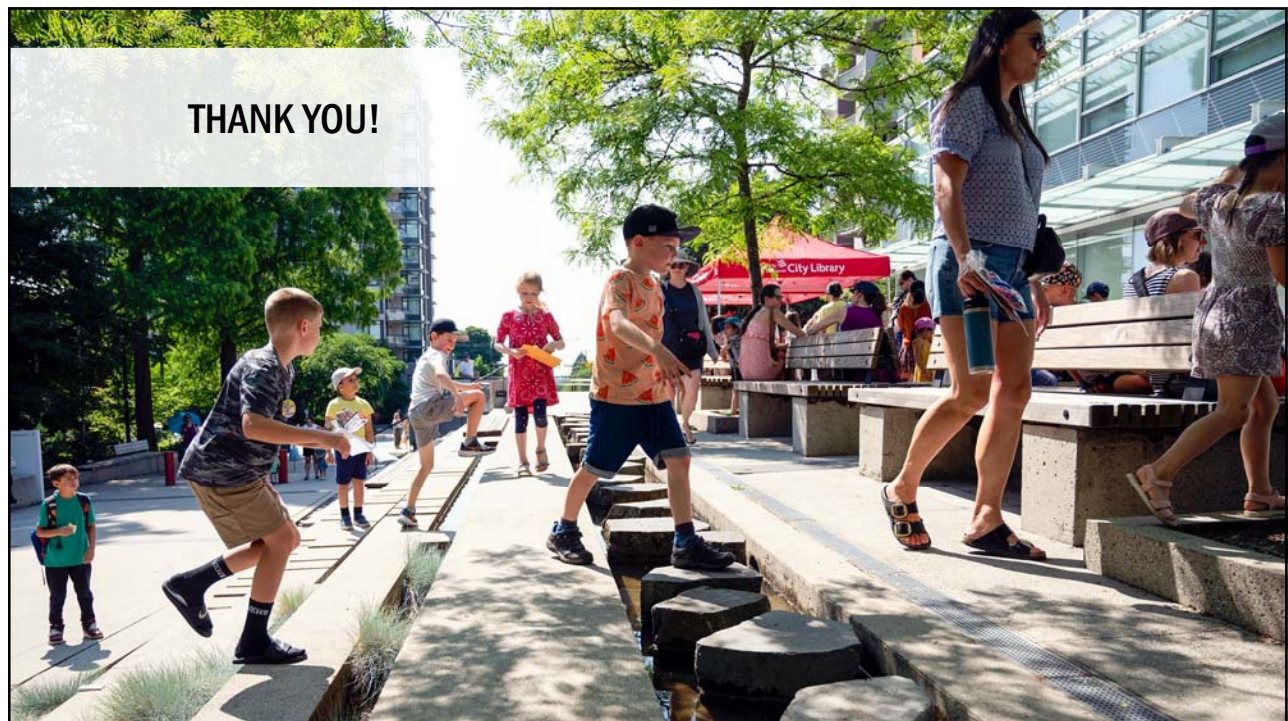
44%
Increase in accessible services customers since 2018



LOOKING AHEAD


In 2024 and 2025, we are planning for the future and building a strong base for success:

- **Strategic planning:** reflecting on the results of research and community engagement
- **Sustaining responsive services:** ensuring core services continue to meet community needs
- **Renewing essential infrastructure:** investing in repair and renewal of library systems and equipment
- **Maintaining momentum:** continuing work on reconciliation, diversity, equity, inclusion and accessibility



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-- _____ Department Manager	-- _____ Director	 _____ CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
NORTH VANCOUVER CITY LIBRARY

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Deb Hutchison Koep, Chief Librarian

Subject: CITY LIBRARY 2023 REPORT TO OUR COMMUNITY

Date: September 3, 2024 File No: LB-0110-01-0001/2024

ATTACHMENTS

1. City Library 2023 Report to our Community (CityDocs [2569273](#))

BACKGROUND

The City Library’s 2018-2021 Strategic Plan was developed through in-depth research and engagement with nearly 2,000 residents about their library use, needs and aspirations. The plan was updated and extended in 2021 and will serve as a planning framework until the library completes its next round of strategic planning in 2024.

Each year the City Library produces the *Report to our Community* to demonstrate our work to inspire learning, discovery and creation, create vibrant spaces, honour Indigenous perspectives, and champion equity, diversity, access and inclusion.

This information report augments the *2023 Report to our Community* and demonstrates how library services and initiatives support Council’s vision and priorities.

DISCUSSION

The City Library participates in Council’s vision to be the “healthiest small city in the world” by providing critical social infrastructure for the residents of North Vancouver and promoting resilience and social connection through learning, shared space, technology access and reading. At the City Library, neighbours encounter the rich diversity of people, ideas and experiences in their community.

With programs and services that are free and open to all, the City Library positively impacts social determinants of health by:

- Supporting literacy and lifelong learning
- Strengthening community connection and belonging
- Upholding equitable access to information and knowledge
- Bridging the digital divide
- Supporting community development

Council Priority: A City for People

The City Library is committed to being an inclusive and welcoming space for everyone and champions free and equitable access to information and ideas. Services, programs and collections support lifelong learning — helping people to achieve success in school, develop workplace skills, cope with life challenges and explore new perspectives — and develop resiliency and empathy.

As a memory and learning institution that is committed to truth and reconciliation, the City Library was grateful and humbled to celebrate the installation of two new, original **Coast Salish weavings** by master weavers Chepximiya Siyam' Chief Janice George and Skwetsimeltxw Willard "Buddy" Joseph of the Skwxwú7mesh Úxwumixw (Squamish Nation) in the "community living room" space adjacent to the library entrance in May 2023.

The weavings are inspired by the 100-year anniversary of the Squamish Nation amalgamation and honour past leaders of the Squamish people. The red, green and black triangles in *Honouring our Former Leaders* represent the three Squamish reserves at Señákw, Squamish Valley and Sunshine Coast and the 16 families (or bands) that were amalgamated into one Squamish Nation on July 23, 1923. *Honouring our Ancestors* is inspired by the woven design in the robes worn by Sa7plek Chief Joe Capilano.

The weavings were commissioned with the support of the City of North Vancouver Public Art Program. The medium of weaving was chosen because weaving is a metaphor for the interconnectedness of people, the land, the past and the future – and for the processes of learning, storytelling and creating knowledge that are supported by public libraries.

The City Library's intention in displaying this work is to honour and reflect the land and the peoples of the land on which the library is built – and to improve cultural safety for Indigenous library users and staff.

Also in 2023, the City Library:

- Adopted an **Indigenous cultural safety plan** to ensure library services and workplace practices are informed by cultural protocols, empathy and safety
- Initiated an **audit of TRC calls to action** to document progress and identify further action.
- Launched **memory care kits** with materials and resources for individuals living with dementia and their caregivers.

- Offered a six-part **sign language instruction** program for library staff, who have begun to incorporate sign language into programming and service; this program was offered to the public as well.

Continuing activities at the City Library that support a City for People include:

- Delivering **after-school programming** for children in the middle years to support their unique learning and developmental needs
- **Bridging the digital divide** by providing free access to public computers and the Internet, as well as programming to support basic digital literacy
- Supporting families and caregivers and ensuring school readiness with **early literacy programming** that introduces pre-reading skills and supports parents and guardians as their child's first and best teachers
- Providing rich **fiction and non-fiction collections** in multiple formats and languages that encourage people to pursue interests and explore ideas
- Offering **free public programming** that introduces new realms of knowledge and inspires learning
- Working with **community partners** to support volunteerism, employment, skills development, English language learning, parenting skills, wellness and social connection

Council Priority: A Resilient City

The LEED Gold-certified City Library supports global citizenship and public education about climate change and sustainability through programming and collections that promote reduced energy consumption and the 3Rs (reduce, reuse, recycle). As a public lending library — the original “share economy” — the City Library provides residents with more than 500,000 items to borrow including seeds and power meters in addition to books, movies and magazines.

With the rising cost of living and growing concerns around sustainability, there is a strong interest in learning “DIY” skills such as sewing in our community. Learning to sew gives people the ability to repair textiles or create their own items instead of throwing damaged items away and/or (re)purchasing.

Sewing equipment and supplies are expensive, so having access to sewing machines and basic supplies through the library creates access for community members who might not otherwise have it. In addition, many people live in small spaces in our very urban community and do not have the space to store sewing machines and supplies, even if they can afford them.

Using one-time provincial grant funding, the City Library has purchased sewing machines and basic supplies for public use. In 2023, staff worked with community partners to develop sewing and mending programs to introduce life skills, promote mending, and build community.

A few examples of programs that took place in 2023 include:

- A summer sewing series for teens and adults, walking participants through a series of workshops starting at learning to use a sewing machine and moving to simple sewing projects such as hats and tote bags.
- An intergenerational Halloween costume-making program that brought together children and their caregivers with experienced sewers from Silver Harbour Seniors Activity Centre to design and sew their own costumes.

Building on programs like these, “open sewing” times welcome sewers to access sewing machines, hone their skills, work on their own projects, and create a community of sewers and menders.

Also in 2023, the City Library:

- Delivered over 75 programs around the **programming theme “Sustainability”** to inspire creativity, exploration and resilience for all ages
- Participated in the Cleaner Air Spaces Project with Vancouver Coastal Health to measure air quality inside and outside the library, and confirm that the library is a **“clean air space”** for community

Continuing activities at the City Library that support a Liveable City include:

- Reducing resource consumption by **lending more than 750,000 books** and other resources each year
- Hosting **Repair Cafes** and other programs that promote sustainable living
- Encouraging people to **grow their own food and create green spaces** in our community by partnering with the Edible Garden Project and North Shore Neighbourhood House to run the **Seed Library**
- Contributing to **food security and reduced food waste** with workshops on canning, preserving, fermenting and other cost-saving, sustainable practices
- Lending Kill-A-Watt Meters and Power Cost Monitors that **measure energy consumption**

Council Priority: A Vibrant City

The City Library is a vibrant living room for the community where all are welcome. Programming and services aim to reflect the diversity of residents and inspire library visitors to share their unique stories and connect with one another. We also strive to be active outside our walls, animating and activating public spaces with a library presence.

Summer reading isn't only for kids and teens! In 2023, City Library developed and launched an **adult summer reading program** to promote literacy and community connection.

The two-month long adult summer reading club program launched in July 2023 and featured a number of programs and activities, including a series of challenges designed to inspire people to explore new reading and learn more about the library. Examples included:

- Read a book by a North Shore author

- Read a book translated from another language
- Borrow a birding or hiking backpack from City Library
- Visit City Library’s seed library and check out some seeds

Three “book tasting” events over the summer complemented the challenges. At each event, library staff selected books and displayed them together with “menus” that provided at-a-glance descriptions of each book. These events introduced and built interest in new authors and genres – and brought people together around their shared love of books and reading.

By the end of the summer, participants had completed 256 challenges – and we knew we were onto something. One participant wrote to tell us “I love reading and I welcome the challenges as encouragement to do more and to expand my reading list. Thank you!” Another shared “What a great idea to have this for adults!”

A second adult summer reading program is in the works for 2024.

Also in 2023, the City Library:

- Implemented **improvements to the library lobby** to improve accessibility and versatility, increase seating and promote community connection and belonging.
- Expanded **intergenerational programming** to bring people of different ages together to learn with and from one another.
- Drafted an **equity, diversity and inclusion framework** to inform the development of an action plan, in tandem with the City’s work and with input from staff and community members.
- Launched **First Language kits** in six languages frequently spoken in our community (Chinese, Farsi, French, Korean, Spanish and Tagalog) to support early literacy development.

Continuing activities at the City Library that support a Vibrant City include:

- **Welcoming newcomers** with information, referral services, English language learning classes, and materials in their home languages
- Promoting **cross-cultural understanding** and reducing social isolation through the donor-funded annual **Library Small Grants program**
- Offering regular programming for individuals who often experience social isolation, like **new parents, newcomers and seniors**
- Creating library spaces like the **Café Connection** where people can gather and feel connected to their community
- Providing **Creation Stations** — including digitization equipment and an audio-video production booth — that enable people to capture and share their stories

Council Priority: A Connected City

The City Library’s location in Central Lonsdale, close to a major transit corridor and with walking and cycling infrastructure nearby, makes it easy for many residents to reach us via sustainable and active transportation modes. For those with mobility challenges and unable to travel to the Central Lonsdale location, the City Library strives to bring library service to them.

In 2023, the City Library:

- Completed year three of our three-year **summer book bike ambassador** project to bring library services to community members at City parks, plazas and events.
- Partnered with North Shore Neighbourhood House to deliver **programming in the community**, including outreach visits to Grant McNeil Place and the Versatile Building on East 3rd

Ongoing activities at the City Library that support a Connected City include:

- Promoting the use of **sustainable and active transportation** among City Library staff, including a transit pass subsidy and participation in GoByBike Week
- Delivering nearly 300 **programs outside the City Library's walls** to more than 9,000 community members in 2023

Council Priority: A Prosperous City

In addition to welcoming hundreds of visitors a day to the Central Lonsdale area, the City Library supports economic development, small businesses, employment and entrepreneurship in our community with information resources, research and referral services, and facilities.

In 2023, the City Library:

- Refurbished **small group meeting rooms** with acoustic treatments and flexible furniture to increase utility and functionality
- Improved accessibility of **meeting rooms** with improved acoustic separation and installation of a hearing loop for individuals with hearing impairments (3rd floor)

Ongoing activities at the City Library that support a Prosperous City include:

- Supporting newcomers to gain **Canadian experience** through the Library Champions program and to navigate the process of **foreign credentials recognition**
- Offering collaborative and individual spaces for **co-working** with access to equipment for printing, copying, digitization and creating multimedia content
- Offering print and digital resources to support **career exploration, job searching**, resume writing and interview preparation
- Facilitating **exam invigilation** (proctoring) to support individuals in remote and self-directed learning and skills development
- Ensuring all City Library staff are paid a **living wage**

Challenges

Challenges for the library in 2023 generally reflected what we saw in our community and throughout the region – specifically the long-term broader social and economic impacts of the pandemic, the toxic drug poisoning crisis and social inequality playing out in community.

As financial pressures, housing unaffordability, and rising costs for basic necessities impacted community members, the City Library saw people increasingly rely on the

library for free access to information, technology and community space as well as for support in meeting basic needs like housing, food, and connection.

A significant challenge continues to be misinformation and disinformation inflaming sociopolitical tensions and division. Library staff who provide services at information desks strive to direct customers to authentic and authoritative resources and to model critical thinking and bias identification techniques.

Some of the same tensions and issues that are prevalent elsewhere, particularly around issues of racism, sexual orientation and gender identity, showed up at the library in 2023. The City Library dealt with a number of public concerns including protests against drag storytimes, complaints about trans-positive materials in library collections, dismantling of displays and defacing of library materials.

New legislation and changes to existing legislation continue to impact the administrative capacity of the library. With resources tied tightly to daily operations, it can be challenging to muster the resources to meaningfully respond and act on new requirements from senior levels of government.

Lastly, growth in demand for library services continued to put pressure on the library's spaces and resources. 2023 was one of the City Library's busiest years yet, with over a million visits by residents seeking information, access, escape, learning and connection.

CONCLUSION

With no public health restrictions in 2023, library services bounced back – in many cases, to higher than pre-pandemic levels. For example:

- Total **borrowing (both print and digital)** hit a new five-year high of over **760,000 items** borrowed, up by 7% over 2022 and 23% over pre-pandemic figures.
- Total **visits increased by over 21%** to more than 1,020,000 in 2023 – a return to pre-pandemic highs and representing an **average of 16 visits for every North Vancouver City resident**.
- Library staff assisted **nearly 50,000** customers with **in-depth instruction and research support** – an increase of 21% over 2022 and another new five-year high.
- Use of **public computers and WiFi** increased by **57.4%** over 2022, marking a return to pre-pandemic levels.

In addition:

- The City Library worked with **79 community partners** to plan, coordinate, share information and deliver service in our community – hosting **600 collaborative programs** and nearly **500 partner events and meetings**
- The library hosted **2,271** in-person, virtual and hybrid **programs** for **38,887 children, teens and adults**
- Thanks to additional funding for summer book bike service and increased in-person outreach opportunities, library staff connected with **9,117** community members **outside the Library's walls**

The library also continued to see and respond to explosive growth in demand for **digital collections** as well as growing interest in **programming that promotes dialogue and connection**.

City residents and visitors continued to recognize the library as critical social infrastructure, essential to their feelings of community connection. In the library's 2023 year-end survey, **97.2%** of library customers indicated they would **recommend the library** to a friend or neighbour, **92.6%** reported they feel more **connected to their community** as a result of their library use, and **95.8%** reported they feel **inspired to learn more** as a result of using the library.



RESPECTFULLY SUBMITTED:

Deb Hutchison Koep
Chief Librarian

2023

Report to our Community



North Vancouver City Library is grateful for the opportunity to learn and grow on the traditional, ancestral and unceded territories of the Coast Salish Peoples including Skwxwú7mesh Úxwumixw (Squamish Nation) and sə́lilwətaʔt (Tsleil-Waututh Nation).

WALKING IN GOOD RELATIONS

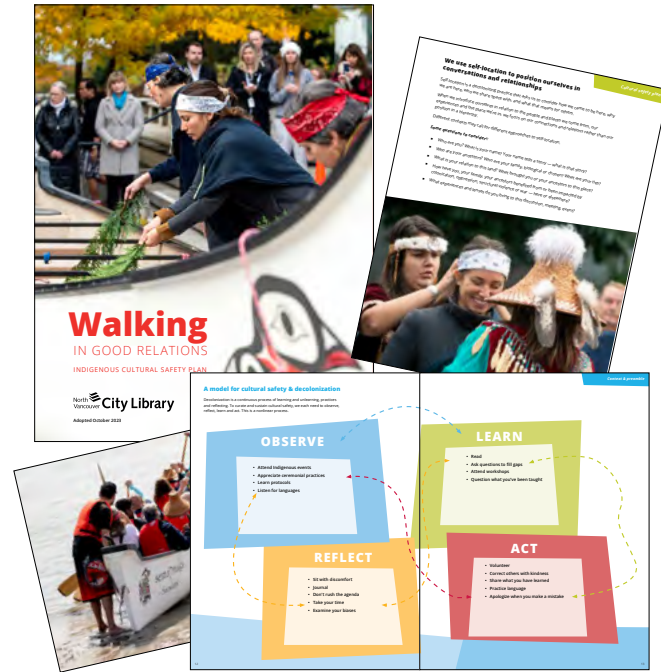
We are pleased and excited to share that North Vancouver City Library adopted an **Indigenous cultural safety plan** in 2023.

As a memory and learning institution that is committed to truth and reconciliation and aspires to be community-centred, inclusive and welcoming, City Library is committed to serving and engaging with Indigenous people in culturally appropriate ways.

The Indigenous cultural safety plan outlines how City Library will work to create an environment that is culturally safe for Indigenous staff and library users. The plan includes guidance for service provision and partnerships, practical steps for decolonizing library services and policies, and clear standards and expectations.

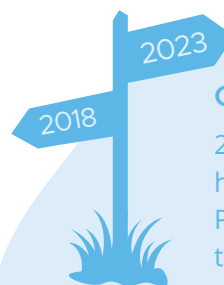
This is part of the library's work to embed our commitment to Honour Indigenous Perspectives in our policies and practices — and to fulfill our obligation to respond to the Truth and Reconciliation Commission of Canada Calls to Action.

The Indigenous cultural safety plan was co-created by a team of Indigenous and non-Indigenous staff over more than a year. The plan is a living document, and as we roll it out, we hope and expect that staff and community members will contribute additional perspectives that will be incorporated into future versions.



We would like to honour and respect Ta7taliya Michelle Nahanee, CEO Nahanee Creative (Skwxwú7mesh Úxwumixw), whose resources and workshops inspired and informed the development of the plan.

Cover: Chepximiya Siyam' Chief Janice George and Skwetsimeltxw Willard "Buddy" Joseph at the weaving reception in May 2023.



OUR JOURNEY

2023 was also a year for us to review what we have accomplished since we adopted our Strategic Plan in 2018. As you read, look for highlights from the past six years in addition to stories from 2023.

/// A NOTE FROM THE BOARD CHAIR & CHIEF LIBRARIAN

After several years of pandemic-related restrictions, 2023 marked our **first full year of full service** and saw activity levels return to, or even exceed, pre-pandemic levels.

In addition to **hosting over one million library visits and lending over 750,000 books and digital titles**, City Library worked to mitigate the impact of the rising cost of living, increased polarization and social isolation arising from the pandemic.

2023 projects included **spaces and programs that promote connection, belonging and inclusion**. Renovations in the main lobby created a vibrant, welcoming, versatile community space. New sewing programs brought generations together while providing means to save money and increase sustainability. Incorporation of sign language into storytimes and introduction of storytime kits in non-English languages helped families to connect with each other and across generations through shared language.

A highlight of 2023 was the installation of *Honouring the Ancestors* and *Honouring our Former Leaders* — two Coast Salish weavings created by Chepximiya Siyam' Chief Janice George and Skwetsimeltxw Willard "Buddy" Joseph of the Skwxwú7mesh Úxwumixw (Squamish Nation). These weavings hang in our lobby to **acknowledge the land and the history and resiliency of the Coast Salish peoples** who have stewarded these lands since time immemorial.

We are deeply grateful to everyone who has supported our work, from the foundational support of the City of North Vancouver and the Province of British Columbia, to the generous gifts from donors that enable us to go above and beyond, to the collaborations of our community partners. We cannot thank our creative and caring staff enough for all they do to make the library a vibrant, inclusive place for everyone.

As we write this, it is 2024 and we are developing a **new strategic plan** to take us into the future. We look forward to sharing the new directions that are emerging from our research and engagement with you.

Brendan Harvey
BOARD CHAIR

Deb Hutchison Koep
CHIEF LIBRARIAN

INSPIRE LEARNING, DISCOVERY & CREATION

IN 2018 WE ENVISIONED...

Our library will be a creative hub and an engine for community innovation and problem solving. We will empower discovery and inspire creativity. Library spaces, technology and resources will support learners of all types in a variety of learning contexts. Community members will recognize our library as a key source of support and inspiration as they navigate personal and technological change.



SINCE 2018 WE HAVE...

- Opened a **recording booth**, complete with audio and video production and editing software and hardware.
- Launched the **North Shore Authors Collection** to highlight and promote authors in our midst.
- Developed **STEAM** (science, technology, engineering, arts and mathematics) programming and created kits for loan to support equitable access and skills development.
- Launched an **adult summer reading club**.
- Rolled out a **laptop lending** program to support equitable access and help community members build skills and connect to services.
- Enclosed the library's terrace to create **The Collaboratory**, a community learning space.



Left: Tween regulars build and code in the after-school Collaboratory Club.

Right: Lendable technology builds skills and enables community members to connect to services from home.



Librarian Annie guides a teen participant in a summer sewing workshop.

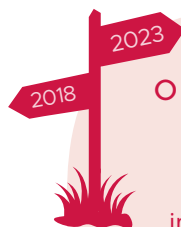
2023

And sew it begins

City Library's basic mending and creative sewing programs helped community members become "sew-it-alls" in 2023! With the rising cost of living and growing concerns about waste and sustainability, more and more community members have expressed interest in learning to sew and mend. Thanks to provincial funds, City Library purchased a collection of sewing machines and a healthy stock of sewing supplies to support sustainable sewing and mending programs and sewing drop-ins in partnership with the local community.

Programs introduced participants to the basics of using a sewing machine with a series of simple sewing projects. An intergenerational Halloween program brought together children and their caregivers with experienced sewers from Silver Harbour Seniors' Activity Centre to design and sew their own costumes for trick-or-treating.

City Library's sewing resources have proven to be popular with community members of all ages, supporting a growing interest in hands-on skills building and sustainable mending, not ending.



OUR JOURNEY

95.8%
of library visitors feel inspired to learn more as a result of using the library



264,365 community members participated in **13,165** programs

CREATE VIBRANT SPACES

IN 2018 WE ENVISIONED...

Our library will be a welcoming, vibrant place with room for everyone, offering spaces for contemplation, discovery, creativity and engagement. We will be active outside our walls, bringing the library to all corners of our community. Through engagement, we will understand community needs for library services, and we will begin work to deliver services where and when they are needed.

Redesigned lobby area allows for informal gathering, checkout and return of materials, and holds pick-up.



SINCE 2018 WE HAVE...

- Launched a library book bike, **Spokes 'N' Words**.
- Programmed **pop-up libraries** in parks and public spaces.
- Completed a **community engagement and feasibility** study for future library services.
- Formed a new **community living room** space next to the café.
- Created the **Fresh Air Library**, an outdoor gathering area.
- Upgraded **study rooms** to provide improved accessibility and acoustic comfort.
- Completed a **functional program assessment** to identify opportunities in the library to improve acoustics, accessibility, wayfinding and user comfort.

Top: Book bike ambassador Coco leads a storytime in the park.

Bottom: Upgraded study rooms provide a soundproof environment for quiet study and online meetings.

2023

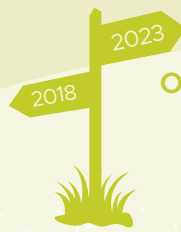
A welcoming redesign

During the pandemic, City Library adapted its services and transformed the lobby area into a safe, accessible, self-service configuration. With the return to normal activity after the pandemic, demand for spaces to sit and read or meet with others also returned. We were able to observe usage patterns and test different layouts to ensure the space evolved to meet the changing needs of the community.

When display shelving reached its end of life, we used the opportunity to thoughtfully reimagine the library's lobby to better serve the community.

The outcome of these efforts is a fresh, new “grab-and-go” layout so customers can conveniently drop off materials, pick up holds, and check out items — all in one streamlined location. A key feature of this redesign is the introduction of flexible shelving, allowing for versatile space configurations as needs change.

In addition, we installed a variety of welcoming and comfortable seating so people can read a newspaper, meet a friend, study or just watch the world go by.



OUR JOURNEY

7,296,994
in-person & digital library visits — averaging over 1.2 million visits per year



2,586
community meeting room bookings

56,234 connections made outside our walls

HONOUR INDIGENOUS PERSPECTIVES

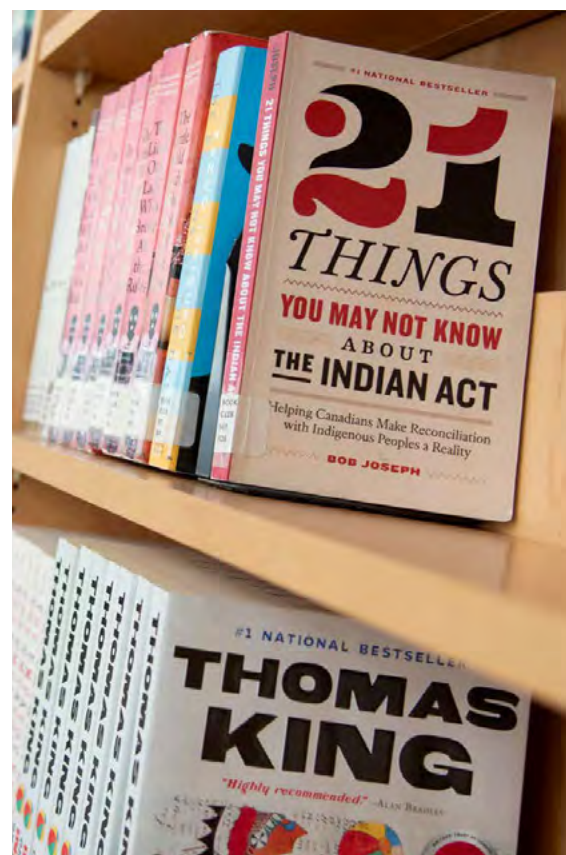
IN 2018 WE ENVISIONED...

Indigenous community members will see themselves respectfully reflected in library spaces, services and staff. The library will be a partner authentically committed to reconciliation and decolonization. Staff will be knowledgeable about cultures and priorities of local Nations and be able to provide culturally sensitive services to Indigenous community members.

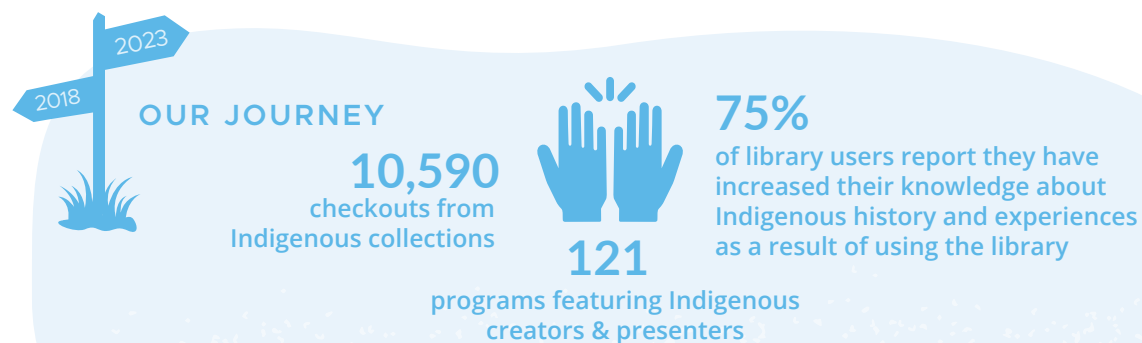


SINCE 2018 WE HAVE...

- Adopted **territorial acknowledgement protocols** for meetings, events and programs.
- Expanded community programming to **increase representation** of Indigenous creators, presenters and content.
- Joined the **Semá7maka** canoe family, participated in annual Pulling Together Canoe Journeys, and hosted canoe awakening and sleeping ceremonies.
- Collaborated with North Shore libraries to host employee and Board trustee training and virtual community programs with **Bob Joseph**, author of *21 Things You May Not Know About the Indian Act*.
- Made significant progress towards **decolonizing the library catalogue**, ensuring peoples and content are reflected accurately and respectfully.
- Introduced an **Indigenous Storyteller in Residence** program.
- Initiated an audit of our response to the **Truth and Reconciliation Commission of Canada Calls to Action**.



Above: Book club sets available to borrow include Indigenous authors and content.



2023

Artful weavings

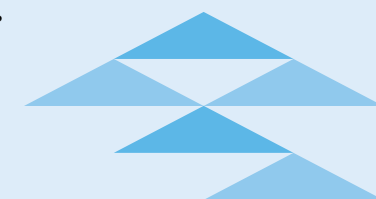
Chepximiya Siyam' Chief Janice George and Skwetsimeltxw Willard "Buddy" Joseph are members of the Skwxwú7mesh Úxwumixw (Squamish Nation) and renowned Coast Salish weavers who have been instrumental in reviving the cultural and art form. City Library is privileged to now have two of their weavings hanging in our library café area as part of a public art installation.

Weaving is one of the oldest creative arts used by Coast Salish Peoples. In addition to their practical use to combat cold, blankets serve many purposes: they indicate the social status of the wearer; they can be used as currency; they provide spiritual protection and are used in ceremony.

The red, green and black triangles in one piece represent the amalgamation of the three Squamish reserves, Señákw, Squamish Valley and Sunshine Coast, and 16 families (or Bands) into one Squamish Nation in 1923. The second piece is inspired by the woven design in the robes worn by Sa7plek Chief Joe Capilano.

We are grateful to Chief Janice and Buddy for their beautiful work, and for their generosity in sharing traditional welcomes, blessings and cultural support for library programs.

Above: Chepximiya Siyam' Chief Janice George welcomes participants to the weaving reception.



CHAMPION EQUITY, DIVERSITY, ACCESS & INCLUSION



IN 2018 WE ENVISIONED...

Members of our community, in all their diversity, will see their lived experiences reflected in library spaces, collections, programs, services and staff, including leadership. Accessing library services will be barrier-free, seamless and intuitive, both in person and online. People using the library will feel recognized, respected and a sense of community belonging.

Library staff learn sign language with Janine Salsímiya Gonzales (Squamish).



SINCE 2018 WE HAVE...

- Expanded weekly **open door community hub** drop-in to decrease barriers to access for vulnerable community members, and implemented library cards for individuals with no fixed address.
- Updated the **welcome wall and welcome brochure** to more fully reflect the languages spoken in our community.
- Supported **pandemic and extreme weather responses** with partners.
- Implemented **fine-free lending** and streamlined loan periods to reduce barriers to access.
- Inventoried all **languages spoken** by staff to improve our ability to deliver services in other languages. In 2023, 13 different languages were spoken by staff.
- Launched **memory care kits** to support individuals living with dementias and other cognitive decline and their caregivers.
- Refreshed our website** with an accessible design, robust functionality and a better user experience.
- Offered **sign language instruction** to employees and sign language storytimes for community.

2023

Signing for staff

City Library has been fortunate to make a connection with Janine Salsímiya Gonzales through our involvement with the Semá7maḱa canoe family, of which Janine is a member. Janine is an elder from Sk̓w̓x̓w̓7mesh Úxwumixw (Squamish Nation), and through many coffees and conversations our bond has grown and strengthened.

Janine is hearing impaired and uses sign language for much of her communication, and recognized that deaf and hard of hearing community members could benefit from an increase in accessible communication. City Library jumped at the opportunity for Janine to teach basic sign language skills to library staff and then to the community at large.

As a result of Janine's instruction, library staff are incorporating sign language into programs and everyday interactions in the library — positively impacting the accessibility of library services for those who use sign language. In addition, library staff have benefited immensely from Janine's teachings.



Top: The welcome wall greets community members in multiple languages.

Bottom: Memory care kits support and promote brain health.



OUR JOURNEY

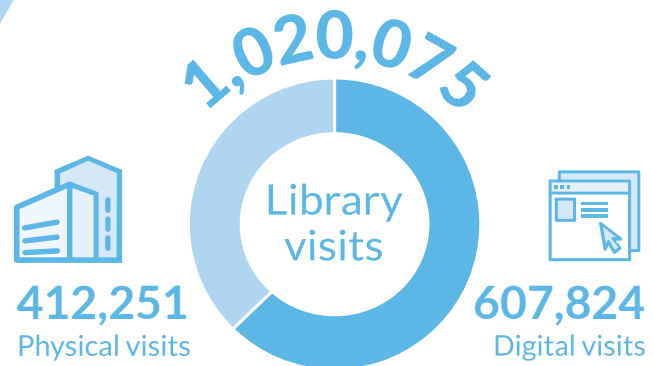
28,516
people attended
newcomer &
language programs



92.6%
of customers feel
a greater sense
of community
belonging as a result
of using the library



59,197
items borrowed in
accessible formats



91% of customers with disabilities said the library was accessible to them

483 room bookings by community organizations

41,290 logins on public computers

49,292 digital library courses accessed

1,203 creation station bookings

150,916 Wi-Fi sessions

YOUR *Library* IN NUMBERS 2023

Most borrowed ebooks

- Lessons in Chemistry BONNIE GARMUS
- Murder in an Irish Village CARLENE O'CONNOR
- The Seven Husbands of Evelyn Hugo: A Novel TAYLOR JENKINS REID
- It Starts with Us COLLEEN HOOVER
- The Last Goodnight: A Riveting New Thriller KAT MARTIN

Most borrowed physical books

- Spare PRINCE HARRY
- Dog Man: Brawl of the wild DAV PILK
- It ends with us COLLEEN HOOVER
- The very hungry caterpillar ERIC CARLE
- Lessons in chemistry BONNIE GARMUS

760,046 items borrowed

68 km ridden on the book bike

175 book bike community visits

1,398 summer reading club participants

3,971 seed packets checked out

49,282 research questions asked = **1** tough question asked every **4** minutes

6,436 new library cardholders

21,471 active cardholders

3,431 attendees at tech workshops

2023 DONORS

We gratefully acknowledge the people and organizations who have financially contributed to the many successes of City Library in the last year.

\$1,000 – \$9,999

Anonymous
Ann McKinnon
Rita Nash

Kitty Heller Memorial Fund (Vancouver Foundation)
Friends of the North Vancouver City Library

\$301 – \$999

Ian & Jean Bateson
Shirley Cumberbatch

Christine Lilley
Lynn Valley Garden Club

Theo Melo
Margaret McPherson

UP TO \$300

Wendy Alden In memory of Elmer Baer Sahar Banisoltan Sandra Bateman Yvette Behnsen Kathleen Best Bill Brent Alison Brookfield Duncan Brown Andrea Butt Lynn Campbell Joan Carlile Marlene Chazot Nick Collings Julia Covell Deborah Crozier Kathryn Davenport Debbie Dowler Mary Downey	Brian Dusting Gilian Dusting Barry Epstein Patricia Gares Anthony Gilbert Rory Gill Linda Gour MaryEllen Guay Elaine Giuliani Larry Haines Marjorie Hampton Paul Hansed Kim Hislop Clare Keating-Husk Deb Hutchison Koep Ray Irvin Valerie Ish Elaine James Morris Johnson	Ingrid Jonsson Louvaine Kadonaga Ian Kew Houman Keyani Sarah Khan Catherine Kierans Edna Larsen Gail Lawson Kathleen Leonard L. Wayne Liddle Monique Liddle Eva Luptakova Katherine Mak Meghan Mathieson Gail McBride Ann McCabe Ken McKillop Douglas McQueen Frederick Metcalfe	Richard Mundie Kim Olson Marcie Outerbridge C. Michele Payne Mina Petrovich PFM Executive Search David Powell Beverley Provost Banafsheh Sokhansanj Heather Taylor Jesse Tham Athena Theodorakaki Sam Trethewey Katherine Walker Alison Watt Dorothy Watters Keith Wong Roger Wong Katherine Wright
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SUSTAINING SUPPORT

City of North Vancouver
Province of British Columbia

GRANTS

Canada Revenue Agency — Community Volunteer Income Tax Program
Canadian Heritage — Young Canada Works
Courthouse Libraries BC — Law Matters
Raise a Reader — Decoda
SPARC BC — Homelessness Community Action
Union of BC Municipalities — Strengthening Communities' Services

2023 BOARD OF TRUSTEES

Brendan Harvey CHAIR	Tony Valente CITY COUNCIL REPRESENTATIVE	Joanna Linsangan TRUSTEE	Bitu Yadegari STUDENT ADVISORY TRUSTEE (JAN – JUN)
Rubina Jamal VICE CHAIR	Stephanie Bolton TRUSTEE	Eva Luptakova TRUSTEE	Zeyus Spenta STUDENT ADVISORY TRUSTEE (SEP – DEC)
Amir Hazfi FINANCE CHAIR	Rebecca Bouchard TRUSTEE	Parveen Somji TRUSTEE	

2023 CITY LIBRARY STAFF

Deb Hutchison Koep
CHIEF LIBRARIAN

Loredana Altieri Kat Andrechuk Rakhshanda Ansari Diane Asconi Grayson Bertrand Kayleigh Boylan Nathan Bulmer Sandy Cameron Karen Coyne Shirley Cumberbatch Audrey Diamond Karla DiGregorio Elyse Doyle	Monica Emme Lily Farpour Jason Filippone Linda Fox Madeleine Fyffe Elijah Galinato Azar Ghahremani Megan Griffiths McKelle Hansen Aylenna Holland Michael Kerr Rebecca Knight Emily Kwok-Choon	Anthea Leung Monique Liddle Erin Little Kate Longley Kat Lucas Annie Macanulty Graham Macdonald Leslie Mackenzie Wafaa Masri Lisa M. Courtney Miller Kimberley Monteith Coco Nielsen	CJ Pentland David Powell Jennifer Pride Chris Reimer Logan Rempel Faezeh Rezaeian Brittany Robinson Brigitte Sagadore Niceta Scherger Bingmei Sheng Steven Slaney Michael Swanson Shideh Taleban	Sarah Tarcea Meredith Temple Angie Thitchener Hannah Toms Andrea Tsamis Kendra Tubbs Charlotte Watson Ruth Wong Leanna Wright Walter Zicha
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Connecting people with partners

In 2023, City Library visitors connected with community partners through more than 600 collaborative programs.



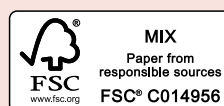
100% of our partners in 2023 said that connecting with the Library amplifies their impact.

City Library's First Language kits are designed for caregivers and little ones to share and learn in the languages most often spoken in the community, other than English.

Kits are currently available in 中文 (Chinese), Español (Spanish), Français (French), 한국어 (Korean), زبان فارسی (Persian) and Tagalog. Kits in hən̓qəmiñəm (Halkomelem), Michif and Skwxwú7mesh Sníchim (Squamish) will launch in 2024.



North Vancouver City Library
120 14th St. West
North Vancouver, B.C. V7M 1N9
Canada



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Asset Management Program Annual Reporting Framework & Progress Update

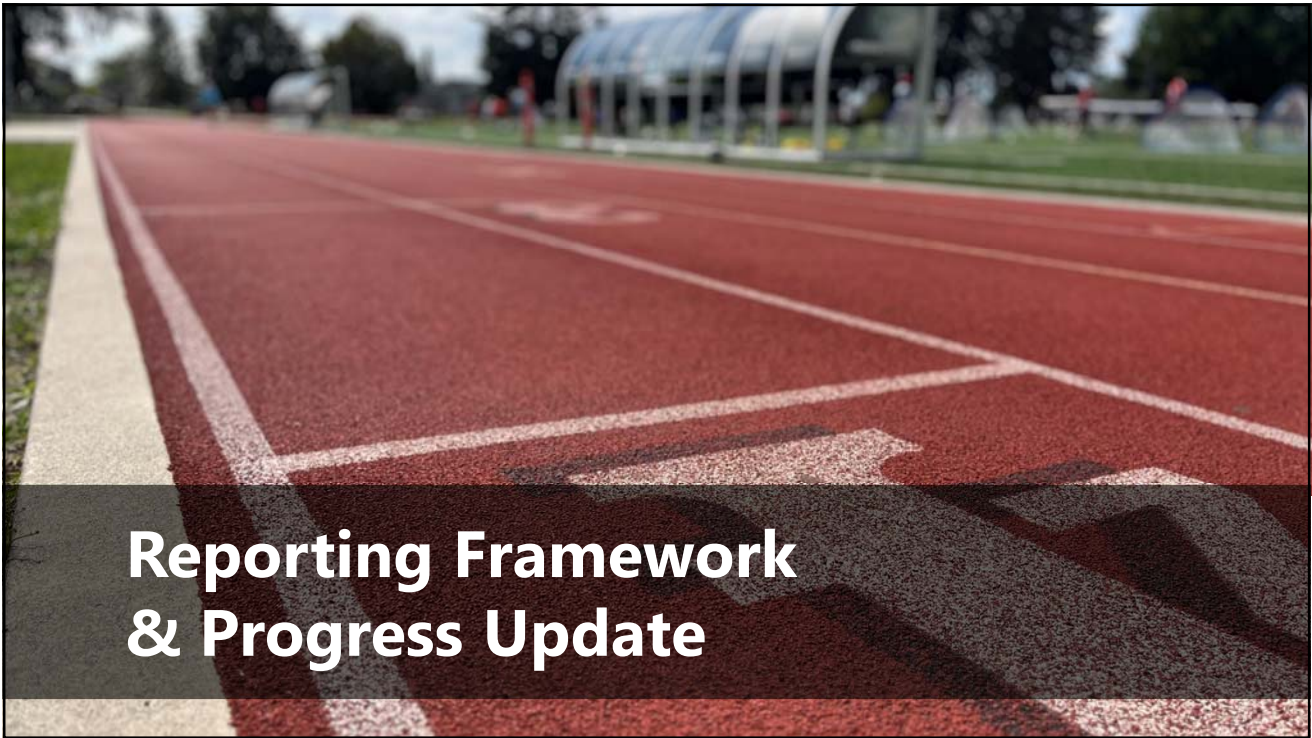
September 2024



Agenda

- Annual Reporting Framework
- Progress Updates
- State of Assets Reporting Template
- Next Steps

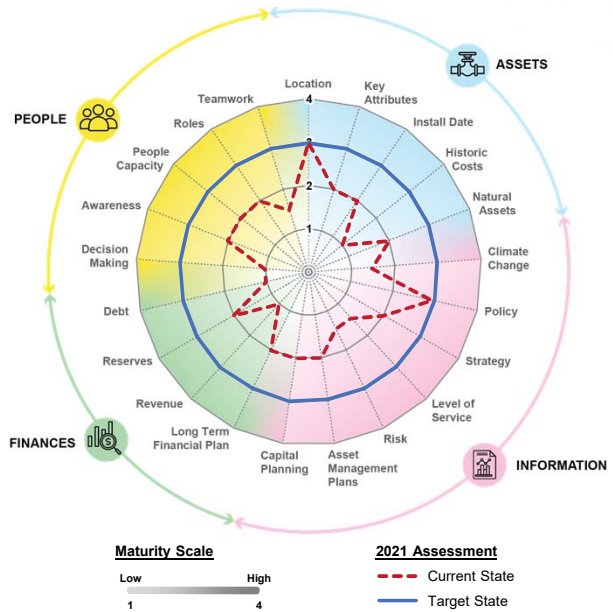




Reporting Framework & Progress Update

Reporting Framework

- AMBC's *AssetSMART 2.0* methodology was used to complete a preliminary maturity assessment to identify current state of practices
- Target states were defined to identify gaps and prioritize improvement strategies
- Maturity assessment would be an ongoing tool for monitoring progress and reporting on State of Practice



Progress Updates



Assets

2024 Priorities

- Complete bridge condition assessment
- Complete pavement condition assessment & long-range planning
- Complete marine and shoreline inventory and condition assessment

2025 Priorities

- Initiate multi-year storm & sanitary condition assessment program
- Inspect retaining walls, culverts & small structures



Information

2024 Priorities

- Develop draft service & asset hierarchies
- Complete first-generation Utilities Asset Management Plans (AMPs)
- Develop *Natural Asset Management Roadmap*
- Complete infrastructure benchmarking reporting

2025 Priorities

- Finalize the *Asset Management Strategy* for Council endorsement
- Begin development of Street & Transportation Asset Management Plan

Progress Updates



People

2024 Priorities

- Implement internal governance model for advancing asset management practices
- Assess organizational roles and responsibilities as well as capacity based on CNAM's *Asset Management Competency Framework*

2025 Priorities

- Develop an internal Asset Management Resource library and promote learning opportunities



Finances

2024 Priorities

- Complete utility modeling to support long range community growth planning and funding
- Use Utilities Asset Management Plans (AMPs) as well as updated condition assessments for pavement, poles, turf fields, bridges and marine structures to inform 2025 capital planning cycle

2025 Priorities

- Contribute to ACC/DCC updates to ensure sustainable funding for growth related renewal
- Contribute to citywide service inventory and benchmarking



Overview

Previous Reporting

- Annual *State of the Assets Report* has been included as an appendix in utility budget updates since 2023
- Provides a snapshot of the current asset inventory, condition, and estimated replacement value as well as context for proposed capital initiatives
- Limited to water distribution, wastewater conveyance, and rainwater management assets

Updated Template

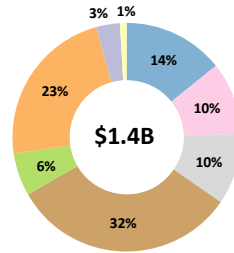
- A new and consistent template for a wider range of service & asset areas
- Provides a city-wide portfolio level view of the city's service and asset areas
- Includes more detailed asset inventories, service level commitments, completed projects, and planned initiatives, with a focus on providing clear information to Council and the community.

Services & Assets Overview

Service Areas

	Water Distribution
	Wastewater Conveyance
	Rainwater Management
	Streets & Transportation
	Parks & Public Spaces
	Natural Areas
	Buildings & Facilities
	Fleet & Equipment
	Information Technology

Estimated Asset Replacement Values



	Replacement Value (\$M)
Water Distribution	205
Wastewater Conveyance	147
Rainwater Management	144
Streets & Transportation	460
Parks & Open Spaces	87
Buildings & Facilities	330
Fleet & Equipment	48
Information Technology	14

Notes:

¹ Estimated replacement value are based on currently available data as part of the Tangible Capital Assets reporting. Estimated replacement valuations will be updated on an ongoing basis to reflect changes in market conditions.

² Land and Land Improvements are excluded from the asset categories and estimated asset replacement valuations.

SAMPLE TEMPLATE



Water Distribution



SAMPLE TEMPLATE



Water Distribution

Overview

\$205M

- Good
- Fair
- Poor

Service Level Commitment

To provide clean drinking water at fire flow pressures to our community for the long term

Strategic Objectives

- Maintain State of Good Repair
- Support Growth & Development
- Improve Resiliency & Climate Change Adaptation

Key Service Metrics

- Main Breaks 4 ↓
- Customer complaints 39 ↑

Emerging Challenges

- Aging infrastructure impact on water quality
- Water conservation
- Universal metering (cost/benefit)

Major Asset Type Condition

Asset Type	Good	Fair	Poor
Watermains	~65%	~25%	~10%
Service Connections	~85%	~10%	~5%
Valves	~75%	~15%	~10%
Hydrants	assessment using new methodology in progress		
Water Meters (ICI)	~60%	~20%	~20%

Note: Condition for water assets is based on asset age and modeling of deterioration. Assets that are accessible like hydrants and valves are maintained annually to ensure they are not at point of failure. Overtime our condition records will be updated to reflect actual condition where data exists.

- 131 km** water mains
- 6,718** service connections
- 3,598** valves
- 772** fire hydrants
- 10** pressure reducing valves
- 599** water meters (ICI)
- 26** drinking fountains

11

Water Distribution

Key Achievements

Maintain State of Good Repair

- Average 5-year renewal rate (vs. target)
- Watermain renewal projects to address water quality issues

Support Growth & Development

- New and upgraded water mains, PRVs, service connections and meters

Improve Resiliency & Climate Change Adaptation

- Demand management initiatives
- Updated water main specifications for seismic risks
- Initiatives to increase equitable access to water in public realm

2020 - 2024 Infrastructure Investments

Systems Renewed

- ~1.1 km water mains

New & Upgraded Assets

- ~300 water connections
- ~250 water meters
- 1 water PRV stations

▲ West 27th Street Watermain Replacement

12



Water Distribution

Proposed Investments



Maintain State of Good Repair

- Targeted 5-year renewal and required investment
- Major projects targeted for next 5 years

Support Growth & Development

- Major projects completed
- Water modeling for growth and planning

Improve Resiliency & Climate Change Adaptation

- Water metering targets
- Targets for reduction in per capita consumption

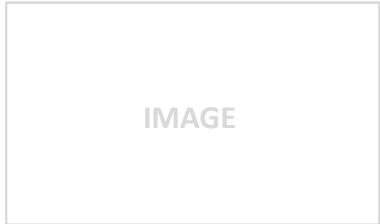
2025 - 2030 Infrastructure Investments

Systems Renewal

km water mains
valves

New & Upgraded Assets

km water mains
water connections
drinking fountains



▲ Construction photo

SAMPLE TEMPLATE



Next Steps

2024



Sept. 9

Asset Management Approach & Strategy
(for endorsement)



Sept. 23

Annual Reporting Framework & Progress Update
(for information)



November

2024 State of Assets Report
(for information to align with Capital Planning process)

2025






Q2 / Q3

Asset Management Strategy
(for endorsement)



Thank you.



		
Department Manager	Director	CAO

The Corporation of **THE CITY OF NORTH VANCOUVER**
ENGINEERING, PARKS & ENVIRONMENT DEPARTMENT

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ali Nayeri, Manager, Infrastructure Policy, Planning and Analysis

Subject: ANNUAL REPORTING FRAMEWORK AND PROGRESS UPDATE

Date: September 4, 2024 File No: 11-5240-10-0001/1

ATTACHMENTS

1. Asset Management Approach and Strategy Council Report (CityDocs [2572453](#))
2. AssetSMART 2.0 Framework (CityDocs [2568069](#))

SUMMARY

The purpose of this report is to provide Council with an update on the Asset Management Program. Building on the approach discussed in the September 9th, 2024 Council Report titled *Asset Management Approach and Strategy*, this report outlines the City’s approach to annual reporting. The report also provides an overview of the planned format of the annual State of Assets report that will be used to support the 2025 budget process. Finally, the report highlights a number of initiatives that have been advanced during 2024 as part of the Asset Management Program as well as planned priorities for 2025.

BACKGROUND

On September 9th Council received a report on the City’s asset management approach to ensure sustainable service delivery. The report included a summary of the Asset Management Policy as well as the regulatory context for asset management in British Columbia.

The report also proposed that the City formally adopt the *Asset Management for Sustainable Service Delivery – A BC Framework* (“AMBC Framework”) as a reference framework to structure asset management at the City and form the foundation of the upcoming Asset Management Strategy. Developed by the Union of BC Municipalities (UBCM) and Asset Management BC in 2019, the *AMBC Framework* establishes a high-level, systematic approach that supports local governments in moving toward service, asset and financial sustainability through an asset management process. In addition to

providing an overview of the AMBC Framework, the report also included the rationale for its adoption by the City and how it will inform the Asset Management Strategy.

Finally, the report presented the development of the Asset Management Strategy as the next major step in the City's asset management journey. The intent of the Strategy is to document and guide how organizational and asset management objectives will be translated into practice. Building on the *AMBC Framework*, the Strategy will operationalize and expand the components and processes of the *AMBC Framework* to fit the City of North Vancouver's context and culture. Furthermore, the report highlighted the key elements of the Asset Management Strategy.

DISCUSSION

Maturity Assessment & Annual Reporting Framework

In 2021, staff completed a preliminary maturity assessment to evaluate the current state of the City's asset management practices. This initial assessment provided a valuable benchmark, offering insights into areas of strength and identifying opportunities for improvement. To track the City's ongoing progress towards its asset management objectives, staff intend to build on this approach by utilizing the same assessment tool (*AMBC's AssetSMART 2.0*) on an annual basis. Using a consistent evaluation methodology will allow the Asset Management Program to track progress over time, provide structure to reporting of ongoing projects, and prioritize upcoming initiatives.

AssetSMART 2.0 is a companion tool developed by Asset Management BC to allow local governments to systematically evaluate their asset management practices. It also allows organizations to assess their capacity to manage their assets, to set targets and identify areas of improvement, and prioritize initiatives that would enable them to achieve those targets.

There are a variety of maturity or readiness frameworks that have been developed for assessment of organizational asset management practices including the *Asset Management Readiness Scale* developed by Federation of Canadian Municipalities (FCM), the *ISO 55000 Maturity Assessment Framework* developed by International Organization for Standardization (ISO), and the *IIMM AM Maturity Index* developed by Institute of Public Works Engineering Australasia (IPWEA). While each of these frameworks take a slightly different approach to the assessment, given Council's formal endorsement of the AMBC Framework as the City's guiding reference document on September 9th, 2024, staff believe that the *AssetSMART 2.0* tool would provide the best alignment with City's established standards and processes.

AssetSMART 2.0 tool is organized by four main themes which align with the four core components of the AMBC Framework, namely assets, information, finances and people, which are necessary for sustainable service delivery. Each theme includes a number of outcome areas which represent important processes or outputs of asset management practice. Organizational maturity is measured on a progressive scale from 1 (low maturity) to 4 (high maturity) for each outcome area.

Figure 1 provides a visual representation of the assessment framework as a radar (spider) chart. The figure also includes the preliminary assessment as well as the initial target levels established in 2021. An update assessment and target setting process will be completed through engagement with the Asset Management Owners Team (“AMOT”) and staff as part of the development of the Asset Management Strategy.

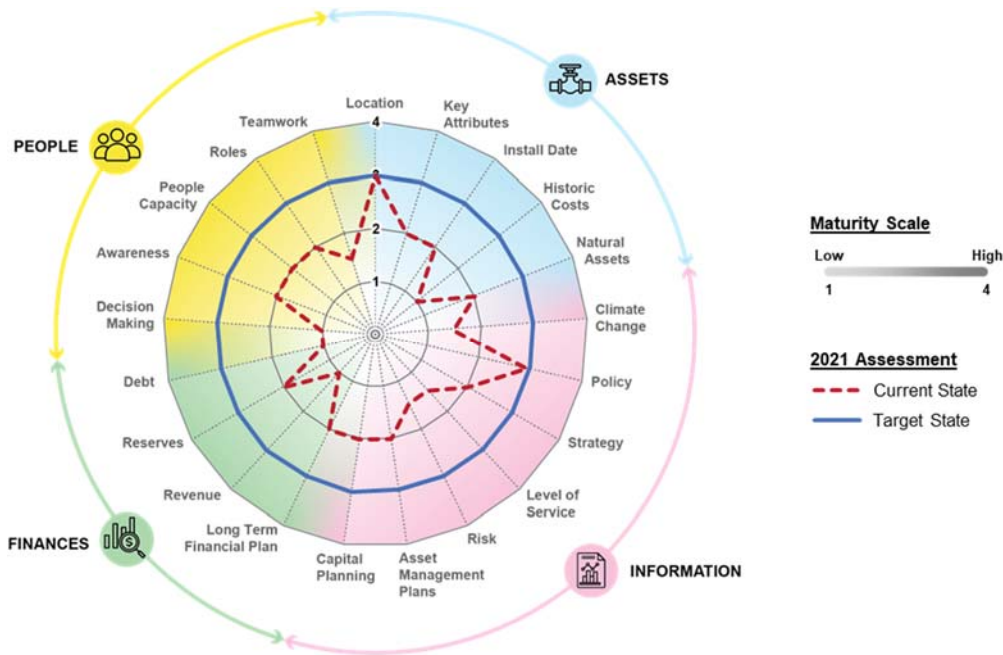


Figure 1: AssetSMART 2.0 framework and results of 2021 maturity assessment.

In addition, the annual assessment and reporting framework outlined in this report will be expanded during the development of the Asset Management Strategy to ensure alignment and integration of the reporting activities with other components of the Asset Management Strategy. Consequently, staff may make changes to some of the assessment criteria to better align with the City of North Vancouver’s context and priorities. These changes and the rationale will be documented in the Strategy. The Strategy will also include a process to translate results of assessment to other frameworks, in particular the FCM *Readiness Scale* which may be necessary for federal reporting and grant opportunities.

Asset Management Program Progress Updates

While the August 21st, 2024 Council Report highlighted City’s overall approach to asset management and the process to develop the AM Strategy, staff have continued to advance many other initiatives which support the City’s service delivery and asset management practices. This section highlights some of these initiatives, grouped based on the AMBC Framework core components.

Assets

Assets are one of the key enablers of local government service delivery. Assets include both physical infrastructure built and/or managed by the City as well as elements of nature under the City’s stewardship that provide services that support the community’s well-

being. The “Assets” theme captures initiatives which support improvements to the City’s data and documentation on the current state of these assets.

The following are the priorities which were advanced in 2024 under this theme:

- Update the bridge condition assessment and identify priority actions for major structures rehabilitation;
- Update the pavement condition assessment and develop a long-range plan;
- Complete a baseline marine and shoreline inventory and condition assessment to inform a multi-year marine structures rehabilitation plan.

The planned priorities for 2025 include:

- Initiate multi-year storm & sanitary condition assessment program;
- Inspect retaining walls, culverts & small structures.

Information

While the above initiatives capture and record a variety of data about the community’s assets, this data must be synthesized and integrated with a variety of other information in order to support decision-making about service level, risk and cost trade-off as well as communicate the results to the community. The “Information” theme captures initiatives that support this process.

The following are the priorities which were advanced in 2024 under this theme:

- Develop draft service & asset hierarchies, to be expanded and integrated into the Asset Management Strategy;
- Complete the first-generation Asset Management Plans (AMPs) for water, sanitary sewer and drainage utilities;
- Develop a Natural Asset Management Roadmap in collaboration with the Natural Assets Initiative (NAI) to inform priority initiatives and integration of natural asset management within the Asset Management Strategy;
- Complete annual infrastructure benchmarking and reporting, including the 2023 Local Government Data Entry (LGDE), Statistics Canada’s 2022 Core Public Infrastructure Survey, and Canadian Infrastructure Benchmarking Initiative.

The planned priorities for 2025 include:

- Complete the Asset Management Strategy for Council endorsement;
- Begin development of Street & Transportation Asset Management Plan.

People

Asset management is a corporate responsibility shared amongst everyone involved in service delivery (i.e. across the service delivery line-of-sight) and throughout assets’ full lifecycle. Consequently, it is critical that the City ensures that all involved, including Council, leadership and staff, have the necessary knowledge as well as resources and enabling corporate process and culture to fully participate in this process. The “People” theme captures initiatives that support these requirements.

The following are the priorities which were advanced in 2024 under this theme:

- Implement an internal governance model for advancing asset management practices, including re-establishing the Asset Management Owners Team (“AMOT”);
- Assess organizational roles and responsibilities as well as capacity based on CNAM’s *Asset Management Competency Framework*.

The planned priorities for 2025 include:

- Develop an internal Asset Management Resource library and promote learning opportunities;
- Incorporate the findings of the competency assessment into the citywide Organizational Development workplan.

Finances

Informed short and long-term financial planning is critical to ensuring affordable and sustainable service delivery that appropriately balances risk with the community’s expected service levels. The “Finances” theme captures initiatives that contribute to the corporate-wide planning processes.

The following are the priorities which were advanced in 2024 under this theme:

- Update and complete utility models to support long-range community planning and funding, particularly in light of proposed zoning changes;
- Use Utilities Asset Management Plans (AMPs) and updated condition assessments for pavement, signal and light poles, turf fields, bridges and marine structures to inform 2025 capital planning cycle.

The planned priorities for 2025 include:

- Contribute to ACC/DCC updates to ensure sustainable long-term funding for growth-related renewal;
- Contribute to citywide service inventory and benchmarking initiative.

State of Assets Report

For the past two years, staff have included a *State of the Assets* report as part of the annual utility budget, rates and bylaw updates. This report provides a summary of available information on the City’s water distribution, wastewater conveyance and rainwater management assets including the current asset inventory, condition and estimated replacement value. The report also outlines the development of the asset portfolios, current service levels and the challenges and opportunities for each of the utilities. This information not only includes a snapshot of the current state of City’s assets, but also provides the context for the proposed capital initiatives included in the budgets.

As part of the 2025 budget process, staff have been developing a new template that can be applied to a wider range of services and asset areas and would provide a consistent and repeatable format for sharing this information with Council and the community on an annual basis.

The new template provides an overview of the City's services and asset areas as well as an aggregated view of the City's overall asset portfolio valuation. The template also includes separate sections that offer more detailed information for each service area, including key metrics such as a more detailed asset inventory and condition as well as a summary of the service level commitments and strategic objectives. Each section will also include a summary of completed projects and planned initiatives outlined in the proposed budgets.

It is important to note that the template shared within the staff presentation is provided as mock-up sample for information and is still under active development.

FINANCIAL IMPLICATIONS

Funding to support the ongoing Asset Management Program and the 2025 priority initiatives identified in this report will be requested through the 2025 budget process for Council's review and consideration.

INTER-DEPARTMENTAL IMPLICATIONS

The Asset Management Owners Team ("AMOT") has been established as an interdepartmental working group with staff representation from the Finance, Engineering, Parks & Environment, Facilities, Strategic Initiatives, and IT departments. AMOT will provide strategic and tactical oversight of the asset management program, including annual reporting on the Asset Management Program as well as prioritization of the ongoing initiatives to advance citywide asset management objectives.

Staff across departments and work groups have also been engaged in development and completion of the various initiatives outlined in this report and will continue to help advance the City's asset management practices.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The principle policy direction for the Asset Management Program is through the City's Asset Management Policy (A18). The ongoing work supports the following directions within the Policy:

- Preparation of asset management plans for major service and asset categories.
- Collection of data and information required for evidence-based decision making.

The asset management program and initiatives outline in the report also support the following objectives of the 2014 Official Community Plan:

- 8.1.4 Improve financial models to include cash flow projections that meet capital asset replacement needs, and explore opportunities from senior levels of government in the financing of all capital assets.
- 8.2.2 Identify and monitor the condition of our infrastructure on a regular basis in order to identify the remaining operational useful life of individual elements, and to

identify and rectify weaknesses before failure, thereby optimizing capital and maintenance expenditures.

The program is also well aligned with the Corporate Business Plan's "A Fiscally Responsible Organization" priority through the implementation of asset management planning for resilient infrastructure.

Finally, the City's assets and the services they enable support Council's Strategic Priorities of a Resilient City, A Vibrant City and a Connected City.

CONCLUSION

The City continues to make steady progress in its Asset Management Program by advancing both strategic and tactical initiatives. By building on the foundational elements established by Council through the adopted policy in 2021 and through the endorsed framework approach on September 9th, 2024, the City is well-positioned to evolve our systematic and sustainable approach to asset management that aligns with best practices. The progress made in 2024 through smaller tactical projects, along with the planned priorities for 2025, underscores the City's commitment to enhancing service delivery, improving asset management practices and ensuring the long-term sustainability of its infrastructure. Through ongoing annual reporting on progress in asset management practices and the state of assets, the City will demonstrate its commitment to transparency and continuous improvement in decision-making.

RESPECTFULLY SUBMITTED:



Ali Nayeri, P.Eng.
Manager, Infrastructure, Policy, Planning &
Analysis

MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN CONFERENCE ROOM A/B, THE COUNCIL CHAMBER AND ELECTRONICALLY (HYBRID) FROM CITY HALL, 141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON MONDAY, SEPTEMBER 9, 2024

PRESENTATION

Asset Management Approach and Strategy – Manager, Infrastructure Policy, Planning and Analysis

The Manager, Infrastructure Policy, Planning and Analysis, and Director, Engineering, Parks and Environment, provided a PowerPoint presentation regarding the “Asset Management Approach and Strategy” and responded to questions from Council.

REPORT

5. Asset Management Approach and Strategy – File: 11-5240-10-0001/1

Report: Manager, Infrastructure Policy, Planning and Analysis, August 21, 2024

Moved by Councillor Valente, seconded by Councillor Back

PURSUANT to the report of the Manager, Infrastructure Policy, Planning and Analysis, dated August 21, 2024, entitled “Asset Management Approach and Strategy”:

THAT the *Asset Management for Sustainable Service Delivery – A BC Framework (AMBC Framework)* be endorsed as a reference framework to guide the City's asset management practices;


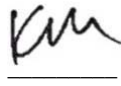

THAT staff begin an education and feedback process with the community on topics of service levels and risk to inform Council's future decisions;

AND THAT staff report back to Council with the draft Asset Management Strategy for endorsement.

CARRIED UNANIMOUSLY

R2024-09-09/5



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
ENGINEERING, PARKS & ENVIRONMENT DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ali Nayeri, Manager, Infrastructure Policy, Planning and Analysis

Subject: ASSET MANAGEMENT APPROACH AND STRATEGY

Date: August 21, 2024 File No: 11-5240-10-0001/1

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

RECOMMENDATION

PURSUANT to the report of the Manager, Infrastructure Policy, Planning and Analysis, dated August 21, 2024, entitled “Asset Management Approach and Strategy”:

THAT the *Asset Management for Sustainable Service Delivery – A BC Framework (AMBC Framework)* be endorsed as a reference framework to guide the City's asset management practices;

THAT staff begin an education and feedback process with the community on topics of service levels and risk to inform Council's future decisions;

AND THAT staff report back to Council with the draft Asset Management Strategy for endorsement.

ATTACHMENTS

1. Asset Management Policy (A18) (CityDoc #[1828546](#))
2. Asset Management for Sustainable Service Delivery – A BC Framework (AMBC Framework) (CityDoc #[2564039](#))

SUMMARY

This report provides an overview of the City's asset management approach to ensure sustainable service delivery. Building on the adoption of the Asset Management Policy in 2019, the report discusses the regulatory context for asset management in British

Columbia. The report also outlines the rationale for adoption of the Asset Management BC Framework as a reference for structuring asset management practices at the City. Finally, the report highlights the key elements of the upcoming Asset Management Strategy, which will guide the City's asset management efforts over the next five years.

BACKGROUND

Purpose of Asset Management

The goal of the Asset Management Program is to develop and implement a systematic and consistent approach to managing the City's physical assets to ensure that decisions regarding levels of service, asset maintenance, renewal and replacement, as well as funding are sustainable over the long term. This sustainable service delivery approach combines community values and concerns with an understanding of trade-offs between risks, costs and service levels. Council plays a critical role in this process by reflecting the community's priorities and providing direction on balancing service levels, risk and cost of services.

For as long as the City has been delivering services to the community, it has been planning, designing, building and managing the assets that deliver those services. Consequently, the principles of asset management are not new to the organization and have always been part of Staff's decision making. Staff continue to apply their experience and expertise every day to not only build and maintain these assets but also generate new data and information to inform capital and maintenance planning decisions through conditions assessments, modelling, master planning, and maintaining asset records.

The intent of the asset management program is to augment staff experience with data, information, tools and processes that enable analysis of patterns and a wider range of scenarios to effectively plan and manage the community's assets for the long term. Ultimately this will allow the City to have greater financial predictability for its service delivery to support consistent service levels long-term. Furthermore, by documenting practices and processes, the asset management program ensures a more efficient transfer of institutional and operational knowledge as well as ensuring business and operational continuity.

Asset Management Policy

In 2019, Council endorsed the adoption of the Asset Management Policy to guide the management of the City's physical assets with the goal of ensuring sustainable service delivery. The Policy also formalizes the corporate commitment to asset management and its implementation in a systematic and coordinated way throughout the City.

The Policy outlines six objectives that encapsulate the vision for a mature asset management practice and culture within the City as well as providing guidance on development and improvement of asset management processes. Based on this direction, Staff have been developing processes and procedures to develop a systematic, integrated and sustainable asset management practice. They have also been gradually improving and integrating data to inform longer-range decision-making.

Regulatory Context and Framework

The regulatory environment influencing asset management practice is multifaceted and includes a patchwork of regulations, policies and best-practice guidance.

The Public Sector Accounting Board (“PSAB”) policy PS 3150 around Tangible Capital Assets accounting has been the main requirement driving local government asset management activities. Coming into effect in 2009, the goal of these requirements was to standardize accounting and reporting for tangible capital assets in financial statements. The need to present information continues to drive improved stewardship by encouraging decreased government infrastructure deficits through improved record keeping and implementation of processes around annual infrastructure funding and long-range planning. In addition to the PSAB requirements, both federal and provincial governments have leveraged funding and grant opportunities to encourage local governments to develop Asset Management Plans.

In addition to the financial regulations and incentives, a number of recent legislations and regulations indirectly influence asset management practice in areas such as emergency management and housing as well as through existing regulations governing specific assets and services such as wastewater management.

While these tools have improved financial planning over the last two decades, a variety of guidelines and standards have been developed to help local governments develop a more holistic approach to service and asset management planning. The *Asset Management for Sustainable Service Delivery – A BC Framework* (“AMBC Framework”) developed by Asset Management BC is one such resource.

While BC has not yet mandated asset management requirements for local governments, the ongoing work to proactively develop asset management policies, strategies and plans based on a standardized tool like the AMBC Framework will ensure that the City is well-positioned to respond to changes in regulations.

DISCUSSION

AMBC Framework

Developed by the Union of BC Municipalities (UBCM) and Asset Management BC in 2019, the *AMBC Framework* establishes a high-level, systematic approach that supports local governments in moving toward service, asset and financial sustainability through an asset management process. While it is based on international standards and best practices such as ISO 55000 series of standards as well as the *International Infrastructure Management Manual (IIMM)*, the Framework has been specifically tailored for local governments by practitioners in BC.

The framework is already widely adopted by both local governments and is used as the reference framework within Engineers & Geoscientists BC’s (EGBC) [Local Government Asset Management](#) professional practice guidelines.

The Framework recognizes that there are many components within the asset management process and provides a circular, continuous pathway to link all components of the process together, as illustrated in the “AMBC Wheel” shown in Figure 1.



Figure 1: AMBC Wheel summarizes the various components of the AMBC Framework and illustrates the relationship between the components and processes described in the Framework.

The framework is composed of three essential elements. At the centre are four core components - assets, information, finances and people - which are necessary for successful implementation of asset management practices in an organization. Along the outer ring, there are 8 asset management processes which guide the organization through an iterative process of assessing practices and assets, planning strategic approaches and tactical direction to understand community needs and define desired outcomes and implementing, improving and reporting on these practices and processes. These process are supported by three supporting activities around engagement, review and communication, which are integral to all of the processes.

The City has already begun aligning its practices with the *AMBC Framework*, using it to inform the development of its Asset Management Policy, the first-generation asset management plans for the utility assets, and annual reporting. Adopting this Framework will ensure that the City remains well-prepared for any future legislative requirements and continues to advance sustainable service delivery.

Staff propose that City formally adopt the Asset Management BC Framework as a reference framework to structure asset management at the City and form the foundation of the upcoming Asset Management Strategy. In the future, additional frameworks can be layered to provide guidance in specific service areas like Information Technology.

Asset Management Strategy

The next significant step in the City's asset management journey is the development of an Asset Management Strategy. The intent of the Strategy is to document and guide how organizational and asset management objectives will be translated into practice. Building on the *AMBC Framework*, the Strategy will operationalize and expand the components and processes of the *AMBC Framework* to fit the City of North Vancouver's context and culture.

Furthermore the Strategy will:

- summarize the services the City delivers and the assets that support those services;
- describe the methodology for defining, assessing and managing service levels, risk, future demand and asset lifecycle activities;
- outline the City's approach to management of natural assets;
- provide direction on a decision-making process to guide Council and Staff in setting service levels and prioritizing investments;
- develop a process for preparing long-range financial plans at both the service and City-wide level;
- outline the plan for communicating and engaging interest-holders;
- present the governance structure that will be put in place to support asset management practice; and
- serve as a foundation for continuous improvement by documenting the principles and aspirations to guide long-term work plans for implementation.

The Strategy will also consider how Asset Management integrates with future updates to the Official Community Plan ("OCP") as well as other strategies and plans to ensure that asset management practices support broader community goals. The Strategy will be developed with ongoing input from Council and is expected to be completed in 2025.

The following sections provide additional details about some components that will be integrated into the Asset Management Strategy, namely:

- Assets & Service Delivery Line-of-Sight
- Risk & Criticality Assessment
- Asset Management Planning Process & Components
- Natural Assets Management
- Decision-Making Process
- Long-Term Financial Plan Integration
- Communications and Community Engagement
- Implementation and Improvement Roadmap

Assets & Service Delivery Line-of-Sight

Understanding the services offered by the City to the community is a fundamental step within the development of the Strategy, since the City builds and maintains assets for the sole purpose of delivering services. During this step, the City's services are reviewed for alignment with the values and priorities of the community as expressed in Council's Strategic Priorities, the OCP and various Council approved strategies and are mandated through legislative and/or regulatory requirements set out by other levels of government.

This work will also be aligned and integrated with the ongoing work by the Finance and Strategic Initiatives teams to develop a city-wide Performance Measurement Framework that will define services and provide key performance indicators (KPIs) to allow the City to measure performance, identify areas of improvement, and make informed decisions.

At the same time, all of the City's assets and their components are reviewed and organized into an asset hierarchy. An asset hierarchy is a method of organizing and viewing asset information in a set of logical groupings and sub-groupings that is used to ensure a systematic and consistent approach to managing related components, equipment and systems. The levels of the hierarchy will depend on the nature and complexity of the assets. For example, the drainage system on City roadways can be broken down into a number of asset types like catch basins, storm water mains and blue-green infrastructure features, etc. Each of the asset types can then be further subdivided into their constituent components (see Figure 2).

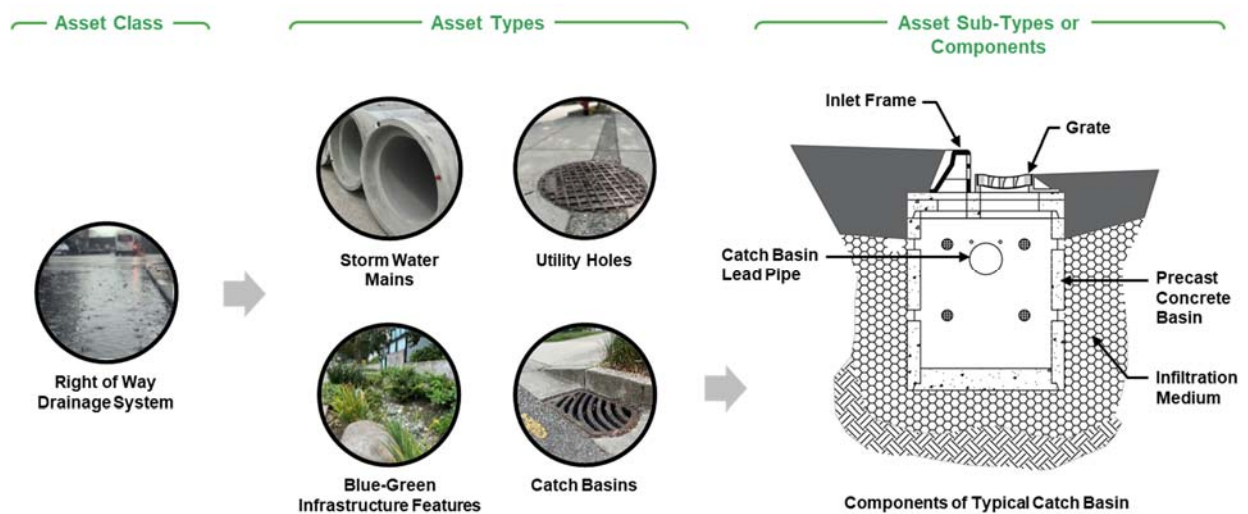


Figure 2: Illustrative example of an asset hierarchy for road right of way drainage system.

Through the implementation of the City's computerized maintenance management system (CMMS), there are well-developed asset hierarchies for many of the service areas and hierarchies for additional services that will be developed over time.

In the final step of the process all the assets which support the delivery of each service, either exclusively or partially, are linked to service areas to develop a service delivery line-of-sight. An example of a service delivery line of sight is shown in Figure 3. The service delivery line-of-sight clearly links community's expected service levels to technical and operational service levels (e.g. condition and performance metrics) for the assets that support the service delivery. This approach allows changes to targets at any level to be mapped and the cascading impacts evaluated. The line-of-sight also illustrates how various activities, outputs and roles within a local government support overall service delivery and how they overlap. Consequently, Staff doing the physical work on the infrastructure can see how the work they do supports the strategic goals of the City, while Council, leadership and the community who set the strategic goals of the City can see how their decisions influence how infrastructure is managed.



Figure 3: Service delivery line of sight (adopted from Region of Peel's Enterprise Asset Management Plan)

Risk & Criticality Assessment

Managing risk while meeting service levels and minimizing lifecycle costs is one of the key goals of sustainable service delivery. The Strategy will provide guidance and methodology for identification, assessment, mitigation and communication of risk. This methodology will be used at the service area and asset level to understand the threats and the likelihoods of failure as well as develop asset-specific risk matrices that reflect consequences and criticality of the assets.

The recent examples of significant infrastructure failures in Calgary and Montreal highlight the importance of a systematic approach to risk assessment. By assessing the consequences of failure for assets in each area, the City will be able to identify assets which are critical for service delivery and take steps to manage the risk. This includes increasing frequency of assessments, completing more sophisticated data analysis to identify patterns, making changes to design standards as well as planning for increased redundancy in the systems. It is important to note that it is not always feasible to eliminate all risks. Consequently, it is important that residual risks are clearly communicated and plans developed to respond to unforeseen situations.

The Strategy will also address climate change risk through a vulnerability and impact assessment. While climate risk will be integrated into the overall risk profile, by addressing this component separately staff will be able to communicate climate change impacts more clearly and have information to access climate adaptation-specific funding.

Finally, the strategy will identify risks to the asset management program and practices themselves and will provide recommendations to ensure that the asset management program is sustainable and well-managed.

Asset Management Planning Process & Components

Once the overarching methodologies for managing service levels, risk, future demand and asset lifecycle have been developed, they can be applied to each of the service areas to develop service and asset management plans (often simply referred to as asset management plans or AMPs).

Broadly speaking, asset management plans support the operationalization and implementation of the Asset Management Strategy and Asset Management Policy by identifying specific activities within each service area that will help the organization achieve its asset management objectives.



An asset management plan is a written document detailing the required management activities that need to be undertaken over the entire lifecycle of the asset to cost effectively and efficiently provide an identified level of service. Asset management plans provide clear direction on what to do, when to do it, how much it will cost as well as the expected consequences of not doing the work.

While each asset management plan will need to be tailored to the specific requirements and best practices of the particular grouping of assets it represents, the Strategy will set out an outline of the key components to be included in all plans to ensure consistency and allow for aggregation of data across service areas and at city-wide level. The following are some of the key components which will be included:

- **Asset inventory:** a summary of quantity and types of assets considered under the plan as well as information regarding key attributes like location, installation date, size, material, location, etc.
- **Asset condition:** a summary of available asset condition information based on data collected through observation or developed through the application of theoretical models or best practices.
- **Demand analysis:** a summary of infrastructure and community service needs based on established service levels as well as future demand drivers & changes (e.g. demographic, climatic, legislative)
- **Service levels:** a record of current service levels and established targets based on provision, condition, capacity and performance of services and assets.
- **Risk analysis:** a summary of the process of identifying hazards, evaluating impacts and comparing likelihood and consequence of asset failure to the community's risk tolerance.
- **Long-Range Investment Plan:** a plan to aid decision making that balances the required costs and funding sources to meet service needs, ideally over the entire expected lifecycle of the assets or at least a 10-year time horizon.

Natural Assets Management

The Strategy will provide general direction on and an approach to the integration of natural assets management within the City's asset management processes. Natural assets are the stocks of ecosystems and natural areas that directly or indirectly contribute to the provision of one or more services required for the health, well-being and long-term sustainability of a community and its residents. These services can include provision of clean drinking water, improved air quality, and flood control, as well as added benefits such as enabling recreation and cultural and spiritual practice. Recognizing natural assets and the range of services they provide to local governments and their residents is essential to ensure these assets are effectively managed and that the vital services they provide do not deteriorate. This is particularly important in the face of unprecedented challenges due to climate change impact.

Given the unique nature of natural assets, the approach will be guided by the latest research and best practices such as [Nature is Infrastructure: How to Include Natural Assets in Asset Management Plans \(2024\)](#) developed by Natural Assets Initiative as well as the [Specifications for natural asset inventories \(CSA W218-23\)](#) developed by Canadian Standards Association.

In preparation for this work, Staff have begun to assess the current state of practice at the City and develop a high level draft roadmap of the actions over the short to medium term necessary to integrate natural asset management in the City's asset management practices and overall Asset Management Roadmap. It is expected that the work on management of natural assets will be tackled in phases as the Asset Management Program matures.

Decision-Making Process

Bringing it all together, the Strategy will also outline a process for decision-making to support development of capital plans and inform the long-range financial plan. At a high level, the decision-making process will allow Council and staff to:

- systematically evaluate the current state of services and assets against established targets and community expectations;
- assess risks through evaluating likelihood and consequences of asset failures;
- determine service targets that may not be met or at risk due to emerging threats and/or changes in demand; and
- establish investment priorities through a process of analyzing various scenarios while balancing variance in service targets and risk levels.

Just like all other activities in asset management practice, this will be a cyclical and iterative process that will improve and mature over time.

Long-Term Financial Plan Integration

The long-term financial plan balances the cost to deliver services with available funding to ensure the City is able to meet infrastructure and service needs over a longer time horizon than what is considered in the annual Financial Plan. It provides financial predictability and clarity and ultimately reduce costs by planning to do the right work at

the right time. The long-term financial plan provides the basis for discussions on cost of services and alternative models of service delivery. It is also an important tool for managing and reducing the infrastructure backlog and provides rationale for financial support requests to higher levels of government.

By integrating asset management plans with the long-term financial plan, the City is able to identify gaps between cost of services and available long-term funding and develop strategies to manage the variance. These include, a review of requirements for capital (renewal/growth), operations, and maintenance, as well as seeking opportunity to reduce costs (by adjusting service levels) and/or increase funding (by raising revenue and contribution from higher levels of government). Since the community are both the recipients of services and the primary source of funding, adjustments between service levels and funding must reflect the community's priorities and willingness to pay. Council plays a pivotal role in balancing service levels and communities risk tolerance both on the short and long-term.

Communications and Community Engagement

The Strategy will include a communications and engagement plan with a goal of building trust, encouraging a shared understanding and facilitating informed discussions that align asset management practices with community values and expectations.

The communication and engagement plan will outline the methods and channels for effective communication, the frequency and format of updates and the opportunities for interest-holder input. The plan will also identify interest-holders and the levels of engagement appropriate for each component and phase of the asset management program to ensure that all interested parties, including Council, staff and the community, are well-informed and actively involved.

Implementation and Improvement Roadmap

Through the development of the Asset Management Strategy, staff will identify and prioritize actions and initiatives that will help the organization to continue to improve and advance its asset management practices. This information will be captured within the Strategy as a draft five-year asset management roadmap.

Next Steps

Subject to Council approval, staff will begin development of a draft Asset Management Strategy for Council's endorsement in 2025. Council will be engaged throughout the strategy development process to ensure alignment with community priorities. Staff will also begin an education and feedback process with the community on topics of service levels and risk to inform Council's future decisions. The specific communication approach has not yet been determined and will be aimed at striking the right balance between providing accessible/digestible information to the community while also providing meaningful opportunities for community feedback.

At the same time, staff will continue to advance ongoing asset management initiatives such as completing condition assessments, developing first-generation asset

management plans for core infrastructure and improving asset data quality. Staff will present an update on the progress of these ongoing activities as well as the current state of City's infrastructure in subsequent reports and presentations.

FINANCIAL IMPLICATIONS

In the 2024 Financial Plan, funding was allocated to support the development of the Asset Management Strategy as well as advance work on asset-specific asset management plans. Funding to support the ongoing Asset Management Program, in particular the priority initiatives identified as part of the asset management roadmap, will be addressed through future Annual Financial Plans reviewed and considered by Council.

INTER-DEPARTMENTAL IMPLICATIONS

The Asset Management Owners Team ("AMOT") has been established as an interdepartmental working group with staff representation from the Finance, Engineering, Parks & Environment, Facilities, Strategic Initiatives, and IT departments. AMOT will provide strategic and tactical oversight over the asset management program as well as oversee the development of the Asset Management Strategy and the other ongoing initiatives. Staff across other departments will also be engaged throughout the development of the Asset Management Strategy to build awareness, share knowledge and ensure alignment with departmental plans and procedures.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The principle policy direction for the Asset Management Program is through the City's Asset Management Policy (A18). The ongoing work supports the following directions within the Policy:

- Development and implementation of an Asset Management Strategy which will demonstrate transparent and responsible asset management processes in alignment with best practices.
- Preparation of asset management plans for major service and asset categories.

The asset management program also supports the following objectives of the 2014 Official Community Plan:

- 8.1.4 Improve financial models to include cash flow projections that meet capital asset replacement needs, and explore opportunities from senior levels of government in the financing of all capital assets.
- 8.2.2 Identify and monitor the condition of our infrastructure on a regular basis in order to identify the remaining operational useful life of individual elements, and to identify and rectify weaknesses before failure, thereby optimizing capital and maintenance expenditures.

The program is also well aligned with the Corporate Business Plan's "A Fiscally Responsible Organization" priority through the implementation of asset management planning for resilient infrastructure.

Finally, the City's assets and the services they enable support Council's Strategic Priorities of a Resilient City, A Vibrant City and a Connected City

CONCLUSION

The City's commitment to sustainable service delivery through effective asset management is well underway, guided by a robust policy framework and informed by best practices. The adoption of the *AMBC Framework* will strengthen our approach, ensuring that the City remains proactive in managing its assets and preparing for future regulatory changes. The development of the Asset Management Strategy marks the next critical step in this journey, providing clear direction for aligning service delivery with community priorities, managing risks and optimizing resources. Continued engagement with Council will be essential to refining this Strategy and ensuring it meets the needs of our community both now and in the future.

RESPECTFULLY SUBMITTED:



Ali Nayeri, P.Eng.,
Manager, Infrastructure, Policy, Planning &
Analysis

City of North Vancouver

CORPORATE POLICY

Policy Name **Asset Management Policy**

Policy Number **A18**



PURPOSE

Asset management is the process of bringing together the skills, expertise and activities of people to manage a community's physical assets and to provide sustainable service delivery. The purpose of this policy is to specify objectives and principles for asset management processes in the City of North Vancouver.

SCOPE

This policy applies to all City of North Vancouver activities related to its assets, defined as physical components of a system that have value, are used to provide services and have an economic useful life greater than one year.

OBJECTIVES

This policy will address the management of the City's physical assets in supporting its strategic goals of becoming a highly livable community that is resilient and sustainable for future generations. Specifically, this policy directs staff to address the following objectives:

- **Integrate** - Integrate asset management processes across all City departments and into its organizational culture.
 - Encourage a corporate culture where all employees play a part in overall care for city assets by providing awareness, training and professional development.
 - Incorporate asset management plans during the preparation of the City's long-term financial plan.
 - Ensure necessary capacity and operational capabilities are allocated toward asset management responsibilities.
- **Delivery of Services** - Utilize the City's physical assets to deliver a defined level of service to stakeholders that optimally balances the City's vision, risk and affordability.
 - Define target service levels for major asset categories.
 - Balance delivery of services without sacrificing the ability for future generations to meet their needs.
 - Establish a continuous review and reassessment plan to ensure target service levels are maintained and relevant.
- **Sustainable** - Manage the City's assets in a socio-culturally, environmentally and economically sustainable manner.
 - Adhere to all relevant legislative and regulatory requirements.
 - Integrate community values and priorities and consider political, social, environmental and economic factors in developing asset management strategy and plans.
 - Apply asset management processes to natural assets.

- Risk-based and Information-driven - Incorporate risk-based and information-driven approaches to drive decision making for asset management.
 - Develop an information and evidence-based framework to improve business decision making.
 - Assess asset renewals and alternative options and document risks and consequences as part of asset management plans.
 - Utilize a total cost of ownership approach to make business decisions.
- Systematic - Create a systematic approach to create asset management plans that are formal, consistent and repeatable.
 - Develop asset management plans for major service and asset categories.
 - Demonstrate transparent and responsible asset management processes with best practices.
- Innovative - Establish an innovative organizational culture to encourage continual improvement and adaptability.
 - Implement and continually improve asset management systems to support data management.
 - Consistently review and update asset management plans in response to changing conditions and priorities.

LEGISLATIVE REFERENCES

- *Community Charter* (SBC 2003) s.7(c) and Chapter 26
- 254/2004 - *Municipal Liabilities Regulation*
- *Local Government Act* [RSBC 1996] Chapter 323
- *Canada Health Act, Fishers Act, BC Building Code, BC Drinking Water Protection Regulation, BC Environment Management Act* (at the asset and corporate levels)

RELATED DOCUMENTS

- City of North Vancouver Official Community Plan
- Risk Management: ISO 31000
- Asset Management: ISO 55000
- Asset Management for Sustainable Service Delivery – A BC Framework
- FCM The Building Blocks of Asset Management
- FCM How to Develop and Asset Management Policy, Strategy and Governance Framework

RESPONSIBILITY

- Council is responsible for approving asset management policy, approving and allocating funding and resources and providing oversight regarding asset management strategy and plans.
- The Chief Administrative Officer (CAO) is responsible for providing oversight and establishing the high level vision, objectives and governance structure for asset management. The CAO is also responsible for leading staff in implementing plans for this policy.

REVIEW DATE

This policy has a life of 4 years. It will be reviewed in 2023.

Approval date:	December 2, 2019	Approved by:	Council
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Asset Management for Sustainable Service Delivery



A BC Framework
2019



“Local Governments too often take core infrastructure for granted until it breaks down. Without robust Asset Management practices, it is too easy for local governments to starve capital replenishment and bring in artificially low tax rates and user fees in order to balance budgets – the long-term consequences of this can be catastrophic. Sustainable service delivery is critical for the guarantee of future livability with our communities.”

- Mike Little, Mayor, District of North Vancouver, 2019



Preface

Local governments in British Columbia are increasingly working to implement asset management practices as a way to deal with aging infrastructure, the costs of replacing assets, increasing expectations for service levels, and increasing risks to the delivery of critical services such as water delivery, sewage collection, transportation, recreation, and civic services. *Asset Management for Sustainable Service Delivery: A BC Framework* (“the Framework”) was developed to provide local governments with a high-level overview of the process of asset management. This 2019 update reflects advancements in asset management over the past five years – it references new resources, profiles additional progress in BC local governments, and better integrates land use planning, operations and maintenance, natural assets, and climate change.

The Approach

The Framework aligns with the ‘BC Approach’ for asset management which is being led by Asset Management British Columbia (AMBC). It is based on current international best practices, as well as best practices that have been developed and endorsed by BC local government practitioners. The Framework recognizes the diversity of BC communities and is scalable to community size, character, and capacity. The Framework focuses on desired outcomes rather than prescribing specific methodologies which allows local governments to develop and implement an approach that local governments can adapt to their unique local conditions.

The Framework describes asset management as a process, providing a guide to the what and why of asset management, with a high-level review of the how. It is a principal resource for local governments looking for strategic direction or guidance on asset management. The Framework is complemented by the Asset Management Roadmap which provides step-by-step directions on asset management, along with the additional tools and resources identified throughout this document.

Acknowledgements

The development of the Framework was funded by the Union of British Columbia Municipalities (UBCM). The Framework was developed in partnership with the Ministry of Municipal Affairs and Housing and AMBC, with consulting services provided by Urban Systems Ltd.

Special thanks to the members of Asset Management BC for providing input and feedback, and particularly to members of the Asset Management Framework Steering Committee:

- Glen Brown, Chair, Union of British Columbia Municipalities
- Brian Bedford, Ministry of Municipal Affairs and Housing
- Wally Wells, Coordinator, Asset Management BC
- David Allen, Chief Administrative Officer, City of Courtenay
- Andy Wardell, Chief Financial Officer, District of North Vancouver
- Doug Allin, Chief Administrative Officer, Township of Spallumcheen
- Kala Harris, Executive Director, Government Finance Officers Association of BC

About Asset Management BC

AMBC is the greater community of any person, organization or agency engaged in or has an interest in asset management. AMBC is governed by a Partnership Committee that includes; Union of BC Municipalities, Local Government Management Association, Government Finance Officers of BC, Planning Institute of BC, Public Works Association of BC, BC Water & Waste Association, Municipal Insurance Association of BC, CivicInfo and the Province of BC. In addition, the 'Asset Management BC Community of Practice' which is a broader group of Associations, local governments, First Nations, and committed individuals has a purpose that includes:

- Supporting British Columbia's asset management's greater community of practice through learning, collaboration, sharing, educating, and encouraging the development and implementation of asset management best practices.
- Providing support, advice and recommendations to the AMBC Partnership Committee.
- Supporting the development and implementation of the AMBC activities.

The formation of AMBC involved broad consultation and discussion with a wide selection of stakeholder parties including local governments, professional associations, private and academic sectors.

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1.0 About this Framework

Asset Management for Sustainable Service Delivery: A BC Framework (the “Framework”) is a high-level, systematic approach designed to support local governments in moving toward service, asset, and financial sustainability through an asset management process. The Framework addresses three questions:

1. What is asset management?
2. Why is asset management necessary?
3. How can asset management be implemented?

The Framework was designed for local government staff to advance asset management practices in their organizations. It provides a common system for understanding the key concepts of asset management. It is represented graphically as a circular, continuous process that is ongoing and requires continuous review and improvement.

This document is intended to be used as a reference to guide asset management work within local governments. It may be helpful to read the whole document initially, but the chapters were designed to make it easier for users to move to the section that is most relevant for them. There is also an executive summary version that is intended to provide a high-level overview of the Framework for council and staff who would like an introduction but do not need the details for their role.

The first part of this document provides information about the what and why of asset management (Section 2.0). The second part delves into the how of asset management through a review of each component of the wheel (Section 3.0, 4.0 and 5.0).

The Framework is based on current international best practices (International Infrastructure Management Manual and the International Organization for Standardization (ISO) 55000 Standard for Asset Management), as well as best practices that have been developed and endorsed by local government practitioners in BC. It is part of a series of asset management foundation documents released by Asset Management BC (AMBC).



AMBC ASSET MANAGEMENT FOUNDATIONAL RESOURCES

Resource	Description
Asset Management for Sustainable Service Delivery: A BC Framework	A resource that describes the high-level process of asset management to achieve the objective of sustainable service delivery.
AssetSMART 2.0	A tool for assessing the state of asset management practices.
Asset Management BC Roadmap	A resource to support implementation of asset management.
Sustainable Service Delivery Primers	A set of reference documents that expand on specific topics included in the Framework. These primers currently include: <ol style="list-style-type: none"> 1. Climate Change and Asset Management 2. Integrating Natural Assets into Asset Management 3. The Role of Operations and Maintenance in Asset Management 4. Land Use Planning and Asset Management

The Framework recognizes the diversity of BC communities and that asset management and corresponding best practices must be scalable to community size, character, and capacity. The Framework focuses on desired outcomes rather than prescribing specific methodologies, which allows local governments to develop and implement approaches that are tailored to their specific needs and capacities.

The Framework is a living document. Recognizing that best practices change and are updated, this document will be periodically updated and made publicly available through AMBC.

Overview of Sections of the Framework

SECTION 2.0 – Asset Management for Sustainable Service Delivery

Sustainable service delivery is the primary objective of asset management and is at the centre of the process diagram. This section describes what sustainable service delivery is, and the role of asset management in achieving it. This section also presents definitions and benefits of asset management.

SECTION 3.0 - Core Elements

This section describes each of the core elements shown in the blue circle inside the wheel: assets, information, finances, and people. Each of these elements are required to support all asset management and service delivery activities.

SECTION 4.0 - Communicate, Engage and Review

This section describes the importance of the white circle inside the wheel: ongoing communication, engagement, and review throughout the entire process of asset management.

SECTION 5.0 - The Process

This section describes the outer circle of the Framework wheel: Assess (red), Plan (yellow), and Implement (green). This section details why each component of the process is important, example activities to undertake (including where to start) and provides examples of application.

SECTION 6.0 - Resources and Tools

This section summarizes the resources and tools referenced throughout this document.

All the referenced resources are available through www.assetmanagementbc.ca.

2.0 Asset Management for Sustainable Service Delivery

Communities build and maintain infrastructure to provide services. These services support quality of life, protect health and safety, and promote social, economic and environmental well-being. Failure to care for infrastructure, manage natural resources, and protect the services provided by nature risks degrading—or even losing—the services that communities enjoy, and future generations rely on.



2.1 What is sustainable service delivery?

Sustainable service delivery is defined as a process of providing services to the community in a way that fosters the economic, social, and environmental well-being – today and into the future. Sound asset management practices support sustainable service delivery by integrating community priorities, values, and an informed understanding of the trade-offs between risks, costs, and services.

Sustainable service delivery lies at the centre of the asset management process; it is the purpose and desired outcome of asset management. Infrastructure represents a significant investment for every local government, and council members are the stewards of local government assets for current and future generations.

Stewardship and sustainable service delivery requires more than just replacing assets when they get old. Every day, in ways big and small, local governments are making decisions and taking actions that influence the levels of service being delivered, the risks to those services, and the costs of delivering those levels of service – today and into the future. Sustainable service delivery involves understanding and making informed decisions about trade-offs between delivering service, managing risk, and reducing cost throughout the lifecycle of the asset. Balancing these trade-offs starts with early stages of community planning, and continues with design, procurement, operations, maintenance, asset renewal, and ultimate asset retirement. It includes recognizing and managing natural assets that have a critical role in the delivery of core services and community well-being.

Asset management processes focused on sustainable service delivery will help local governments to achieve their primary purposes.

PURPOSE OF LOCAL GOVERNMENT

The purposes of a local government include:

- a) providing for good government of its community,
- b) providing for services, laws and other matters for community benefit,
- c) providing for stewardship of the public assets of its community, and
- d) fostering the economic, social and environmental well-being of its community.

*Community Charter, s7, Municipal Purposes
Local Government Act, s185, Purposes of Regional Districts*

2.2 What is asset management?

Asset management is a formalized process that integrates the four core elements:

- **PEOPLE** – The training, skills, expertise, activities, and leadership of staff and elected officials.
- **ASSETS** – The engineered and natural assets that allow the delivery of services to a community.
- **FINANCES** – The understanding of long-term costs of capital, operations, and maintenance of engineered and natural assets.
- **INFORMATION** – The information you need to make decisions about your services and assets, such as the age, condition, and lifecycle costs of engineered and natural assets.

For as long as local governments have delivered services, they have managed assets. Asset management is about more than just managing assets. It is a formalized, corporate-wide ongoing process of continuous improvement for making decisions about assets that balance costs, risks, and service to support sustainable service delivery.

Asset management is a process within the everyday business of local government; it is not a separate activity, software, or a plan.

DEFINING ASSETS

Assets are physical components of a system that enables a service, or services to be provided.

Engineered assets are the designed and constructed components of infrastructure systems. For example, roads and water treatment plants are engineered assets.

Natural assets are ecosystems or natural resources that communities rely on for critical services community functioning and overall well-being. Examples of natural assets include rivers and creeks, foreshore areas, wetlands, forests, and aquifers. Examples of services and community benefits provided include flood protection, drainage and rainwater attenuation, water treatment and storage, recreation, and air quality regulation, to name only a few.

ASSET MANAGEMENT: DEFINITIONS OF THE CONCEPT

ISO 55000 defines asset management as:

A coordinated activity of an organization to realize value from assets. Realization of value will normally involve a balancing of costs, risks, opportunities and performance benefits.

National Roundtable for Sustainable Infrastructure defines asset management as:

Asset management is an integrated business approach involving planning, finance, engineering and operations to effectively manage existing and new infrastructure to maximize benefits, reduce risk and provide satisfactory levels of service to community users in a socially, environmentally and economically sustainable manner.

International Infrastructure Management Manual describes asset management as:

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner.

2.3 What are the benefits of asset management?

A formal approach to the management of engineered and natural assets leads to significant benefits:

- Adequate quality information to support decision-making.
- Effective and reliable delivery of critical services – today and into the future.
- Reduced lifecycle costs of service delivery.
- Enhanced value of a community’s investment in assets over their lifecycle.
- Defensible prioritization of limited resources using a consistent and repeatable system.
- Improved financial planning and better management of deferred maintenance and any unfunded liability associated with renewing or replacing aging engineered assets.
- Alignment of organizational and community objectives with technical and financial decisions and actions.
- Demonstrated stewardship that builds confidence with constituents, customers, and other stakeholders.

THE CASE FOR ASSET MANAGEMENT: DISTRICT OF NORTH VANCOUVER ASSET MANAGEMENT STRATEGY

“These best practices profile and reinforce that:

1. Community infrastructure is a foundation of sustained growing economic and social development.
2. Infrastructure is critical to meeting the recreational, institutional, cultural and other needs of the community.
3. Properly built and effectively maintained infrastructure supports public health and safety and mitigates potential adverse environmental impacts of society.
4. Financial sustainability requires strong connections between long-term infrastructure investment needs, long-term funding plans and financial performance measures to track progress over time.
5. Well informed decisions contribute to achieving the goals of the community, while balancing the financial capacity of current and future generations.”

- *Asset Management Strategy, District of North Vancouver*



2.4 How does asset management apply throughout the asset lifecycle?

Asset management for sustainable service delivery is an ongoing process that applies throughout the asset lifecycle. At each lifecycle stage, there are opportunities to make decisions about levels of service, managing risk, and containing or reducing costs.

Lifecycle Stage	Considerations Impacting Service, Risk, and Cost
Planning	<p>Before any infrastructure is even designed or built, land use planning sets the direction for the type and scale of infrastructure that will be needed in a community – decisions that will drive service levels and costs for decades. Land use planning decisions provide opportunities to identify and maintain or enhance natural assets, which can increase service while managing risk and reducing costs of service delivery.</p> <p>For more on how land use planning connects to asset management, refer to <i>Land Use Planning and Asset Management: A Sustainable Service Delivery Primer</i>.</p> <p>For more information on natural assets, refer to <i>Integrating Natural Assets into Asset Management: A Sustainable Service Delivery Primer</i>.</p>
Design	<p>Good design, procurement and construction can significantly improve service delivery, reduce risks, and reduce costs. Design that applies asset management principles incorporates factors like changing demands (including population growth or decline, technology changes, climate change, etc.), operating conditions and constraints, social and environmental impacts, and full lifecycle costs.</p> <p>For more information on how climate change can be considered in asset management, refer to <i>Climate Change and Asset Management: A Sustainable Service Delivery Primer</i>.</p>
Procure / Construct	<p>An improperly installed or constructed asset will often experience higher service disruptions, higher costs, and a service life below the expected design life. Asset management during the procurement and construction stage requires considering trade-offs between quality and lifecycle cost, following good installation or construction processes, conducting appropriate inspections and testing, identifying and adapting to field conditions that were not anticipated during design, and creating the appropriate documentation about the new assets to include them in the asset inventory.</p>
Operate and Maintain	<p>Operate and Maintain (O&M) activities within the context of asset management involve optimizing operations and maintenance activities to deliver service and manage risk while containing costs. This requires understanding lifecycle performance of assets and the cost-benefit trade-offs of investing in operational changes or increased levels of maintenance. O&M plans and processes need to be reviewed on a regular basis as conditions change due to factors like asset age, changing service demands, or climate change.</p> <p>For more information on O&M, refer to <i>The Role of Operations and Maintenance in Asset Management: A Sustainable Service Delivery Primer</i>.</p>

Lifecycle Stage	Considerations Impacting Service, Risk, and Cost
Renew	In planning for asset renewal, service, risk, and cost are best balanced by identifying which assets should be prioritized for proactive renewal, and which can be run-to-fail. These decisions will be based on level of service goals, risk tolerance, and costs.
Retire	Decommissioned assets should be disposed of in a cost-effective manner that aligns with environmental stewardship goals. This stage of the asset lifecycle should also include a process for updating the asset register to remove the retired asset.

ASSESSING SERVICE SUSTAINABILITY: A TOOL

Local governments across BC are striving to provide sustainable services to their residents. However, many are not certain how their services are performing today or if they're prepared for the future. Factors such as scarcity of resources, rising expectations, and aging infrastructure can threaten the sustainability of municipal services. The Service Sustainability Assessment Tool (SSAT) was prepared to help local governments identify areas where service sustainability may be threatened, and to provide feedback on practices that contribute to service sustainability.

The SSAT will help you:

- Communicate to Council and the public about sustainability
- Identify areas where services are doing well
- Identify areas where the sustainability of the service is at risk
- Develop plans to improve the sustainability of service provision
- Track progress over time

The SSAT is available on the Asset Management BC website.

ADDITIONAL RESOURCES

Sustainable Service Delivery Primers | Asset Management BC

International Infrastructure Management Manual | Institute of Public Works Engineering Australasia

ISO 55000:2014 | International Organization for Standardization

Building Sustainable and Resilient Communities with Asset Management: An Introduction for Municipal Leaders | Federation of Canadian Municipalities

Asset Management Resources | Canadian Network of Asset Managers

ASSET MANAGEMENT: THE PARADIGM SHIFT

“Sustainable service delivery integrates all the principles of asset management. It understands the value of land-use planning; and it understands the impacts that land-use planning has on service delivery. It also integrates the ‘design with nature’ philosophy.”

“Asset management usually commences after something is built. The challenge is to think about what asset management entails BEFORE the asset is built. Cost-avoidance is a driver for this ‘new business-as-usual’. This paradigm-shift starts with land use and watershed-based planning, to determine what services are affordable, both now and over time.”

“We know that if we do things right at the front-end, the outcome will be a lot better, and everyone will wind up saving time and money. And we will have a healthier environment.”

- Derek Richmond, Secretary, Partnership for Water Sustainability in BC, 2015



AN OUTCOMES-FOCUSED APPROACH: A LOCAL GOVERNMENT CAO PERSPECTIVE

“The Town of Gibsons has recognized, formally and in practice, that nature, and the ecosystem services it provides, are a fundamental and integral part of the Town’s infrastructure system. Gibsons is one of the first communities in North America to do so. The policy change occurred with the adoption of the 2013/14 Strategic Plan. This hybrid document combines a sustainability framework with a more traditional strategic plan.

Natural assets are considered cheaper to operate; can last indefinitely, if properly managed; are carbon neutral, and in some cases can be carbon positive. It is important to differentiate green infrastructure, which is designed and built to mimic nature, such as a rain garden, from a natural asset such as a creek. Gibsons is also creating sub-categories in asset lists and financial statements to include Eco-Assets and implementing a strategy to manage these assets specifically.

Ultimately, the goal is to move from simply maintaining infrastructure to a service delivery model, where those services are delivered by the smallest number, the most natural, most energy energy-efficient, and the most reliable municipal assets, that cost the least to operate over the long term.”

- Emanuel Machado, Chief Administrative Officer, 2015



THE SUSTAINABLE FOUNDATION: SERVICE, ASSET & FINANCIAL SUSTAINABILITY AT THE DISTRICT OF NORTH VANCOUVER

“With clear Council direction, staff expertise and the use of international best practices in asset management, our interdisciplinary Asset Management Steering Committee has been working since 2006 to continuously improve and manage our existing infrastructure assets.”

“At the District, our asset management is grounded in what we call “The Sustainable Foundation”; a fully integrated asset management approach that brings the four core elements and our entire organization into alignment. Integration is achieved by:

- Developing asset management plans from the bottom up and setting policy at the top. Strategy brings it all together.
- Combining best practices in accounting, engineering, financial planning and sustainability performance measurement.
- Shifting our culture away from silos to a corporate mindset focused on continuously building organizational capacity.
- Training staff in finance, engineering, operations and planning together on how to develop asset management plans and integrate these requirements into long-term financial planning.”

“Building a sustainable foundation takes time but if you don’t start you will not finish. Once you have a vision you need to make it a shared vision. That is what The Sustainable Foundation is really all about; having a shared vision, continuously striving to bringing alignment to the organization and the key stakeholders that all play a role in stewarding local government toward long-term sustainability.”

- Andy Wardell, Director, Financial Services, 2015



3.0 The Core Elements

Assets, information, people, and finances are considered the core elements of asset management. Sustainable service delivery requires understanding, developing, and integrating these four elements over time, using an approach of incremental continuous improvement. The core elements are the foundation for the process of asset management. Just like the process of asset management, the capacities required in each of the four core elements are scalable to the context of each local government.

Assets enable service delivery. Assets include the physical infrastructure owned by local governments, as well as the elements of nature that provide services critical to the well-being of the community. The table below provides examples of types of assets that may be included in asset management processes.



3.1 Examples of Assets

Engineered Assets

- Water and wastewater systems
- Drainage and flood protection systems
- Solid waste management infrastructure
- Transportation systems
- Civic facilities
- Parks
- Fleet
- Information technology
- Others

Natural Assets

- Rivers and creeks
- Foreshore areas
- Wetlands
- Forests and urban trees
- Natural landscapes
- Aquifers
- Soil
- Others

The data required for asset management comes from answering the following questions about engineered and natural assets:

- What assets do we own?
- What services are provided by these assets?
- Where are the assets located?
- What are their attributes? (e.g. size, material, make, model, etc.)
- What is their depreciated value and replacement value?
- What condition are they in?
- What is their expected remaining life?

Compiling this data into a consolidated asset inventory can be helpful for decision-making. Each local government in BC has a basic inventory or register of their engineered assets developed to meet Public Sector Accounting Board reporting requirements. This basic inventory or register can serve as a starting point for collecting asset information.

Building an understanding of infrastructure and natural assets is a process that can be completed over time. It begins with compiling available and anecdotal knowledge and prioritizing more detailed data collection based on what is needed to inform decision-making.

3.2 Information

Information brings together data about assets in a way that supports decision-making about service, risk, and cost trade-offs. This is often done through tools such as asset management strategy and asset management plans. The quality of information and its collection and dissemination can evolve over time to strengthen informed decision-making. Answering the following questions provides much of the information needed about both engineered and natural assets:

- What is the current and desired or targeted level of service?
- What service and asset risks need to be prioritized and managed?
- When will repair, upgrade, or replacement of assets be required to manage risk and deliver target levels of service?
- What O&M activities will optimize the life of the asset?
- How much will it cost?
- Which assets can be disposed?
- Which new assets may be required and when?

While it may take time, information should be updated over time to capture asset acquisitions or renewals, changing costs, retired assets, changing asset conditions, and service level expectations.

3.3 People

Asset management is a corporate responsibility, it is not the role of one person. The importance of ensuring people have the necessary knowledge, skills, and attitudes, along with enabling corporate processes and culture, cannot be overlooked. Local governments that successfully implement asset management generally have some key attributes:

- Elected officials understand the need for and benefits of asset management.
- Top-down leadership: senior management or leadership endorses and promotes a culture of asset management.
- Bottom-up leadership: staff at all levels understand their role in asset management and take actions that contribute to desired service delivery outcomes.
- Culture and corporate alignment that fosters teamwork and integration across departments and disciplines, including land use planning, environmental stewardship, engineering, public works, and finance. For example, the asset management team includes someone from planning, or the engineering department regularly communicates with the finance and planning departments.
- Staff with the required knowledge and skills to develop and implement asset management practices.
- Commitment to continuous improvement.

3.4 Finances

To achieve sustainable service delivery, services need to be financially viable over the long term. Asset management requires the integration of technical information about services, risks, and assets with information about costs and funding to inform decision-making.

Balancing costs and funding strategies is an iterative and ongoing process that begins with ensuring that the levels of service provided can be financially sustained. This information should be integrated in a financial plan.

Costs throughout the asset lifecycle need to be understood and considered, including long-term costs of capital, operations, maintenance, renewal, and disposal. Having information on assets and lifecycle costs helps prevent financial surprises.

Costs should be supported by a mix of funding strategies, including planning for changes to revenue rates or fees, reserves, and debt. Debt can be either a useful tool for a local government, or a burden and significant risk. In general terms, the correct amount of debt is subjective and context specific. Use of debt is best when it is strategic and augments progress toward steady state replacement of existing assets.

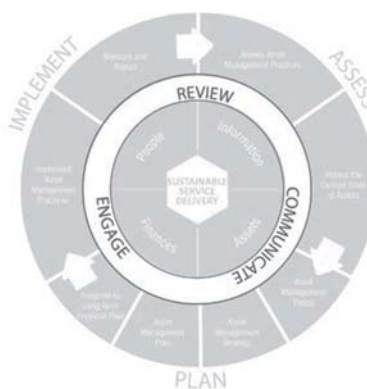
Some of the most important actions communities can take to contain their costs and maintain financial sustainability involve asset management:

1. **Setting an appropriate level of service.** Establishing both customer and technical levels of service ideally begins with decisions made in the up-front planning stage and continues throughout the lifecycle of the asset. Levels of service targets should be informed by affordability and public willingness to pay and consider both engineered and natural assets. Clearly defining levels of service ensures efforts and expectations are aligned and enables the identification of efficiencies.

- 2. Managing risk.** Risk management involves a cycle of assessing risk, identifying risk tolerance, implementing actions to treat risks, and assessing the effectiveness of those actions. Effective risk management is done at a system level and considers potential risks to short-term service and costs, as well as ongoing service and financial sustainability (such as changing climate). It applies a variety of actions to manage risks such as proactive maintenance, modified operations, public education programs, defined renewal strategies, appropriate insurance policies, and management of financial reserves.
- 3. Considering full lifecycle costs.** An understanding of the full lifecycles costs of assets should be used to inform decisions throughout the asset lifecycle. Asset management practices can support land use planning through consideration of the lifecycle costs of building and maintaining infrastructure for growth. Because cost implications can extend over decades, considering land use planning and asset management together can help a community be more proactive. Making land use planning decisions without understanding the implications on infrastructure can compromise service sustainability and leave a community playing “catch up” for many years. For the same reasons, full lifecycle costs are important to consider in decisions about asset design, procurement and construction. Lifecycle costs can also be used to inform decisions about the appropriate time to renew or replace an asset rather than continuing to invest in maintaining it.
- 4. Proactive and effective operations and maintenance.** A robust and optimized O&M program will yield fewer service disruptions, more predictable results, and lower total lifecycle costs when informed decisions are made about when to apply proactive vs. reactive maintenance and renewal. Effective O&M programs are reviewed and updated over time to consider changing demands or circumstances.

4.0 Communicate, Engage and Review

Communicating, engaging, and reviewing are a set of ongoing activities that are applied, to some extent, in each stage of the process. Although these activities are ongoing and embedded in the overall process, their importance justifies dedicated consideration to ensure that they are central to the process and not an afterthought.



4.1 Purpose

The purpose of communicating, engaging, and reviewing is to work towards the following goals:

- Providing general education and increasing awareness of asset management among staff, elected officials, and the public.
- Aligning people and departments within an organization, including commitment from senior leadership and elected officials.
- Working towards common goals and reducing or preventing silos.
- Efficiently implementing asset management by providing a bridge between the technical information and incorporating this information into decision-making and programming.
- Gaining support for asset management from elected officials, staff, residents, and other ratepayers.

4.2 Approach

The scope and scale of these activities will vary based on organizational context, culture, and the level of maturity of the asset management process that an organization is at. However, there are a number of important steps that apply to all contexts:

- Identify the various stakeholders or audiences and their concerns or perspective (e.g. council, ratepayers, management, operations, etc.).
- Identify the goals for each type of communication or engagement method that will be used.
- Design and implement communications activities that support these goals. Both formal and informal communication and engagement channels may be leveraged.
- Use information obtained through communication and engagement to support the review and improvement of the asset management process.

Never advance a solution to an issue prior to having public awareness of the issue, or the solution may become the issue.

- Frank Leonard, Former Mayor, District of Saanich & Past President, Union of BC Municipalities

The following are common topics for asset management communication and engagement:

- Importance of infrastructure and natural assets in service delivery.
- State of assets.
- State of finances and funding challenges.
- Levels of service.
- Service delivery costs and trade-offs.
- Organization's approach to asset management.
- Staff and community members roles.
- Work, training, and education being completed to ensure long-term sustainable service delivery.
- Opportunities to leverage land use planning process to support service sustainability.
- Understanding risks, such as climate change.

These topics are relevant both internally and externally to an organization; however, the level of detail and the delivery of the message will depend on the audience. It is advisable to develop internal alignment and an understanding of assets, services, and related costs and risks prior to external communication and engagement.

4.3 Activities

Each organization will develop and tailor communication and engagement activities to suit their unique context. The following are some examples of activities:

1. Establishing an Asset Management Steering Committee with a mandate and a regular meeting schedule.
2. Identifying executive sponsors.
3. Developing and regularly communicating an asset management vision statement.
4. Engaging with the planning department on long-range planning exercises to incorporate an asset management lens.
5. Communicating progress in asset management and sustainable service delivery in public reports (e.g. financial plans, annual reports, general purpose financial statements, etc.).
6. Developing and implementing an asset management communications policy, strategy and/or plan. Reviewing and updating these documents regularly.
7. Leveraging public engagement events (e.g. open houses, satisfaction surveys, community workshops, etc.) to obtain input to inform asset management decision-making and priorities (e.g. willingness to pay, levels of service, etc.).
8. Educate the public and stakeholders on the importance of natural assets in service delivery. Educate the public and stakeholders on the impacts of climate change on sustainable service delivery.

THE IMPORTANCE OF COMMUNICATION

Local infrastructure is the foundation of the health, well-being, and economic prosperity of communities across the country. Throughout my tenure in local government, as Mayor and Councillor, it had become apparent to me that the general public remains largely unaware of the cost implications of maintaining and renewing existing infrastructure.

During my final term as Mayor, I conducted an inquiry project to investigate how the Town of Golden engaged the community in Asset Management. The goal was to develop a meaningful process that was focused on engaging the community and providing an opportunity to bring the staff, elected officials, and residents of Golden together to collectively decide what services the people need, want, and are willing to pay for. There were two opportunities for residents to participate in the inquiry. Data analysis led to the following findings:

1. Residents of Golden placed a high value on communication, and they wished to be able to access information through a variety of channels.
2. Although the citizens of Golden recognized the broad range of services provided by the local government, they did not understand the magnitude of the cost associated with providing those services or replacing those services.
3. Minor tax increases were generally acceptable to maintain or to improve levels of service.
4. The roles and responsibilities of local government are not always clearly understood by residents.

These findings, combined with my experience as Mayor of Golden, resulted in the following:

1. Citizens expect to be involved in local government decisions and to have a say on how their tax dollars are spent.
2. Communication, engagement, and education are critical factors for:
 - a) Improving the level of trust between the citizens and the local government;
 - b) Building awareness and understanding of the roles, responsibilities, and limitations of the local government; and
 - c) Creating capacity in citizens to participate in conversations involving community owned assets.

Local governments need to engage their communities in a dialogue to consider what resources/ services they want and, more importantly, what are they willing to pay for. Building a common understanding allows the community to address this complex issue in a collaborative manner.

- *Christina Benty, Former Mayor of Golden & Owner of Christina Benty Strategic Leadership Solutions, 2015*

ADDITIONAL RESOURCES – COMMUNICATE, ENGAGE, REVIEW

Communication Toolkit | Asset Management BC

Asset Management Communication Plan | City of Prince George

AM Communications Strategy | Mickelson Consulting Inc.

Level of Service and Community Engagement: Practice Note 8 | Institute of Public Works Engineering Australasia

Why Invest in Asset Management? Video | Federation of Canadian Municipalities

Starting the Asset Management Conversation in Your Community – Tool | Federation of Canadian Municipalities

5.0 The Process of Asset Management



5.1 An Overview

The process of asset management is a continuous, data-driven process for making decisions about the use and care of assets to deliver services. Asset management is not a standalone project – it is integrated into the everyday business of local government. As a continuous process, asset management involves a cycle of three repeating stages:

- Assessing asset management practices and the state of assets.
- Planning what needs to be done to improve asset management.
- Implementing the plans.

This cycle integrates the four core elements. It is scalable and can be used to guide asset management practices at organizations of all sizes and capacity levels because it does not require any expensive software or external support. An organization makes incremental improvements to their asset management practices by moving through the cycle multiple times. The cycle continues even when things are going well, allowing an organization to be proactive about managing risks and delivering services in a cost-effective way.

The following sections introduce each of these stages, explain why they are important, and provide examples of typical activities to illustrate what is involved. Within each stage, the examples of typical activities can be modified to reflect an organization’s size, capacity level, and local priorities.

TIPS FOR GETTING STARTED

There is no 'correct' place to start. Each local government must first consider where they are within the asset management cycle. If you're not sure where to start, it makes sense to start with "Assess" and follow a few initial steps:

1. **Assess existing practices.** Complete an assessment of asset management practices and organizational capacity using a tool like **AssetSMART 2.0** to identify good practices and opportunities for improvement. Refer to the **Assess Asset Management Practices** section for additional information, tools, and resources.
2. **Take stock of assets and finances.** Collect information on the asset inventory/registry and condition information (if available) to provide estimated remaining life of assets. This can be integrated with available financial data regarding replacement costs, O&M costs, and allocations. The existing Tangible Capital Asset registry used for financial reporting is a good starting point for basic asset inventory and historic cost information. Refer to the **Assess Current State of Assets** section for additional information, tools and resources.
3. **Build awareness.** Raise awareness with staff and council about the status of assets and finances, compared to long-term goals and objectives. Building awareness is key to getting the commitment needed to move through the asset management process and exercise continuous improvement. Refer to the **Review, Communicate and Engage** section for additional information, tools and resources.

If asset management is new to your organization, consider investing in training for key staff or council to build awareness of asset management and learn how to use this Framework.

5.2 Assess

Assess Asset Management Practices

Assessing asset management practices will help an organization identify the practices and processes that are currently in place, how they work together, and how effective they are. It will also identify areas where the organization has good practices and areas where there is room for improvement.

The table below provides some prompts that can be used to initiate the assessment process, across the four core elements of the Framework. However, there are several assessment tools available for local governments and these are referenced below.



People	Assets
<ul style="list-style-type: none"> - Is there a cross-functional team in place? - What is the level of asset management knowledge of relevant staff? - Are roles and responsibilities clear? - How do we communicate across departments and ensure our priorities are aligned? 	<ul style="list-style-type: none"> - Do we have the data we need about our engineered and natural assets? - Is the asset data complete, accurate, and reliable? - Is asset data compiled into a format that is accessible?
Information	Finances
<ul style="list-style-type: none"> - Have we processed our asset data into information that can be used for decision-making? - Have we developed asset management policies, strategies, and plans? - Are we using our asset management policies, plans, and strategies? 	<ul style="list-style-type: none"> - Do we have policies and practices in place related to: <ul style="list-style-type: none"> o Long-term financial planning? o Infrastructure backlog? o Cost recovery? o Reserves? o Debt? o Financial tracking?

TOOLS TO ASSESS ASSET MANAGEMENT PRACTICES

AssetSMART 2.0 | Ministry of Municipal Affairs and Housing

NAMS.PLUS Maturity Assessment | Institute of Public Works Engineering Australasia

Asset Management Readiness Scale | Federation of Canadian Municipalities

Why It's Important

When starting to implement asset management, it is common for people within the organization to have different perspectives on the effectiveness of practices in place, priorities for improvement, and the ideal approach to asset management. An assessment can also be helpful in identifying what practices and processes are already in place that contribute to asset management. Completing an assessment helps establish a common understanding across departments about the current state of asset management and helps identify areas for improvement. It is part of the process of getting everyone on the same page, a key component of successful asset management.

When used as part of a continuous process, assessing asset management practices can help an organization monitor progress and provides feedback on what initiatives are working well and which can be adjusted. Assessment results can be helpful to report on progress with senior management and council and communicate the need for improvement.

Activities

1. Hold an inter-departmental workshop to assess the asset management practices and competencies of the organization, using a widely accepted assessment tool or framework such as **AssetSMART 2.0** or others (see additional resources) and knowledgeable facilitators (internal or external).
2. Conduct a high-level assessment of current organizational policies, strategies, and plans for alignment with asset management objectives and practices.
3. Use assessment results to establish an organizational benchmark of asset management practices and inform improvement goals.
4. Communicate the results of the asset management practices assessment to internal stakeholders, such as staff, management, and council.
5. Conduct an annual review of asset management practices and competencies, tracking progress and improvement against the established benchmark.

TIPS FOR GETTING STARTED

Build a team. Assemble a corporate asset management team with representatives from finance, public works, engineering, planning, and other areas to undertake an integrated assessment. Identify a team champion to ensure the initiative moves forward. The team should evaluate their own capacity and resources available, and accordingly choose to lead the assessment internally, or to access external support to facilitate the assessment.

WHERE TO START WHEN DEVELOPING A CORPORATE ASSET MANAGEMENT PROGRAM - ASSETSMART

“The City Kelowna faced this dilemma approximately three years ago when they started their corporate asset management journey. Prior to 2012, the City’s asset management was being carried out within asset “silos” (e.g. water, wastewater, transportation, parks, building, etc.) with limited cross department integration. This presented a number of challenges and inefficiencies as departments vied for limited funding at budget time and there were lost opportunities to bundle renewal projects. So where do you start? Kelowna utilized the tools and resources from AMBC beginning with AssetSMART – A Local Government Self-Assessment Tool. The process and questions from AssetSMART were presented to the City’s asset management cross functional team to identify gaps in the existing asset management practices and to develop priority projects for advancing the asset management program. The priority projects identified in the “up-front” AssetSMART exercise have proven to be very valuable for advancing the City’s asset management program and the City continues to work its way through the priority projects identified three years ago. AssetSMART – A Local Government Self-Assessment Tool is an excellent way to start development of a community’s asset management program.”

– Joel Shaw, Capital Assets and Investment Manager, City of Kelowna, 2015



Assess the Current State of Assets

Assessing the current state of assets helps build an understanding of the assets owned by an organization, their service performance, risks, and related costs. Assessing the current state of assets requires understanding the:

- Infrastructure asset inventory/register.
- Natural asset inventory/register.
- Condition of assets.
- Customer and technical levels of service.
- Asset risks (e.g., condition, impact of climate change).
- Annual and lifecycle asset costs (including capital, operations, and maintenance).

Infrastructure report cards and infrastructure status reports are common examples of the output created after the completion of an assessment on the current state of assets.

Some asset information may not be readily available and may need to be compiled into a consolidated asset register from diverse sources or created for the first time. Whether from past assessments, studies, plans, or staff knowledge, pulling together existing information is the best place to start. Data gaps can be filled with anecdotal knowledge until more accurate data is available. Investing time and resources into obtaining new data should be prioritized only when the new information will significantly improve decision-making. Asset management is a continuous process and the understanding of the current state of assets will improve over time.

The assessment of the current state of assets is the foundation for the development of asset management plans. Developing an asset management plan requires identifying the gaps between the current state of assets and the desired state of assets and service levels, and the activities needed to close these gaps.

TOOLS TO ASSESS THE CURRENT STATE OF ASSETS

Asset Management Data Register | Master Municipal Construction Documents Association

NAMS.PLUS | Institute of Public Works Engineering Australasia

Developing Levels of Service | Federation of Canadian Municipalities

International Infrastructure Management Manual | Institute of Public Works Engineering Australasia

Primer on Asset Management | Canadian Infrastructure Report Card

Condition Assessment and Asset Performance Guidelines | Institute of Public Works Engineering Australasia

Practice Note 8: Levels of Service & Community Engagement | Institute of Public Works Engineering Australasia

Why It's Important

Assessing the current state of assets - especially the first time - is the beginning of the local government journey into asset management. It provides the basis for knowing the assets and their role in service delivery, identifying risks, understanding the resources required to sustain the assets at current levels of service, and quantifying what (if any) infrastructure backlog exists.

Assessing the current state of assets can also help shed light on the effectiveness of existing asset management practices. For example, if data is difficult to find or incomplete, this may highlight gaps in existing practices. The assessment process can also be used to inform the development of asset management objectives and form the basis of policy, strategy, and plan development or improvements. The results of the assessment to communicate with staff and council about the current state of assets, risks, and priorities.

Assessing the current state of assets is not a one-time activity that is done at the outset of building asset management practices. It is important that information about what assets are owned, their replacement value, age, risk, and role in service delivery is updated as new assets are added or replaced, degrade in condition, or are retired; the replacement costs change; or the community's service needs change. An asset registry is a powerful tool that can inform decision-making about day-to-day activities or long-term plans and it must be kept up-to-date to add value to the organization.

A NOTE ABOUT ASSET MANAGEMENT SOFTWARE

Software is a valuable tool for supporting asset management and it is best used when there are already good processes in place. Software alone won't "do" asset management. More important than any software package is a commitment to, and strong process for, collecting and maintaining good data about your assets and using this information to make decisions that consider risk, cost, and level of service.

For more information, refer to **Questions to Ask** before your municipality considers asset management software, a resource by the Federation of Canadian Municipalities.

ASSET CONDITION ASSESSMENT AND GAS TAX FUNDING

“It is my view that our asset management project is our single, greatest corporate challenge. Every service we deliver depends upon the many millions of dollars in tangible capital assets owned by the City. Led by Council, we have a statutory responsibility for the stewardship of those assets on behalf of all present users, and on behalf of all those who will use them in the future.

Asset condition assessment is an ongoing practice that underpins the entire project. However, with a limited flow of funding each year, the approach to it will be strategic. For example, in our early stages, it is generally better to develop basic information on all assets in all asset classes, rather than exhaustive information on a few assets isolated within one or two asset classes or departments. This is because the City’s assets exist to deliver a broad range of public services, and each service-delivery unit should have equal assurance that the assets it depends upon will not suffer in-service failure.

To that end, the Asset Management Working Group will use the Condition Grading System regardless of asset class and asset condition assessments will have continuing priority use of Gas Tax revenue as its funding source.”

– David Allen, Chief Administrative Officer to Courtenay, Asset Management BC, 2015



Activities

1. Identify and compile existing sources of asset information, such as the asset register developed for Public Sector Accounting Board (PSAB) compliance; asset plans, reports, and studies; condition assessments; operations logs or reports; maintenance history; specialized staff knowledge.
2. Determine the appropriate type of asset register or inventory to develop, based on current capacities, needs, staffing levels, ability to use software, and types of assets (including infrastructure and natural assets).
3. Develop the asset register to consolidate asset information:
 - Physical asset attributes, including infrastructure and natural assets;
 - Replacement values;
 - Asset conditions - physical condition, demand/capacity condition, and functional condition;
 - Asset risk profiles, including emerging risks such as changing climate;
 - Current and desired levels of service; and
 - Long-term financial requirements for capital, maintenance and operating expenditures.
4. Conduct asset condition assessments as appropriate, or document known asset condition information.
5. Conduct asset risk assessments that consider both the probability and consequence of failure.
6. Define the current customer and technical levels of service.
7. Tabulate current capital and O&M expenditures by asset class.
8. Identify fully amortized assets and review their suitability for continued service. Extend lifecycles of fully amortized assets based on condition assessment results.
9. Evaluate accumulated amortization by asset class and compare it to past and present maintenance and capital renewal expenditures of that asset class.
10. Identify changes in asset replacement values, condition, risk profiles, and levels of service if the state of assets has been assessed in the past.
11. Compile information from the assessment into a summary report and communicate key messages with staff and council as context for the need for asset management.
12. Develop relevant policies and programs to ensure that asset data is kept up-to-date as conditions, assets, and costs change.

TIPS TO GETTING STARTED

Start small. Asset management includes all asset classes, but it may be easier to start with one class as an internal learning exercise to build understanding of the process and achieve a “quick win” before expanding the process to capture all asset classes.

Build upon your Tangible Capital Asset (TCA) Registry. If no other asset registry is in place, the information compiled for TCA reporting can be a good place to start. This information can be compiled into your asset registry. Use widely available software tools, such as Excel and Geographical Information System (GIS) to develop the initial asset registry. More sophisticated tools can be implemented later if needed.

Invest in training. Send representatives from finance, public works, and engineering to asset management training together as a team (see AMBC for training opportunities). Up-front training can go a long way to building an organization’s capacity for asset management and ensuring that the organization can make progress quickly.

5.3 Plan

The “Plan” stage represents the formalization of an organization’s commitment to asset management and the documentation of how the four core elements of assets, information, people, and finances come together in asset management practices and improvement goals.

Asset Management Policy

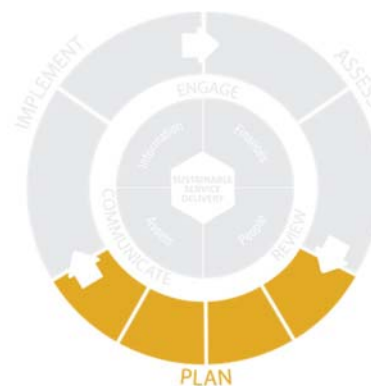
The asset management policy is a document that formalizes corporate commitment to asset management. The policy broadly outlines the principles and guides the development and implementation of asset management across the organization in a systematic and coordinated way, consistent with the organization’s plans.

The asset management policy will identify the connection between community objectives and the management of infrastructure assets; principles to guide decision-making about assets and services, such as connection to levels of service and risk; the integration of asset management into other documents, plans, and processes (such as land use planning); and the organization’s approach to asset renewal and financing.

Why It’s Important

Having an asset management policy is critical to ensuring effective long-term implementation of asset management. It helps accomplish four main objectives:

1. Establishes the organization’s commitment to asset management and stable, long-term funding for the operation, maintenance, renewal, replacement or decommissioning of infrastructure.
2. Sets out clear guidance for council and staff for undertaking the asset management process. This includes corporate goals and objectives and may specify what is to be included in the asset management process (for example, natural assets and climate change response shall be included in asset management processes). The policy and may set up timelines for achieving results.
3. Ensures the approach to asset management is integrated throughout the organization and aligned with high-level objectives.
4. Provides direction for developing the asset management strategy and asset management plans.



EXAMPLE POLICY PRINCIPLES

- All relevant legislative requirements together with political, social, and economic environments will be taken into account in asset management.
- Asset management will be incorporated into land use planning and development processes, as well as growth and master planning exercises.
- Natural assets, as a key component of overall service delivery, will be included in asset management practices.
- Asset management principles will be integrated within planning and operational processes, including long-range land use planning and O&M programs.
- Performance will be measured and monitored, and activities adjusted based on results.
- Climate change mitigation and adaptation will be incorporated into asset management practices.
- A consistent asset management strategy will exist for implementing systematic asset management and appropriate asset management best-practices throughout a municipality.
- Asset management plans will be developed for major service/asset categories. These plans will be informed by community consultation consistent with engagement strategies and activities; land use planning, financial planning and reporting.
- Asset renewals and agreed service levels will be identified in asset management plans. Asset management plans will be used to update the long-term financial plan.
- An inspection regime will be used to ensure agreed service levels are maintained and neither drop nor creep without input or Council approval.
- Annual budget deliberations will be informed by asset renewal alternative options, along with operating, maintenance and capital budget impacts. Service and risk consequences of asset renewal alternative options will be made clear in both asset management plans and budget documentation.
- Asset renewal plans will be prioritized and implemented progressively based on agreed service levels and the effectiveness of the current assets to continue providing that level of service.
- Assets are to be managed, valued and depreciated in accordance with appropriate best practice using replacement values - not historical costs.

ADOPTION OF AN ASSET MANAGEMENT POLICY CITY OF MERRITT

“Adoption of the asset management policy helped formalize some of the good things we were already doing and define what we could be doing better. Adoption of an asset management policy helped us create a culture of big picture thinking. Every time we take on a new asset, we are looking at what it’s going to cost to operate and eventually replace in the future. The asset management policy also helped set the tone for budget deliberations and everyone is always looking forward and not just at today. The policy helped us to look at our utility systems from a full life cycle cost basis. This was instrumental in setting user rates that will sustain the utility systems into the future and plan for their renewal. With our asset management policy, we are no longer in a state of crisis but have set rates that will ensure the safe reliable operation and renewal of our utility systems well into the future.”

- Shawn Boven, Public Works Manager / Approving Officer, City of Merritt, 2015



Activities

1. Engage key people in the organization to identify linkages between the long-term community vision, objectives, and plans; and the short- and long-term management of assets including risks and opportunities.
2. Identify the primary drivers for asset management.
3. Communicate the state of assets and practices to provide context for policy setting.
4. Establish goals and objectives for the asset management process that are aligned with asset management drivers, to set a clear understanding for council/board and staff undertaking the asset management process.
5. Draft a policy (refer to resource links and sample policies referenced).
6. Get council/board endorsement on the policy.
7. Communicate the policy throughout the organization.
8. Review and update the policy as needed, or every three to five years.

TIPS FOR GETTING STARTED

Identify the right approach. The most efficient path to implementing successful asset management depends on the organization. Some find success with a top-down approach, starting with the endorsement and support of senior management and council. A top-down approach requires leadership and council buy-in, vision, and strong communication abilities. Endorsing an asset management policy can come early in these organizations. Other organizations begin with a bottom-up approach. In these organizations, early asset management plans are developed to provide good and clear examples to senior leadership and council of the value of asset management. A bottom-up approach requires motivated teams working together and strong communication among team members.

These approaches are not mutually exclusive, they can be very effectively used together.

ADDITIONAL RESOURCES

[How to Develop an Asset Management Policy, Strategy, and Governance Framework](#) | Federation of Canadian Municipalities

[Asset Management Policy](#) | Town of Gibsons

[Asset Management Policy](#) | City of Vernon

Asset Management Strategy

The asset management strategy is a corporate-level document that summarizes asset management objectives and how they relate to organizational objectives, and how the organization will approach the development of asset management practices and plans to achieve the objectives. The asset management strategy achieves the following purpose:

- Documents a summary of the current state of infrastructure and natural assets (e.g. replacement values, conditions, risk, levels of service), establishing a big picture context of the state of sustainable service delivery and the need for asset management.
- Identifies the desired state of assets, the target levels of service and critical risks to be managed.
- Outlines current asset management practices, asset management objectives, significant gaps between current practices and objectives, and approaches to filling these gaps.
- Provides a guide to each department to effectively implement asset management by documenting the desired asset management practices, including the corporate approach to assessing risks (including climate change), defining levels of service, and developing and implementing asset management plans.
- Identifies how other corporate plans for finances, community growth, and sustainability are linked to asset management plans, and how asset management decision-making is integrated into the organization.
- Provides clarity on governance and the representation, roles, and responsibilities within the asset management team.
- Summarizes projected resource requirements for developing and implementing asset management plans, including future requirements for capital, operations, and maintenance.
- Identifies the approach to reviewing and updating the strategy.

CONNECTING ASSET MANAGEMENT TO OTHER CORPORATE INITIATIVES

An asset management strategy identifies linkages to other organizational plans, initiatives, and priorities. These include, but are not limited to:

- Overarching plans such as the Official Community Plan, Council Strategic Plan, or Integrated Community Sustainability Plan
- Focused plans, such as a Community Economic Development Plan, Downtown Revitalization Plan, or Climate Change Adaptation Plan
- Service area plans, such as infrastructure master plans, maintenance management plans
- Departmental plans, such as departmental business plan

Why It's Important

Having an asset management strategy provides a corporate-level guide for all asset management activities. It identifies how other corporate plans, initiatives, or priorities connect to asset management and serves as a connection point between the principles in an asset management policy and actions in asset management plans. Without alignment of objectives, priorities, and approach, an organization risks missing key organizational connection points, as well as ineffective and inefficient use of assets, staff time, and financial resources.

MAKING PROGRESS IN ASSET MANAGEMENT

“Prince George assessed its capacity to undertake asset management (AM) in 2004 followed by development of a business plan in 2006 which identified the tools required and how these might be integrated to optimize city systems while managing the costs of ownership. Prince George initiated a “top-down” approach to evaluate the high level and long-term funding requirements for the replacement of its infrastructure.

The funding requirements for its roads, drainage, water and sanitary networks were first reported to Council in 2006. In 2007 the City added an Asset Manager position to develop internal capacity and provide the resources to allow the AM work to continue to develop. In 2013 the city’s estimate of the replacement value of its assets was \$2.3 billion as compared to a reported cost (PSAB-3150) of \$810 million. This information together with estimates of the City’s backlog of infrastructure re-investments together with Council understanding and support of the importance of the issues to be addressed has increased the City’s AM activity.

Prince George’s AM Policy was implemented in December 2012 followed by its first Strategic Plan in February 2013. The strategic plan outlines the progress made from 2004 to 2013 and includes a corporate work plan for the short-medium term. The strategic plan is now under review together with updates to the replacement value of the City’s infrastructure. All of this activity is scalable to any organization along with a varying sophistication of available tools from spreadsheets to custom software which can be tailored to an organization’s AM maturity.”

- Frank Blues, Asset Manager, City of Prince George, 2015



Activities

1. Articulate the benefits the organization wants to achieve from asset management.
2. Identify corporate asset management objectives.
3. Engage the right people throughout the organization to define the linkages between asset management and other organizational plans or initiatives.
4. Develop a standard corporate approach to:
 - Assessing and managing risks (including risks related to climate change)
 - Defining and measuring levels of service
 - Developing and updating asset management plans
 - Measuring asset management performance against asset management objectives
 - Financial and service sustainability performance reporting
5. Communicate progress on the asset management strategy with senior leadership and council annually.
6. Review annually and update the asset management strategy as necessary.
7. Provide an asset management orientation to ensure new councils understand the basics of asset management and the corporate asset management strategy.

TIPS FOR GETTING STARTED

Build a framework. Rather than developing a full strategy, it can be helpful to begin by drafting a high-level corporate asset management framework. The framework summarizes the key elements of asset management, the organization's approach to asset management, and how asset management connects to other corporate plans and processes. This framework can be considered the skeleton of the asset management strategy and can be easily reviewed and iterated by internal stakeholders, building awareness and alignment with staff.

ADDITIONAL RESOURCES

Infraguide – Managing Infrastructure Assets | Federation of Canadian Municipalities and National Research Council

ISO 55000 | International Organization for Standardization

How to Develop an Asset Management Policy, Strategy, and Governance Framework | Federation of Canadian Municipalities

Asset Management Framework | District of North Vancouver

Asset Management Plan

A local government may choose to have an asset management plan for each asset type, and/or a corporate asset management plan that includes all of the assets owned by the organization. Each asset management plan should tell the story of the assets it discusses. It should be a readable and user-friendly document that is long-term in scope. These asset management plans are continuously improved and regularly incorporate new information or changing requirements.

Asset management plans identify the following:

- Engineered and natural assets that are used to provide services to the community and their condition.
- Gaps between the current and desired levels of service.
- Risks to service delivery.
- Capital and O&M practices, projects, and programs required to meet organizational asset management objectives, manage risks, mitigate and/or adapt to climate change, and achieve the desired level of service in the most cost-effective way.
- A timeline for implementation.
- Resources required.
- Necessary future improvements to the plan.

While each asset or group of assets is unique with specialized requirements, certain key elements can be standardized using a corporate approach to achieve the best results. Some examples include the following:

- Condition rating scales (e.g. very good - 1, good - 2, fair - 3, poor – 4, very poor – 5).
- Risk frameworks based on the consequence and probability of failure, and incorporating consistent types of risk (e.g. condition, growth, capacity, climate change, etc.).
- Levels of service focused on both customers and technical requirements.
- Capital and O&M expenditure requirements.
- Process for connecting asset management with land use planning processes.
- Planning time frame (minimum 10 years) and structure to support easy update of long-term financial plans.

Why It's Important

Asset management plans provide clear direction on what to do, when to do it, and how much it will cost. It should also identify the consequences of not doing it. The plan supports the implementation of the asset management strategy and policy, identifies actions for achieving the asset management objectives, helps plan for and allocate human and financial resources, and provides the basis for developing the long-term financial plan. This all supports making informed decisions about assets and achieving asset management objectives.

Activities

1. Obtain asset information (outputs from assessing the state of the assets).
2. Identify data gaps.
3. Prioritize and fill data gaps or make informed and documented assumptions where there are information gaps.
4. Document current levels of service and asset performance.
5. Identify the target level of service for each asset type.
6. Identify risks to service delivery for each asset type, such as condition, capacity, and climate change.
7. Identify actions required to manage risks, meet the target level of service and the associated costs.
8. Review O&M costs and identify areas for optimization.
9. Compile information into a minimum 10-year plan for each asset class.
10. Identify improvements to asset management practices and processes.
11. Summarize information into an asset management plan for each service area (e.g. water, transportation, recreation, etc.).
12. Communicate the asset management plan(s) throughout the organization.
13. Review the asset management plan annually, and update with new information or adjustments.

TIPS FOR GETTING STARTED

Start wherever you are. If an asset management strategy is in place, it should outline the corporate approach to developing asset management plans. If the corporate approach has been defined, it can be followed and areas for improvement can be identified. For some organizations, developing a basic asset management plan is the first thing they do, and no corporate approach has been defined yet. In most cases, these early asset management plans are based on available information and anecdotal knowledge. They have large information gaps and significant areas for improvement. However, these early plans are important tools for communicating the process of asset management and can be very helpful in building momentum in an organization.

OUR ASSET MANAGEMENT PRACTICE

Our approach to asset management can be compared to living a healthy lifestyle that involves discipline and making good choices; a multifaceted and lifelong endeavor. You can't complete a 6-month program and claim a successful finish. Neither is it a do or don't proposition whereby you don't take care of yourself and you immediately wither and die. Thus, the issue is not whether you do "asset management"; it is whether you manage your assets well. Accordingly, we view asset management as a philosophy that we practice. This helps us imbed what we believe to be a sound and responsible methodology for effective service delivery in everything we do.

Our asset management strategies are founded in achieving sustainable service delivery.

- No unfunded liabilities by reconciling service levels desired by the community with the community's willingness to pay (LOS vs \$).
- Integrated decision making across the service delivery spectrum.

In order to achieve our goals, we differentiate and focus on both the technical and political processes involved to secure successful outcomes.

Technical aspects need but follow well established asset management methodologies. The trick is to keep it as simple as possible and avoid overanalyzing.

Political tactics can be much more challenging but are essential to obtaining support from decision makers. Obtaining long-term political support requires achieving community buy-in. Every practical long-range infrastructure plan or initiative involves change and leading the change represents the challenge. We strive to put as much focus and effort into the public aspects of our asset management practice as we do on technical aspects and we believe the combination of these factors has been key achieving success.

Case in point is our Water Master Plan adopted by Council in 2012 which identifies a very ambitious \$80 million capital improvement program intended to be delivered over 20 years. The plan required raising water rates from approximately \$500 per year per household to \$750. Obviously, this had the potential to result in significant community backlash. Our success in obtaining community buy-in resulted from clearly articulating the issues followed by presenting solutions including benefits. Inevitably the questions boil down to "What's in it for me?" and "How much is it going to cost?". We didn't always get enthusiasm, but we often got understanding, "I don't like it, but I get it!". In the end our objective is not consensus but community solidarity because solidarity is much more powerful and lasting than consensus which is apt to change.

- Greg Buchholz, Director of Infrastructure Services, District of Lake Country, 2015



ADDITIONAL RESOURCES

Asset Management Roadmap | Asset Management BC

Roadmap Case Studies | Asset Management BC

Primer on Asset Management | Canadian Infrastructure Report Card

Infrastructure Costs and Urban Growth Management | Sustainable Cities International

Optimized Asset Decision Making at the Region of Peel | Region of Peel

NAMS.PLUS (Training Program) | Institute of Public Works Engineering Australasia

Level of Service & Community Engagement: Practice Note 8 | Institute of Public Works Engineering Australasia

Presentation on Developing Levels of Service | City of Prince George

Integrate to Long-term Financial Plan

The integration of asset management plans with the long-term financial plan is necessary for sustainable service delivery. This integration identifies gaps between long-term potential costs and available funding and includes a review of requirements for capital (renewal/growth), operations, and maintenance. Integrating asset management plans with the financial planning process provides the basis for developing, reviewing, updating, and implementing financial strategies for sustainability. This integration may result in the identified need to reduce costs (adjust service levels) or increase funding (raise revenue).

Residents and ratepayers are both the recipients of services and the primary source of funding. Therefore, adjustments between service levels and funding should reflect the community's priorities, willingness to pay, and Council decisions in fulfilling their stewardship and governance obligations. Both asset management plans and the long-term financial plan require regular updates and are the foundation for significant parts of the annual budget plan.

Why It's Important

Integrating services and financial resources is necessary for sustainable service delivery. This integration translates asset management plans from a wish list to an actionable plan. This puts the organization on track to manage and reduce their infrastructure backlog. It also provides rationale for financial support requests to higher levels of government, for managing natural assets, or for evaluating alternative models of service delivery (e.g. Public Private Partnerships), reduced levels of service, or service/asset elimination.

Activities

1. Compare asset management plans with the long-term financial plan to identify gaps between projected costs and projected revenues.
2. Implement strategies to gradually raise revenues or reduce costs to meet the target annual investment level and desired levels of service.
3. Communicate the value and costs associated with service delivery with Council and residents.
4. Consult residents and ratepayers about willingness to pay for services and service levels.
5. Identify an annual target asset investment level that is considered sustainable.
6. Identify and adjust service levels to reflect affordability and willingness to pay.
7. Update asset management plans and the long-term financial plan to reflect adjustments made or actions identified to reduce costs or increase funding.

TIPS FOR GETTING STARTED

Build a shared understanding. Arrange for a meeting between financial and technical personnel to build a shared understanding around relevant topics such as the use of Tangible Capital Asset data reported for PS3150, long-term financial planning for asset replacement, and financial risks.

ADDITIONAL RESOURCES

Long-term Financial Planning and Asset Management Presentation | District of North Vancouver

Long-term Financial Plans | Local Government Association of South Australia

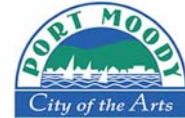
Practice Note 6: Long-term Financial Planning | Institute of Public Works Engineering Australasia

LONG-TERM FINANCIAL PLANNING IN PORT MOODY

“Port Moody Council and staff fully endorse the principles of sustainable financial planning to ensure the financial well-being of future generations. In 2012, Council funded a detailed assessment of all of our major assets and then proceeded to develop and implement a long-range strategic financial plan. This plan took into consideration the current asset renewal backlog and the future planned replacement needs. Although our water and sewer utilities were appropriately funded, it was determined that other areas, particularly roads, bridges, and facilities, were under-resourced and required an increase in our asset levy of approximately 10%.

Port Moody Council considered the detailed analysis and the longer-term financial implications and committed to addressing infrastructure renewal before adding new infrastructure. As City Manager, there is nothing more rewarding than having a brave Council who addresses the “unsexy” asset replacement challenges before adding any “sexy” new projects. Port Moody Council should be congratulated on their courage to do the right thing – sustain your existing assets before adding anything new. These great decisions were a direct result of developing the detailed science behind long-term asset renewal.”

- Kevin Ramsay, Former City Manager, City of Port Moody, 2015

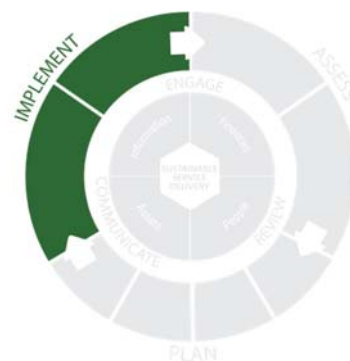


5.4 Implement

The “Implement” stage is about putting organizational asset management policies, strategies, and plans into practice, and measuring and reporting on progress.

Implement Asset Management Practices

Implementing asset management practices means implementing asset management policies, strategies, and plans. Implementation is focused on delivering target levels of service and managing risks at a minimum cost. Implementing asset management practices includes wide-ranging activities, such as evaluating the lifecycle costs of various servicing scenarios when planning for land use, updating design standards to reflect the changing climate, renewing existing assets, optimizing preventative maintenance programs to enhance asset lifespan. Successful implementation requires participation and leadership from all local government functions.



The implementation of practices will be related to some or all of the core elements: people, assets, information, and finances. Implementation can be incremental and based on available financial and human resources. This can be part of a continuous process where improvements are made over time, guided by the priorities and projects identified in the Plan stage of the asset management process.

Why It's Important

Although the necessity of implementing plans may seem obvious, many communities become so focused on developing asset management plans that they consider themselves finished once the plans are done. While the development of the plans is important, it is the implementation of the plans and ongoing asset management practices that are most impactful.

Asset management is meant to be a continuous process integrated within day-to-day practices. The value of asset management is maximized when initial investments such as building an asset inventory kick-start a regular process of updating asset information and using this information to make informed decisions. By updating inventory regularly and working towards the implementation of asset management plans, an organization will build capacity in asset management and ensure that quality information is available for decision-making.

Activities

1. Update the asset inventory by including improved information as it becomes available, adding new assets, identifying asset renewals, replacements, and decommissioned assets.
2. Update asset replacement costs or natural asset values.
3. Implement risk management plans and projects.
4. Implement asset O&M, renewal, and replacement projects.
5. Incorporate asset management into procurement processes.
6. Hold regular asset management team meetings to review implementation progress, successes, and challenges.
7. Review and update lifecycle analysis of assets in the asset management plan;
8. Update related corporate plans to reflect asset management information (e.g. utility master plans, the official community plan, etc.).
9. Implement appropriate asset management systems to support data management.
10. Train staff to enhance asset management competencies, skills, and organizational capacity.
11. Develop succession plans.
12. Update and develop job descriptions to align with asset management requirements.

Measure and Report

Best practices in progress measurement use high-level, corporate-wide indicators expressed in financial terms as overall indicators of progress. These indicators are tangible, measurable, and help to highlight the connections between cost, service, and performance trends over time.

Reporting demonstrates measurable progress in implementing the process and achieving sustainable service delivery. Asset management is an important part of overall sustainable service delivery. Annual and financial reports should include progress on the asset management objectives and outcomes identified in the asset management strategy and asset management plans, including performance on the indicators selected.

Each local government may wish to develop their own set of performance measures and processes for reporting in a way that best supports effective communication in their organization and achievement of their goals.

WHY MEASURE AND REPORT

The Status of Asset Management in British Columbia (UBCM, 2016) shows that:

- 92% of local governments have not developed or underdeveloped asset management progress measures.
- 88% of local government reporting on asset management to key stakeholders is undeveloped or underdeveloped.

Measurement and reporting on asset management processes and outcomes is a critical step in raising awareness of the need for asset management and progress that has been made. Measurement and reporting will support the development of an organizational culture that prioritizes and implements asset management. The Status of Asset Management in British Columbia report is a mechanism to measure and report the development and continuous improvement of asset management in local governments across BC.

TYPES OF MEASUREMENT AND REPORTING

Local governments can use several types of progress measurement tools and approaches, depending on what and who the information is needed for.

- Corporate indicators are used to measure progress on high-level objectives across the entire organization, though they may be categorized by department. These indicators are often tied to council priorities or a corporate strategic plan.
- Sustainable service delivery indicators are used to measure how the local government is meeting present needs while supporting the community's ability to meet future needs.

AMBC's Service Sustainability Assessment Tool helps local governments assess current performance and preparedness for the future across eight service areas: wastewater, water, drainage and flood protection, transportation, fire protection, parks and recreation, solid waste, and civic facilities.

- Key performance indicators can be used to report on the state of assets (e.g. average condition of assets), progress in asset renewal (e.g. lane km of road resurfaced), and financial performance (financial sustainability ratios).
- Asset management indicators are used to monitor improvements in specific asset management practices.
- Tools like **AssetSMART 2.0** or **The Asset Management BC Roadmap** helps local governments measure progress on asset management in five competency areas: data and information, policy and governance, planning and decision-making, people and leadership, and contribution to asset management.

Regardless of what kind of tool or approach is taken, progress measurement is most helpful when it is done on an annual basis to allow for year-to-year comparisons.

Why It's Important

Asset management is a continuous improvement process, and processes are more likely to improve when results are being measured. Setting optimal levels of service requires understanding both the assets and finances needed to sustain service levels over the long-term. Understanding the connection between service and price is fundamental to being able to communicate progress to stakeholders toward achieving service, asset and financial sustainable. Making progress against indicators demonstrates the reduction of infrastructure backlogs and that service levels (and costs) are at a level people are willing to pay for.

Activities

1. Identify the audience segments for reporting and the reporting objectives for each audience. Examples of audience segments include the public, council, senior leadership, and staff.
2. Develop or select key performance indicators for measurement (customers, technical, financial and environmental health) for each of the audience segments, in support of achieving the reporting objectives.
3. Measure performance against each of the indicators.
4. Communicate performance results through appropriate channels for each audience segment. For example, communication to the public may be done through the community annual report.

ASSET MANAGEMENT BC ROADMAP IN PRACTICE

“The Regional District of Nanaimo is finalizing its integrated asset management strategy and implementation plan. Using the Asset Management BC Roadmap (AMBC Roadmap) as a guide we were able to assess where we are with asset management and where to focus in developing an effective and sustainable asset management process.

The Asset Management BC Roadmap is scalable, non-prescriptive and gives a realistic and understandable view of the asset management components. “Modules of practice”, six in all, capture the key principles. Using these modules, we were able to work through our current strengths and weaknesses and then move on to develop our implementation plan. What we now have is baseline information and a tool that allows us to measure progress as we implement asset management practices.

An important aspect of the Asset Management BC Roadmap is that it allows for plans to be developed that reflect each local government’s individual needs. It isn’t a one solution fits all approach, it gives you the tools to build a process that meets your community infrastructure profile.

The Asset Management BC Roadmap has been invaluable in clearly setting out the practices that our organization needs to effectively understand, manage and make informed decisions about the long-term sustainability of our community infrastructure.”

- Mike Donnelly, Manager of Water & Utility Services, 2015



ADDITIONAL RESOURCES

Sustainable Service Assessment Tool | City of Grand Forks

Financial Sustainability Information Paper #9 | Local Government Association (Australia)

Asset Management Roadmap | Asset Management BC

AssetSMART 2.0 | Asset Management BC

Asset Management Readiness Scale | Federation of Canadian Municipalities

Long-Term Financial Planning – Practice Note 6 | Institute of Public Works Engineering Australasia

6.0 Resources & Tools

As referenced in Section 1.0 of this Framework, this Framework is part of a set of foundational asset management resources prepared by AMBC. These resources include:

1. Asset Management for Sustainable Service Delivery: A BC Framework
2. Sustainable Service Delivery Primers, which currently include:
 - a. Climate Change and Asset Management
 - b. Integrating Natural Assets into Asset Management
 - c. Land Use Planning and Asset Management
 - d. The Role of Operations and Maintenance in Asset Management
3. AssetSMART 2.0
4. The Asset Management BC Roadmap

Other documents and tools have also been listed throughout this framework as resources to support the development and implementation of asset management practices. Publicly available presentations, plans, and other documents from BC municipalities have also been listed throughout the framework to provide examples. All these listed resources, and more, are available through the AMBC website (www.assetmanagementbc.ca). The Federation of Canadian Municipalities also has a compilation of national resources (www.fcm.ca/en/resources/mamp/asset-management-resources) including a list of recommended resources for beginning asset management.

ASSET MANAGEMENT BC | ASSET MANAGEMENT ROADMAP

Description

A document that guides the reader through the steps of implementing asset management at a basic, intermediate, and advanced level through a modular approach.

This may help you with

- Understanding the scope of asset management activities
- Developing asset management plans
- Implementing asset management practices

ASSET MANAGEMENT BC | ASSET MANAGEMENT ROADMAP CASE STUDIES

Description

A report summarizing the approach and results of four case studies in applying the Asset Management Roadmap.

This may help you with

- Understanding how to implement the roadmap
- Identifying how your results compare to other local governments

ASSET MANAGEMENT BC | ASSETSMART 2.0

Description

A tool to assess your local government's asset management practices. Asset SMART2.0 aligns with this framework.

This may help you with

- Evaluating your asset management practices in a comprehensive way
- Establishing priorities
- Developing your asset management strategy

CANADIAN NETWORK OF ASSET MANAGERMENTS | ASSET MANAGEMENT 101 BOOKLET

Description

A guide on the what, why, and how of infrastructure asset management.

This may help you with

- Getting introduced to asset management
- Communicating about asset management to council and other staff

CANADIAN NETWORK OF ASSET MANAGERMENTS | RESOURCES

Description

A range of resources on different aspects of asset management

This may help you with

- Developing your organization's asset management practice

CITY OF GRAND FORKS | SERVICE SUSTAINABILITY ASSESSMENT TOOL

Description

A tool for local governments to assess current service delivery performance and preparedness for the future.

This may help you with

- Assessing your organizations service sustainability

CITY OF PRINCE GEORGE | ASSET MANAGEMENT COMMUNICATIONS PLAN

Description

An example of an asset management communications plan.

CITY OF PRINCE GEORGE | PRESENTATION ON DEVELOPING LEVELS OF SERVICE

Description

An example of an approach for developing levels of service.

CITY OF VERNON | ASSET MANAGEMENT POLICY

Description

An example of an asset management policy.

DISTRICT OF NORTH VANCOUVER | ASSET MANAGEMENT FRAMEWORK

Description

An example of an asset management framework.

This may help you with

- Developing an asset management framework or strategy

DISTRICT OF NORTH VANCOUVER | LONG-TERM FINANCIAL PLANNING AND ASSET MANAGEMENT PRESENTATION

Description

An example of an approach to long-term financial planning and asset management.

This may help you with

- Integrating your asset management plan with your long-term financial plan

FEDERATION OF CANADIAN MUNICIPALITIES | BUILDING SUSTAINABLE AND RESILIENT COMMUNITIES WITH ASSET MANAGEMENT: AN INTRODUCTION FOR MUNICIPAL LEADERS

Description

An introduction to asset management.

This may help you with

- Getting started on asset management for municipal leaders

FEDERATION OF CANADIAN MUNICIPALITIES | STARTING THE ASSET MANAGEMENT CONVERSATION WITH YOUR MUNICIPAL COUNCIL

Description

An editable template presentation that can be used to introduce asset management to council.

This may help you with

- Communicating what asset management is and why it is important with council

FEDERATION OF CANADIAN MUNICIPALITIES, CANADIAN CONSTRUCTION ASSOCIATION, CANADIAN PUBLIC WORKS ASSOCIATION, CANADIAN SOCIETY OF CIVIL ENGINEERS | ASSET MANAGEMENT PRIMER – CANADIAN INFRASTRUCTURE REPORT CARD

Description

An accompanying document to the Canadian Infrastructure Report Card, this primer describes asset management and makes a set of recommendations for implementing asset management. The primer also includes an asset management plan outline.

This may help you with

- Developing asset management plans.
- Understanding key components of asset management.

FEDERATION OF CANADIAN MUNICIPALITIES | QUESTIONS TO ASK BEFORE YOUR MUNICIPALITY CONSIDERS ASSET MANAGEMENT SOFTWARE

Description

A short guide of tips in selecting software and questions to ask vendors.

This may help you with

- Selecting an asset management software.

FEDERATION OF CANADIAN MUNICIPALITIES | INFRAGUIDE – DECISION MAKING AND INVESTMENT PLANNING: MANAGING INFRASTRUCTURE ASSETS

Description

A series of 'best practice' documents for public works and asset management (www.fcm.ca).

This may help you with

- Developing an asset management plan

INTERNATIONAL ORGANIZATION FOR STANDARDIZATION | INTERNATIONAL STANDARDS 55000, 55001 AND 55002: ASSET MANAGEMENT

Description

An international standard for asset intensive businesses that provides an overview of the benefits, elements, requirements, and design of an asset management system (www.iam.org).

This may help you with

- Understanding asset management strategy
- Understanding the role of leadership in asset management
- Understanding the importance of a communication plan and what should be included

INSTITUTE OF PUBLIC WORKS ENGINEERING OF AUSTRALIA | INTERNATIONAL INFRASTRUCTURE MANAGEMENT MANUAL

Description

A definitive manual that outlines what asset management is and provides guidelines for how to implement asset management, techniques that can be used, and information management (www.ipwea.org).

This may help you with

- Deepening understanding of asset management concepts through a description of implementation and several case studies

INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA | NAMS.PLUS

Description

A subscription-based service that includes a set of templates and modelling tools to assist organizations in writing and updating asset management plans, based on the Infrastructure Management Manual.

This may help you with

- Assessing your organization's asset management practices
- Developing asset management policy and strategy
- Developing asset management plans
- Develop long-term maintenance and capital works programs
- Developing multi-disciplinary teams

INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA | CONDITION ASSESSMENT AND ASSET PERFORMANCE GUIDELINES

Description

Generic principles for condition assessment and asset performance, applicable to all asset types.

This may help you with

- Planning for condition assessments or setting up a condition assessment program

INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA | PRACTICE NOTE 6: LONG-TERM FINANCIAL PLANNING

Description

A document that provides guidance for the preparation of a long-term financial plan.

This may help you with

- Developing a long-term financial plan

INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA | PRACTICE NOTE 8: LEVEL OF SERVICE AND COMMUNITY ENGAGEMENT

Description

A guide to support local governments in defining affordable and appropriate levels of service.

This may help you with

- Community engagement with respect to services
- Developing levels of service
- Identifying tradeoffs between cost and level of service

LOCAL GOVERNMENT ASSOCIATION OF SOUTH AUSTRALIA FINANCIAL | MODEL FINANCIAL STATEMENTS

Description

A document with samples of model financial statements

(https://www.dpti.sa.gov.au/__data/assets/pdf_file/0006/482235/SAModel2018.pdf).

This may help you with

- Preparing a financial statement

MASTER MUNICIPAL CONSTRUCTION DOCUMENTS ASSOCIATION | ASSET MANAGEMENT DATA REGISTER PROJECT

Description

The project includes an Infrastructure Data Scheme that provides conventions for use in an asset register, and an Infrastructure Data Management Utility database that can be used by local governments to create and manage an asset inventory. The Master Municipal Construction Documents website includes several videos and other resources.

This may help you with

- Developing your asset inventory
- Reporting the status of your inventory

MICKELSON CONSULTING INC. | AM COMMUNICATIONS STRATEGY

Description

A presentation outlining key messages for communication and strategies for effective communication.

This may help you with

- Internal and external asset management communication and engagement

NATIONAL ROUND TABLE ON SUSTAINABLE INFRASTRUCTURE | AN ASSET MANAGEMENT GOVERNANCE FRAMEWORK FOR CANADA

Description

A document outlining the role of various stakeholders in improving and enhancing the service by municipalities by promoting better management techniques.

This may help you with

- Identifying asset management stakeholders

REGION OF PEEL | OPTIMIZED ASSET DECISION MAKING AT THE REGION OF PEEL

Description

An example of asset decision making.

This may help you with

- Making decisions for your capital plans, operations and maintenance plans, and asset management plans

SUSTAINABLE CITIES INTERNATIONAL | INFRASTRUCTURE COSTS AND URBAN GROWTH MANAGEMENT

Description

A guide for understanding the full costs of infrastructure and urban growth scenarios.

This may help you with

- Undertaking cost of infrastructure studies

TOWN OF GIBSONS | ASSET MANAGEMENT POLICY MANUAL

Description

An example of an asset management policy manual.

This may help you with

- Developing an asset management policy

UBCM | STATUS OF ASSET MANAGEMENT IN BRITISH COLUMBIA

Description

A summary of results from the 2016 Gas Tax Fund asset management baseline survey.

This may help you with

- Learning more about the state of asset management in BC

Asset Management Approach & Strategy

September 2024



Agenda

- **Policy & Approach**
 - Policy Context
 - AMBC Framework
- **Asset Management Strategy**
 - Service Delivery Line-of-Sight
 - Risk & Criticality
 - Asset Management Planning Process
 - Decision-Making Process
- **Next Steps**





What is Asset Management?

“ *Asset management is the process of bringing together the skills, expertise and activities of people to manage a community’s physical assets and to provide **sustainable service delivery**.* ”

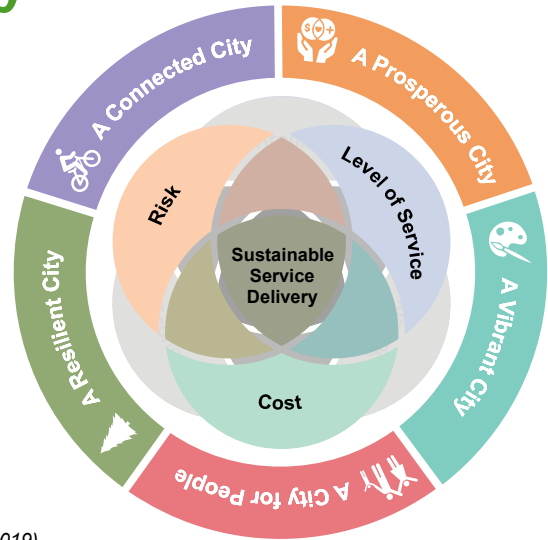
Asset Management Policy, adopted Dec. 2, 2019



Sustainable Service Delivery

Providing services to the community in a way that fosters economic, social & environmental well-being – today and into the future.

Asset Management supports sustainable service delivery by integrating **community priorities** with an understanding of trade-offs between **risks, costs, and service levels**



Asset Management for Sustainable Service Delivery: A BC Framework (2019)

Asset Management Objectives

From *Asset Management Policy*, adopted Dec. 2, 2019

- | | |
|--|--|
| <p>Integrated
Integrate asset management process across all City departments and into its organizational culture.</p> | <p>Delivery of Services
Utilize the City's physical assets to deliver a defined level of service to interest-holders that optimally balances the City's vision, risk and affordability.</p> |
| <p>Systematic
Create a systematic approach to create asset management plans that are formal, consistent and repeatable.</p> | <p>Risk-Based & Information-Driven
Incorporate risk-based and information-driven approaches to drive decision making for asset management.</p> |
| <p>Sustainable
Manage the City's assets in a socio-culturally, environmentally and economically sustainable manner.</p> | <p>Innovative
Establish an innovative organizational culture to encourage continual improvement and adaptability.</p> |

Regulations & Policy Context

- A patchwork of regulations, policies, and best-practice guidance direct asset management practice
- Tangible Capital Assets Accounting (PSAB 3150) has been main driving force for local government asset management since 2008
- Federal & provincial governments have used funding to encourage local government asset management planning and practices
- Other legislation and regulations indirectly impact asset management (e.g., emergency management, housing)
- *Asset Management for Sustainable Service Delivery – A BC Framework* (“AMBC Framework”) developed to support holistic asset management planning



AMBC Framework

- Staff recommend adopting *AMBC Framework* to guide asset management practices towards sustainable service delivery
- Based on international standards and best practices but **developed by practitioners in BC specifically for local governments**
- Likely to be the framework for measurement and reporting if asset management legislation is enacted.
- Centered on **facilitating sustainable service delivery** in alignment with the Policy direction



Framework Elements

- The Framework is composed of:
 - **4 core components** necessary for asset management implementation
 - **8 processes** to guide organization through assessment, planning and implementation of asset management practices
 - **3 supporting activities** that are integral to all processes
- The process is iterative and based on a **continuous cycle of improvement**



Overview

- The Asset Management Strategy links organizational objectives to asset management objectives and guides their implementation to achieve financial predictability & reduce costs
- It will include the following key sections:

WHAT	▪ Service Inventory & Asset Hierarchy
HOW	<ul style="list-style-type: none"> ▪ Levels of Service ▪ Risk & Criticality ▪ Demand Management ▪ Asset Management Planning Process ▪ Decision Making Process ▪ Long-Range Financial Plan Integration ▪ Communication & Engagement
WHO	▪ Governance Structure
WHEN	▪ Implementation & Improvement Roadmap



Service & Asset Hierarchy

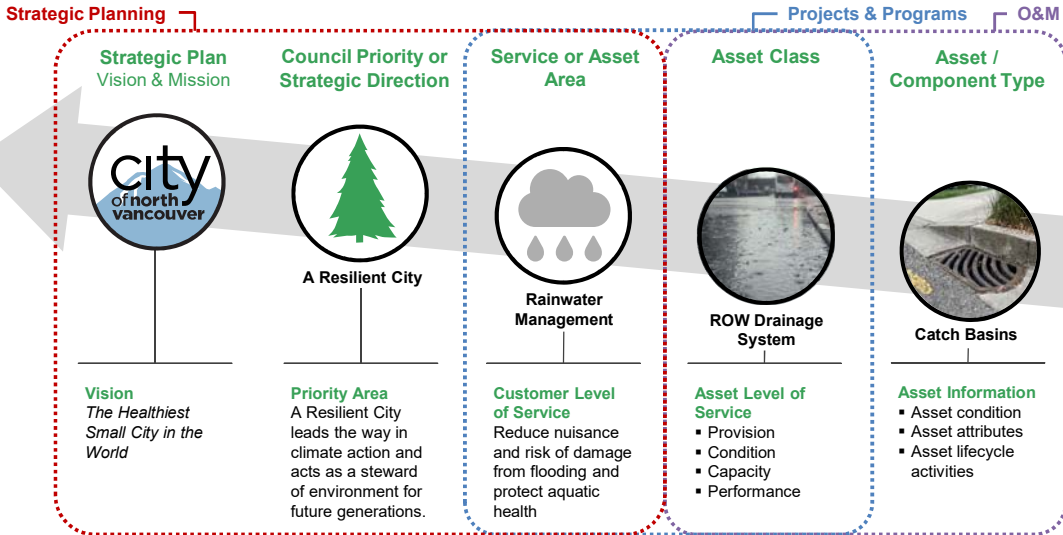
Service & Asset Areas

- Water Distribution
- Wastewater Conveyance
- Rainwater Management
- Streets & Transportation
- Parks & Public Spaces
- Natural Areas
- Buildings & Facilities
- Fleet & Equipment
- Information Technology

Asset Types

- Storm Water Mains
- Storm Service Connections
- Catch Basins
- Utility Holes
- Outfalls
- Culverts
- Ditches & Channels
- Oil-Grit Separators
- Storm Water Ponds

Assets & Service Delivery Line-of-Sight



Risk & Criticality

- Establish a consistent process for assessing risk to service delivery across service areas



- Define how risk & criticality influence decision-making processes
- Provide a climate change vulnerability & risk assessment methodology
- Document risks to asset management processes and implementation and measures to mitigate those risks

Risk: effect of uncertainty on outcomes, based on likelihood & consequences of threat or failure

$$\text{Risk} = \text{Likelihood of failure} \times \text{Consequences of failure}$$

Criticality: the importance of an asset to achieving outcomes & service delivery

		1	2	3	4	5
5	Monitor	Monitor / Schedule Renewal	Fix Now	Fix Now	Fix Now	Fix Now
4	Monitor	Monitor / Schedule Renewal	Schedule Renewal	Fix Now	Fix Now	Fix Now
3	Monitor	Monitor	Monitor / Schedule Renewal	Monitor / Schedule Renewal	Schedule Renewal	Schedule Renewal
2	Fix on Failure	Fix on Failure	Monitor	Monitor / Schedule Renewal	Monitor / Schedule Renewal	Monitor / Schedule Renewal
1	Fix on Failure	Fix on Failure	Monitor	Monitor	Monitor	Monitor
		1	2	3	4	5

Consequences of Failure (Y-axis)
Probability of Failure (X-axis)
Legend: High (Red), Medium (Yellow), Low (Green)

Asset Management Plan (AMP) Components

- Inventory**
Summary of quantity and types of assets as well as key attributes like location, installation date, size, material, location & any other operational and technical information
- Condition Assessment**
Results of inspections, data collection or theoretical models used to assess condition, remaining useful life and preventative and remedial needs for an asset
- Demand Analysis**
Summary of infrastructure and community service needs based on established service levels and future demand drivers & changes (e.g. demographic, climatic, legislative)

Requires Council Direction

- Service Levels**
Record of current service levels and established targets for service delivery, based on provision, condition, capacity and performance of services and assets
- Risk Analysis**
Outcomes of the process of identifying hazards, evaluating impacts, and comparing likelihood and consequence of asset failure to the community's risk tolerance
- Long-Range Investment Plan**
Plan to aid decision making that balances the required costs and funding sources to meet service needs ideally over entire asset lifecycle (or at least 10 years)

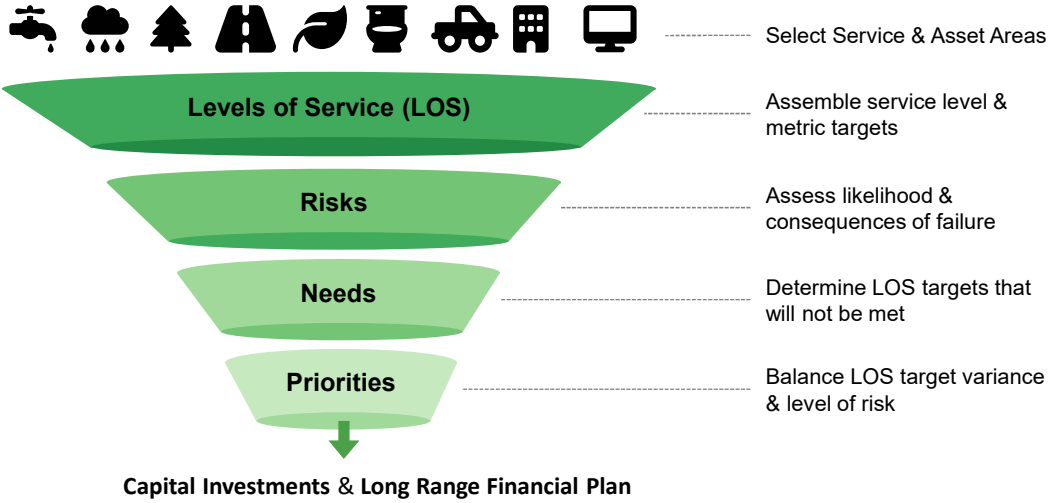
AMP Component Tracking & Reporting

- AMP components are being advanced through ongoing projects based on capacity and urgency
- First-generation AMPs will be developed once baseline set of information are available
- A methodology and template will be developed for reporting progress (conceptual dashboard shown on right)

	Inventory	Condition	Demand	Service Levels	Risk Analysis	Long-Range Invest Plan
Rainwater Management						
Drainage Mains	●	◐	◐	◐	◐	◐
Service Connections	●	○	◐	◐	◐	◐
Catch Basins	●	◐	○	○	○	◐
Utility Holes	●	○	○	○	○	◐
Drainage Outfalls	◐	○	○	○	○	○

Status Legend: ○ Future Work ◐ In Progress ● Re-evaluating
○ Starting ● Complete

Decision Making Process



Next Steps

Next Steps

2024

- Sept. 9** *Asset Management Approach & Strategy*
(for endorsement)
- Sept. 23** *Annual Reporting Framework & Progress Update*
(for information)
- November** *2024 State of Assets Report*
(for information to align with Capital Planning process)

2025

- Q2 / Q3** *Asset Management Strategy*
(for endorsement)



Thank you.

AssetSMART 2.0

A Tool to Assess Your Community's Asset Management Practices

What is AssetSMART?

AssetSMART is a tool that local governments can use to assess their capacity to manage their assets. This tool has been designed to help local governments:

- ◇ Evaluate their asset management practices in a comprehensive way
- ◇ Identify particular areas of strength and areas for improvement
- ◇ Establish priorities
- ◇ Build awareness of the many dimensions of asset management
- ◇ Generate productive discussion across departments
- ◇ Measure progress over time
- ◇ Benchmark against other communities
- ◇ Set short-, mid-, and long-term objectives in specific areas

Which communities should use AssetSMART?

AssetSMART has been specifically designed to reflect the unique challenges that local governments face in managing their assets. This tool is intended to be used by any local government, of any size, and at any stage of implementing an asset management program. Whether your community is in the initial or advanced stages of asset management, AssetSMART can help your organization take stock of where it is today and plan for the future.

DATE _____

NAME _____

ORGANIZATION _____

The Framework

AssetSMART uses Asset Management for Sustainable Service Delivery: A BC Framework (the Framework) as a foundation. The Framework establishes a high-level, systematic approach that supports local governments in moving toward service, asset and financial sustainability through an asset management process.



The Core Elements of Asset Management

People, Information, Assets, and Finances are considered the core elements of asset management. Each of these elements are necessary for sustainable service delivery. Success requires the integration of these four elements throughout the process of asset management. The four core elements form the AssetSMART assessment categories.

Step 1 Assess Current Capacity

For each of the rows, choose the cell that most closely describes your organization's capacity today (simply check the appropriate box). If you feel that your organization falls between two cells, choose the line between the two cells. Add comments as needed in the adjacent column.

The assessment matrix is organized into the five core capacity areas (rows), and by capacity level (columns). Capacity increases from left to right as follows:

- Level ① Very low capacity
- Level ② Fair capacity
- Level ③ Good capacity
- Level ④ High capacity

Step 2 Identify Desired Capacity

For each of the rows, choose the cell that most closely describes the level of capacity that you would like your organization to have in the future. You may want to indicate desired capacities for a given timeframe, as your organization may have different short-, mid-, and long-term objectives.

Defining "desired capacity levels" will likely be more difficult than identifying "current capacity levels", and will require organization-wide discussion to establish attainable objectives. It is not suggested that all communities aim for Level ④ capacity on all components – targets will need to reflect the specific circumstances of each community.

Who should fill in the self-assessment?

Effectively managing a community's assets will require the participation of many individuals and groups from across the organization. At a minimum, personnel responsible for

the following functions should be invited to participate in the self-assessment:

- ◇ Engineering (transportation, water, sanitary, stormwater)
- ◇ Facilities
- ◇ Parks and Recreation
- ◇ Operations
- ◇ Planning (current and long-range)
- ◇ Finance

How should the self-assessment be completed?

Local governments can opt to fill in the self-assessment in a number of ways, such as:

A group (whole organization)

Local governments may choose to complete the assessment together as a group in workshop format, to help ensure that all participants are on the same page. This approach can effectively build buy-in from the entire group, but may not highlight significant differences in understanding across the organization.

Individually

Alternatively, local governments may choose to ask each participant to complete the assessment independently, and then meet as a group to review the results. Providing respondents with the assessment prior to meeting as a group can help ensure that individual input is fully explored, and bring to light any significant differences in understanding across the organization.

Business units

Other local governments may choose to complete the assessment first by business unit or department, and then discuss the results as an entire organization.

Local governments will need to choose an approach that makes the most sense for their organization. However, it is recommended that local governments always include plenty of time for discussion about assessment results. **The discussion is the most valuable part of the exercise.** Local governments may also find it helpful to have an outside asset management expert facilitate the discussion. Involving an objective third-party can help ensure that issues are discussed fairly and comprehensively.

How can the assessment results be used?

Completing AssetSMART is an important first step in developing an asset management strategy. Next steps include:

Prioritizing gaps

For most local governments, it will not be reasonable to expect to build capacity in all areas at once. Local governments will need to choose which capacity gaps to address first. Some capacity gaps will be more significant than others. This will all depend on the local government's unique circumstances.

Developing implementation strategies

The next step will be to develop detailed implementation strategies to fill the most significant capacity gaps.

AssetSMART helps frame the discussion on prioritizing gaps and developing implementation plans, but it does not provide pre-packaged solutions. Local governments will need to look carefully at their specific circumstances, evaluate available options, and decide for themselves the best way forward.

ASSET

A physical component of a system that has value, enables services to be provided, and has an economic life of greater than 12 months.

ASSET MANAGEMENT

Systematic and coordinated activities and practices through which an organization manages its assets, their associated performance, risks and expenditures over their life cycles.

ASSET MANAGEMENT PLAN

Document specifying activities and resources, responsibilities and timescales for implementing the asset management program.

ASSET MANAGEMENT PROGRAM

A program to identify asset management needs, set up longer term financing means, and regularly schedule maintenance, rehabilitation and replacement works for the long term sustainability of the asset.

ASSET RENEWAL

Works to upgrade, refurbish or replace existing facilities with facilities of equivalent capacity or performance capability.

GIS

Geographic Information System.

INFRASTRUCTURE DEFICIT

A cumulative shortfall of required asset renewal.

LEVEL OF SERVICE

The defined quality for the provision of a particular service. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability, and cost.

LIFE CYCLE

The life of an asset, from the point when a need for it is first established, through its design, construction, acquisition, operation and any maintenance or renewal, to its disposal.

LIFE CYCLE COST

The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs.

LOCAL GOVERNMENT

Municipalities and regional districts.

LONG-TERM FINANCIAL PLAN

Funds the long term investment plan.

LONG-TERM INVESTMENT PLAN

A long-term multi-asset renewal plan (e.g. 20 years).

MAINTENANCE

All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.



	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
1 Location	<p>Accurate location data is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it.</p> <input type="checkbox"/>	<p>Accurate location data is available for at least 50% of the assets.</p> <input type="checkbox"/>	<p>Complete and accurate data is available for most assets, including all critical assets. Data is easily accessible to all who require it.</p> <input type="checkbox"/>	<p>Complete and accurate data is available for all assets, including new assets. Data is easily accessible to all who require it.</p> <input type="checkbox"/>	
2 Key Attribute Data	<p>Accurate attribute data is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it.</p> <input type="checkbox"/>	<p>Accurate attribute data is available for at least 50% of the assets.</p> <input type="checkbox"/>	<p>Complete and accurate data is available for most assets, including all critical assets. Data is easily accessible to all who require it.</p> <input type="checkbox"/>	<p>Complete and accurate data is available for all assets, including new assets. Data is easily accessible to all who require it.</p> <input type="checkbox"/>	
3 Install Data	<p>The installation date is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it.</p> <input type="checkbox"/>	<p>Asset installation date is available for at least 50% of the assets.</p> <input type="checkbox"/>	<p>Accurate install date is available for most assets, including all critical assets. Data is easily accessible to all who require it.</p> <input type="checkbox"/>	<p>Complete and accurate data is available for all assets, including new assets. Data is easily accessible to all who require it.</p> <input type="checkbox"/>	
4 Historic Cost	<p>Accurate historic cost data is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it.</p> <input type="checkbox"/>	<p>Accurate historic cost data is available for at least 50% of the assets.</p> <input type="checkbox"/>	<p>Complete and accurate historic cost data is available for most assets, including all critical assets. Data is easily accessible to all who require it.</p> <input type="checkbox"/>	<p>Complete and accurate historic cost data is available for all assets, including new assets. Data is easily accessible to all who require it.</p> <input type="checkbox"/>	
5 Natural Assets	<p>No consideration is given to natural assets in planning for sustainable service delivery.</p> <input type="checkbox"/>	<p>There is general awareness of the services provided by natural assets, but natural assets are not included in planning or decision making.</p> <input type="checkbox"/>	<p>Some natural assets have been identified and the value of service is partially understood.</p> <input type="checkbox"/>	<p>All significant natural assets have been identified and the value of service they provide is understood. This value is considered in decision making and planning.</p> <input type="checkbox"/>	



6 Policy

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
	No policies are in place related to sustainable service delivery.	Some policies related to sustainable service delivery are in place, but there are significant gaps or policies are not actionable.	Good policies are in place related to sustainable service delivery, but they are not all referenced for decision making.	Policy(ies) adopted by council that are understood and provide clear direction on how the community will achieve sustainable service delivery. Policies are a regular reference for guiding decisions.	

7 Strategy

	No strategy is in place.	Components of a strategy or framework are in place, but there are significant gaps in providing direction for sustainable service delivery and the linkage of plans and initiatives.	A strategy / framework is in place that identifies specific sustainable service delivery goals, the approach to achieving them, and identifies how organizational plans or initiatives fit together to inform decision making and achieving the goals. The strategy is not being widely implemented.	A strategy / framework is in place that identifies specific sustainable service delivery goals, the approach to achieving them, and identifies how organizational plans or initiatives fit together to inform decision making and achieving the goals. The strategy is being implemented.	
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8 Level of Service

	The levels of service currently delivered are not consistently understood by the public or documented.	In some of the core service areas, the current level of service is understood and documented, and the desired level of service has been defined.	In all service areas, the current level of service is understood and documented, and service targets have been set.	Current and desired levels of service, and trade offs between costs and services are well understood by both staff and the public.	
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9 Risk

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
	Risks to assets and service levels are not understood or documented	Asset risk is estimated according to asset remaining life only, condition assessment information is not available. Broader service delivery risks have not been considered.	Estimated remaining life is known for all assets and is supported by a condition assessment for critical assets or assets nearing replacement. Risk assessments consider the consequence of failure. Some 'big-picture' risks to service delivery for the organization are understood at a corporate level.	Asset risks are well understood and documented based on evidence of the probability and the consequence of failure. High-level organizational risks to service delivery are well understood throughout the corporation.	

10 AMP - Asset Replacement Plans

	No Asset Replacement Plan exists to show the theoretical timing for asset replacement.	Parts of an Asset Replacement Plan exist (e.g. for some asset categories, for a duration <20 years, etc.) but it is not consolidated into an organizational long term view.	An Asset Replacement Plan has been developed, but it is either <20 years in scope or does not include all assets.	A long term (75+ year) plan is in place that illustrates the timing of expenditure to replace all existing assets, the current infrastructure deficit, and the average annual sustainable funding level.	
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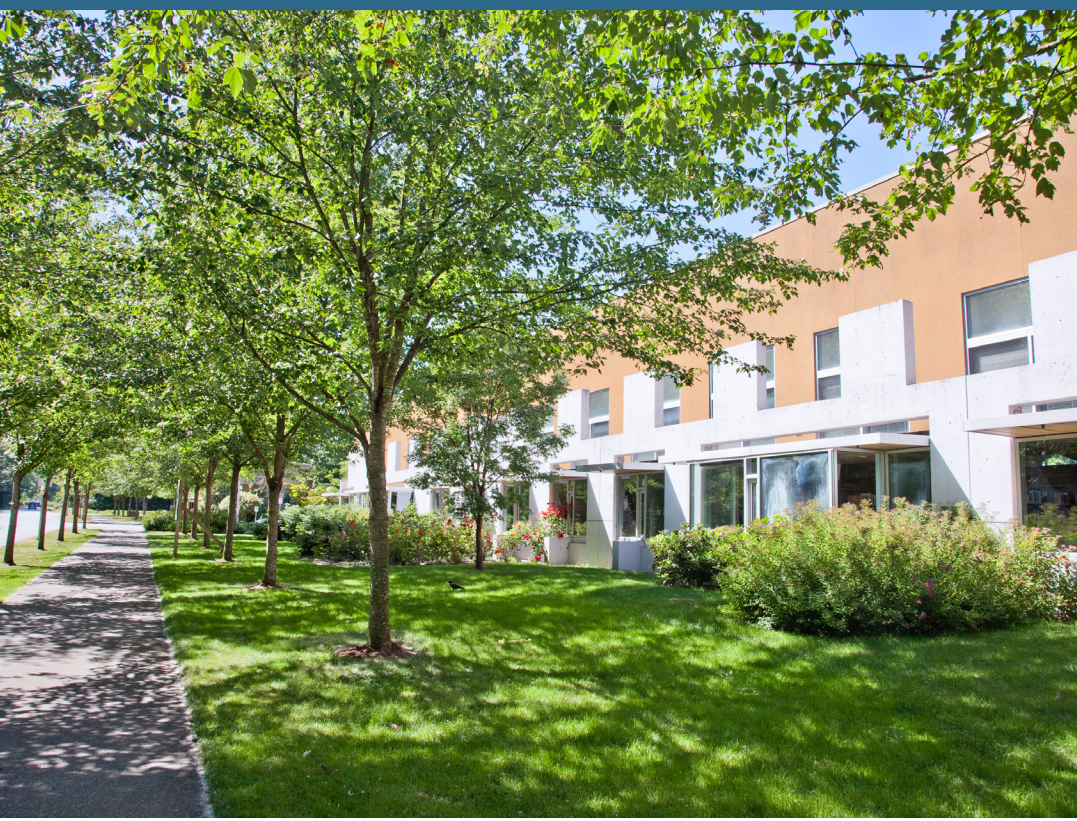
11 AMP - Long Term Capital Plan

	No long term (10 year) capital plan is in place.	A ten year capital plan is in place but it is limited to new projects and it does not reflect anticipated asset renewal.	A ten year capital plan is in place that reflects new capital projects for growth or regulatory compliance, and the replacement of existing assets to manage risk and deliver an appropriate level of service.	A ten year capital plan is in place that is current, informed by level of service targets, risk to service delivery. The capital plan is integrated with the long term financial plan, and is being followed and tracked.	
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12 Climate Change

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
Climate change is not considered in service delivery risk or long term asset replacements.	Probable local impacts of climate change have been identified and are considered in some organizational plans.	An assessment of risk to some critical existing infrastructure has been conducted. Design and construction of new assets consider climate change.	An assessment of risk to existing infrastructure has been conducted, and plans are in place to manage this risk. Design and construction of new assets consider climate change.	





13 Long Term Financial Plan

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
No long term financial plan is in place.	A financial plan is in place but it covers <10 years or does not reflect the future costs of replacing existing assets.	A long term (10+ years) financial plan is in place that reflects the revenue required and funding sources to fund new assets and asset replacements, but the plan is not being followed or updated.	A comprehensive long term financial plan exists and is based on up to date information. The plan looks forward 10 years or more and is integrated with long term capital plan. The plan is being tracked and followed.	

14 Revenue

Revenue is year to year and there is no linkage between revenues and long term requirements. Revenues are not sufficient to meet needs without reliance on grants or subsidies.	Revenue is sufficient and reliable to fund the requirements for the next 5 years, but there is a significant gap between revenues and sustainable funding levels for later years.	Revenue is sufficient and reliable to fund the requirements in the 10 year capital plan, but there is still a gap between revenues and sustainable funding levels for the long term.	Revenues are sufficient, predictable, and stable to fund long term sustainable service delivery in alignment with the long term financial plan and the asset replacement plan.	
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15 Reserves

No reserves are in place.	Minimal reserves are in place that can buffer short term fluctuations in revenue (e.g. 6 weeks operating expenses).	Reserves are in place to buffer short term revenue fluctuations. There are dedicated reserves for future capital renewal, but do not meet the levels required as identified in the financial plan.	Reserves are held at levels established in accordance with the financial plan in order to meet long term requirements.	
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16 Debt

Debt levels are high (at or very near the maximum), limiting capacity for additional borrowing and no plan is in place to reduce debt.	Debt levels higher than desired and debt management strategy is being considered.	Debt levels are reasonable but is trending upward and are not aligned with the long term financial plan.	Debt levels are prudent and reasonable. Debt levels are in line with the long term financial plan and relatively stable.	
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	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
<p>17 People Capacity</p>	<p>Staff have no time for asset management.</p>	<p>Some staff time could be made available for asset management, but staff have limited or no knowledge of the tasks and processes required to meet asset management outcomes.</p>	<p>Staff are investing some time in asset management and are working to build the capacities, knowledge, and systems needed.</p>	<p>Staff have the necessary time, knowledge, skills, and capacities to achieve asset management outcomes and are implementing asset management as part of their jobs.</p>	
<p>18 Awareness</p>	<p>There is no awareness of the needs to manage assets and sustainably deliver services among staff, elected officials, or members of the public.</p>	<p>Staff are generally aware of the major issues related to Asset Management and service sustainability in the community, and what is needed to address these issues.</p>	<p>Staff members and elected officials are aware of community issues and future risks related to sustainable service delivery.</p>	<p>Members of the public are aware of the issues related to sustainable service delivery, and there is evidence these issues are considered in public decision making.</p>	
<p>19 Teamwork</p>	<p>No cross functional team is in place to manage assets. There are significant siloes in the organization that prevent information from being shared and used in decision making.</p>	<p>A cross functional team is in place, but siloes among departments or staff positions (e.g. between operations and management) still prevent information from being shared.</p>	<p>A cross functional team is in place that is effectively bridging siloes in the organization.</p>	<p>There is no perception of siloes across departments at all levels of the organization. There is a strong culture of teamwork and information is readily and consistently shared through formal and informal channels.</p>	
<p>20 Role</p>	<p>People do not understand their role in asset management or sustainable service delivery which hinders the ability to manage assets.</p>	<p>A small group of people understand their role as it relates to sustainable service delivery, but there are some significant gaps causing things to fall through the cracks.</p>	<p>Most people in the organization understand their role as it relates to sustainable service delivery.</p>	<p>Roles are clearly understood by everyone, including council, resulting in nothing 'falling through the cracks'.</p>	



21 Decision Making

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	EVIDENCE / NOTES
<p>Decisions are made based on a short term frame or reactive in nature and in isolation of appropriate information.</p>	<p>Decision making based on a long term frame, but are informed only by incomplete or anecdotal information.</p>	<p>Decision making is based on the long term and incorporates appropriate information.</p>	<p>Decision making about assets and service delivery is informed with appropriate and timely information, is transparent, and is aligned with community priorities and long-term sustainable service delivery.</p>	





Sewer Heat Recovery Plant Project Announcement

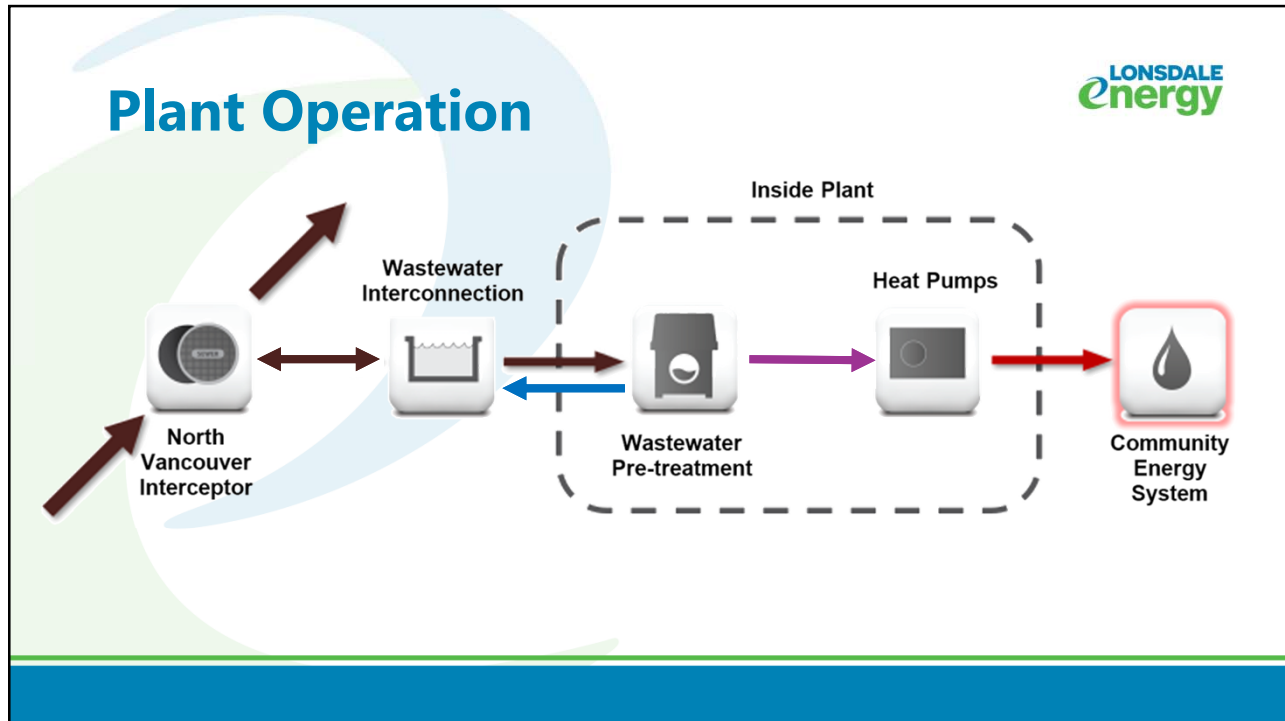
Luke Gillies, MEM, P.Eng., C. Mgr., Deputy Director

Sewer Heat Recovery Plant



- 5MW size
- 40% decarbonization to all system users:
 - 114 buildings and 7,850 dwellings
 - >25% of City's population
 - Commercial and Civic Facilities including the new Harry Jerome Community Recreation Center
- >7,600t CO₂e reduction in first year
- >207,700 t CO₂e reduction in 25 years
- Design underway
 - Operational in early 2027





External Considerations of Design



- Construction of connections to utilities
- Mosquito Creek Park
- Nearby residents and businesses



Project Financials



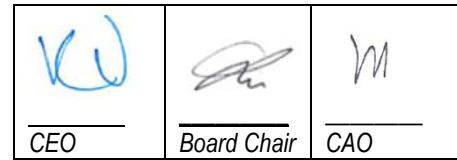
- Funding Sources
 - **\$17.5M** CleanBC Grant
 - BCHydro
 - Commercial RBC loans
 - Finalizing low interest green energy loan
 - Further grants being pursued
- Exploring opportunity to expand plant size
- Best value option to decarbonize our system





Thank you

Luke Gillies, MEM, P.Eng, C. Mgr., Deputy Director



The Corporation of **THE CITY OF NORTH VANCOUVER**
LONSDALE ENERGY CORPORATION

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Luke Gillies, Deputy Director, Lonsdale Energy
Sean Wood, Manager, Finance, Lonsdale Energy

Subject: SEWER HEAT RECOVERY PLANT, PROJECT ANNOUNCEMENT

Date: September 4, 2024 File: 01-0510-20-0004/2024



Figure 1 - Early-stage concept rendering of Sewer Heat Recovery Plant

Introduction

Lonsdale Energy Corporation (Lonsdale Energy) is delighted to publicly announce its first major decarbonization project – the Sewer Heat Recovery Plant. With an output of 5MW, the plant is expected to decarbonize Lonsdale Energy’s community energy system by 40% in its first year of operation.

Background

Lonsdale Energy provides space heating, cooling, and domestic hot water services to a range of residential, commercial, and civic buildings within the City of North Vancouver. With 114 connected buildings (which includes approximately 7,850 individual dwellings), Lonsdale Energy operates one of the largest district energy systems in Metro Vancouver, providing service to over 25% of the City's residents.

Project overview

Lonsdale Energy's Sewer Heat Recovery Plant will collect heat energy from the raw sewage (wastewater) travelling through Metro Vancouver's North Vancouver Interceptor trunk line before it reaches the North Shore Wastewater Treatment Plant. This extracted heat will be brought up to approximately 78°C using two, high-temperature industrial heat pumps before being distributed to the community energy system.

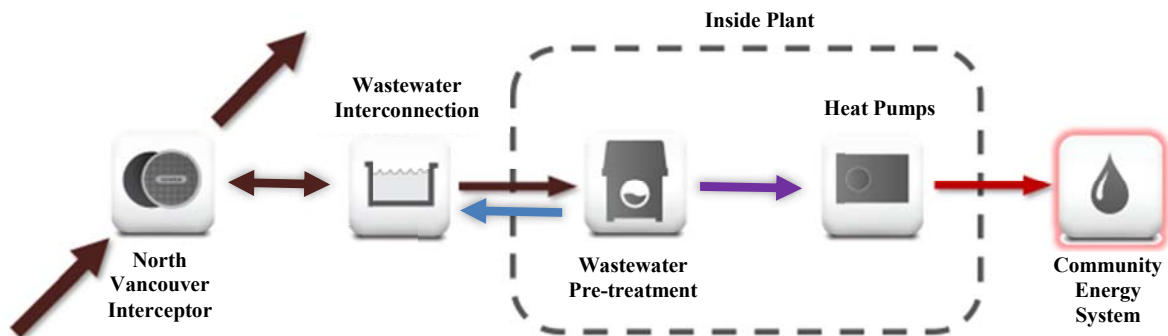


Figure 2 - Sewer Heat Recovery Plant Operation

Location

The plant will be located in a purpose-built facility at 720 West 2nd Street, a vacant piece of city land previously used for construction materials storage. Design work for the facility is well underway. The building design aims to showcase Lonsdale Energy's sustainability objectives, while blending into its mixed-use surroundings that include light industrial and medium density residential buildings, as well as Mosquito Creek Park. The design will also integrate an educational opportunity into the public realm, explaining the technology and the benefits of a community energy system. Construction is expected to start in 2025, with operation commencing in early 2027.



Figure 3 - Project Site for Sewer Heat Recovery Plant

Significant reduction in GHG emissions

Lonsdale Energy has established decarbonization goals of 40% of energy sales from low-carbon sources by 2027 and 60% by 2030, with an aim to reduce total carbon emissions by 80% in 2040 and reaching net-zero by 2050. Presently, the majority of system heating needs are provided for by natural gas, with low-carbon sources (including waste heat, geo-thermal, solar and renewable natural gas) making up approximately 14% of energy demand in 2023. With the introduction of the Sewer Heat Recovery Plant, low-carbon energy use is expected to jump to more than 40% in the first year of operation. This will lower GHG emissions from Lonsdale Energy by an estimated 7,600t CO_{2e} a year, the equivalent of removing 2,700 cars from the road each year. Over the first 25 years of operation the plant is expected to reduce emissions by over 207,700t CO_{2e}.

Traffic

Construction to connect the sewer line and other utility connections will occur in adjacent roads to the site, impacting traffic. The design of these connections, particularly those in West 2nd Street, are being completed with the aim of minimizing disruption during construction. A comprehensive Traffic Management Plan will be developed in consultation with the Engineering, Parks and Environment department.

Environmental improvements

The project plan will include improvements to local biodiversity following the final restoration of the site and the adjacent Mosquito Creek Park area.

Lonsdale Energy is working directly with environmental experts to apply for appropriate permits and take measures to mitigate long-term impact on the area's nesting eagle pair. The nest adjacent to site has been temporarily coned for construction and other nesting options offered in the immediate area following direction of the province.

Community outreach

Before construction, nearby residents and businesses will be informed about the project and expected impacts both during construction and long-term during operation. Other than the addition of the building, there is expected to be minimal direct impact on the local community. Odour is being accounted for in early design, with appropriate measures been taken to mitigate any impact.

Financial Implications

Funding for this project comes from several sources, most notably a \$17.5M grant from the provincial and federal governments through the CleanBC Communities Fund. BC Hydro is also making a significant contribution to the project and Lonsdale Energy continues to pursue further grant funding due to the project's high profile and green energy outcomes. The remaining budget is currently being funded commercially from the Royal Bank of Canada (RBC). Lonsdale Energy is also in the process of finalizing a low-interest green energy loan for a portion of the funding. Due to significant grant funding attached to this project Lonsdale Energy and our consultant are currently investigating an increase in plant capacity which would further increase decarbonization of the community energy system.

Lonsdale Energy is committed to minimizing cost impacts of decarbonization projects to our customers. With consideration for the CleanBC grant, Sewer Heat Recovery currently offers the lowest total cost per unit of green energy available to Lonsdale Energy. Additionally, the significant carbon emission reductions of the project offer the best value to decarbonize our system. Initial modeling and projections indicate that this project will have a limited effect on rates due to the significant grant and incentive achieved by staff, combined with the high efficiency of heat pump equipment used in energy generation. The possible addition of more grant funding and capacity could further reduce rate impacts. Lonsdale Energy will be conducting a comprehensive review of its rate structure in 2025, which will consider the plant's impact and provide the detailed rate recommendations prior to the commissioning of the plant. Furthermore, long term, we expect this plant to provide significant stability and cost reduction benefits as Lonsdale Energy rates will no longer be directly coupled to gas prices. Natural gas prices are expected to rise considerably in the coming years as Liquefied Natural Gas sales to a global market commence in 2025 (greatly increasing demand on BC natural gas) and a doubling of the carbon tax by 2030.

Interdepartmental Implications

The City's Planning, and Engineering, Parks and Environment departments have been consulted on the early design and will be involved in development permit and building permit review. This is similar to the typical development review process for other buildings in the city. Furthermore, Lonsdale Energy has been working closely with the Real Estate division on leasing requirements for the subject City land.

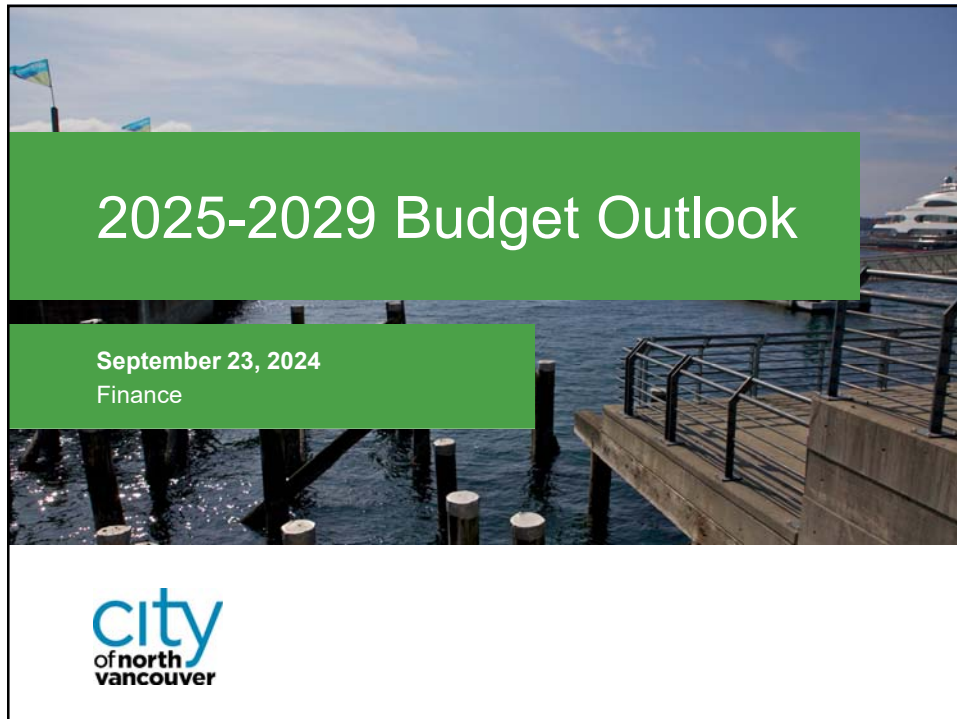
RESPECTFULLY SUBMITTED:



Luke Gillies, MEM, P.Eng, C. Mgr.
Deputy Director, Lonsdale Energy

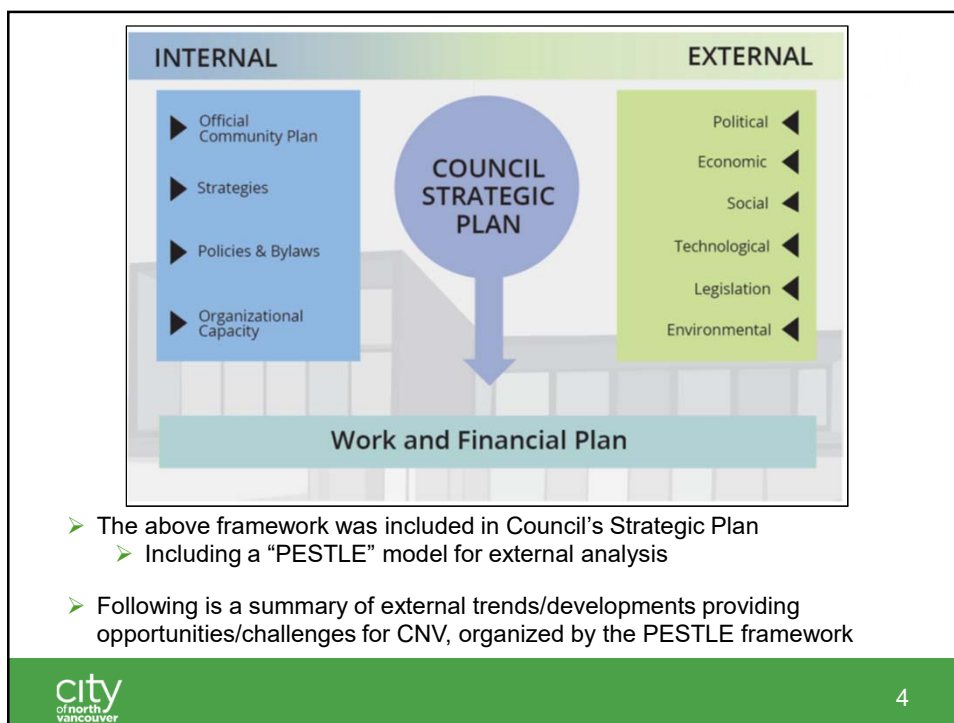
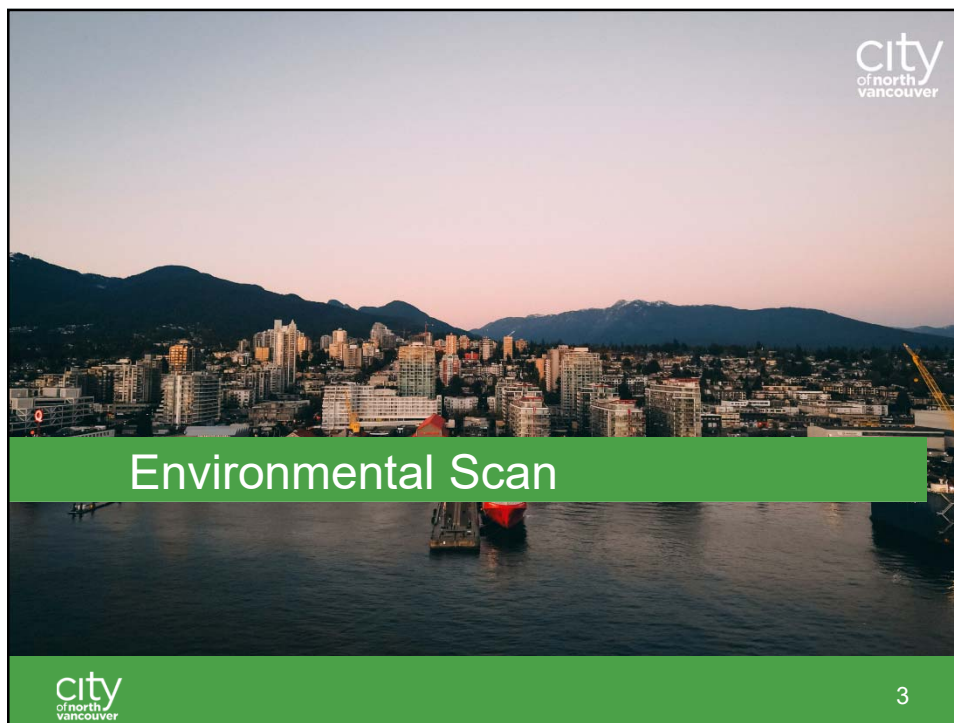


Sean Wood, CPA
Manager – Finance, Lonsdale Energy



Outline

- Environmental Scan
- 2025 Work Plan Update
- Financial Plan Drivers
- Preliminary Tax Rate Range
- Next Steps



Political – Provincial



- 2024 Provincial Election Scheduled for Oct 19th, 2024



- There is support for Rapid Transit to the North Shore

North Shore bus rapid transit at the front of the line, TransLink says



- As of yet, no Federal or Provincial funding

Political – Federal

- On Sept 4th, 2024, the NDP announced the end of the “confidence and supply” agreement that allowed the Liberals a majority government
- Some are predicting a call for an early federal election



NDP leader Jagmeet Singh meets with Prime Minister Justin Trudeau on Parliament Hill in Ottawa on Thursday, Nov. 14, 2019. (Sean Kipatrick/The Canadian Press)

Economic – National

- Bank of Canada Policy Interest rates are starting to come down
- The economy appears to have averted a recession, and economic growth is starting to increase

%	2023	2024	2025	2026
GDP Growth	1.2	1.2	2.1	2.4

Bank of Canada Monetary Policy Report – July 2024

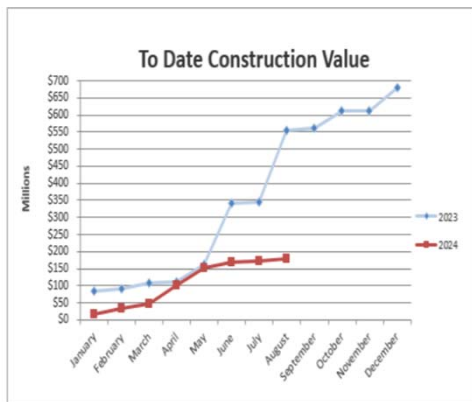
Economic – Regional

- With high policy interest rates, the B.C. labour market has softened



*Survey on Business Conditions data

Economic – Local



➤ CNV permitted construction values are starting to slow following a record year in 2023.

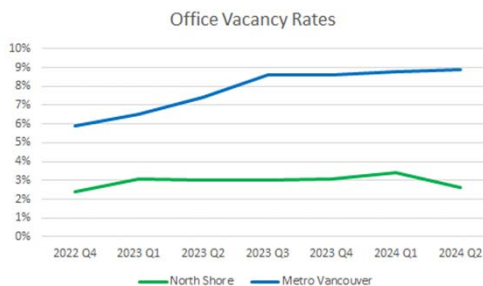
Units (YTD)	2023	2024
Building Starts	1,186	265

Economic – Local



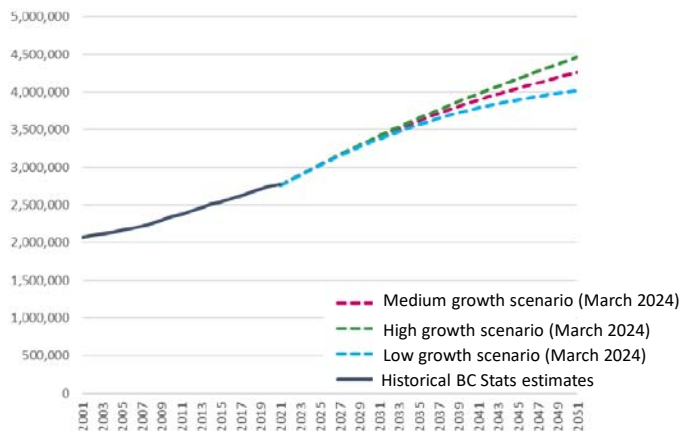
- ICBC office currently occupied between 20-40%
- Province developing ICBC Building as
 - transit-oriented housing
 - hundreds of market and below market units
- “Shovels in the ground” when ICBC employees leave for new offices in 2027

- Remote work less common
 - 19% of employees worked from home in 2024, down from 24% in 2021 (Stats Can)
- North Shore office vacancies remain low within the region



Social – Regional

- Driven by strong net immigration, Metro Vancouver expects average regional growth of 50,000 new residents annually



Social – Regional



- Despite increased interest rates and a softening labour market, home prices remain driven by strong immigration.

- Rental housing vacancy is less restrictive on the North Shore than regionally, but remains low overall
 - balanced vacancy rate is 3% (CMHC)



Technological – Regional

- British Columbia has the fastest-growing tech workforce in Canada, with more than 194,000 tech workers across all industries
- Metro Vancouver is maturing into a global hub for:
 - Life sciences
 - Cleantech
 - Digital entertainment
- Local Market Technology Investments
 - 5G+ Investment throughout North Vancouver / Fibre Lower Lonsdale
 - Agency partners' new systems – ECOMM / NG-911



NEWS Artists rendering of the new Paul Myers Tower, a new medical and surgical centre, is expected to open 2024.

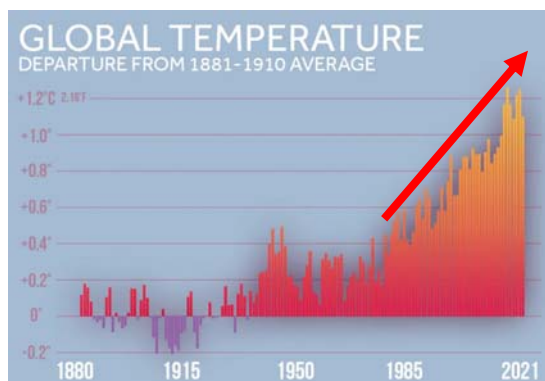
Legislative – Provincial

- Municipalities are implementing B.C.'s new legislation
 - Bill 16 New Local Government Tools
 - Inclusionary Zoning
 - Bill 31 Emergency and Disaster Management Act
 - Modernized Emergency Management Legislation
 - Bill 44 Housing Statutes (Residential Development) Amendment Act
 - Small-scale multi-unit housing
 - Pro-active planning
 - Bill 46 Development Finance Tools
 - DCCs and ACCs
 - Bill 47 Housing Statutes (Transit-Oriented Areas) Amendment Act
 - Transit-oriented development areas

“local governments are dealing with real constraints right now in our staffing capacity and sustainable infrastructure” UBCM

Environmental – Global & Local

- Temperatures are rising, and extreme weather events are increasing



2025 Work Plan Update

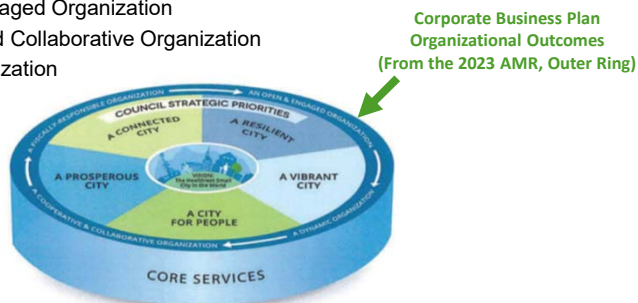
Council’s 2022-2026 Strategic Plan

- Council’s Strategic Plan was endorsed on September 25, 2023
- This plan provides direction on how CNV can achieve its Vision, to be the “Healthiest Small City in the World” with
 - 5 key priorities
 - 41 ambitious initiatives



Organizational Priorities

- CNV’s original Corporate Business Plan (2020) included 4 internally focused organizational Outcomes
 - A Fiscally Responsible Organization
 - An Open and Engaged Organization
 - A Cooperative and Collaborative Organization
 - A Dynamic Organization



- These outcomes were developed 4 years ago and there is now an opportunity to reduce overlap, re-focus and refresh

Organizational Priorities

- Staff have developed three organizational priorities for 2025 to improve CNV's organizational capability to advance Council's Strategic Plan.



- Staff have developed some key 2025 actions to advance Council's Strategic Priorities and these Organizational Priorities

2025

A CITY FOR PEOPLE



North Shore Neighbourhood House Phase 2

- A multi-partner project on City-owned land that will support CNV's ongoing commitment to increase rental housing and community-based services. The new NSNH facility will continue to provide an extensive range of community services, including childcare, food programs, wellness, and programs for youth and seniors.



Harry Jerome Community Recreation Centre

- The largest capital program in CNV's history, including the Silver Harbour Seniors Activity Centre and renovations to the Mickey McDougall facility.



Provincial legislative changes and Housing Accelerator Fund commitments

- Small Scale Multi-Unit Housing legislative changes, and HAF commitments including Multi-plex Housing, Prezoning, Affordable Housing Reserve, Mid Market Rental Policy, Alternative Housing Construction, Zoning Bylaw, Inclusionary Housing Policy, and Development Approval Process Review.

2025

A RESILIENT CITY

Urban Forest Planning

- Accelerate the expansion of the urban tree canopy, connect our urban forests, and restore natural areas. Using the canopy cover forecasting model and draft urban forest plan, public engagement is scheduled for early 2025, following direction from Council in late 2024.

Street Design Guidelines

Expanding upon the work completed to date in key areas: Esplanade, Marine Drive, and Lonsdale Ave. The Street Design Guidelines will be integrated as part of the subdivision and development control bylaw work in 2025.

Noise data collection analysis & reporting

- Implement noise data collection, analysis, and reporting.

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2025

A CONNECTED CITY

Multi-Modal Network Expansion

- Planning for Bus Rapid Transit to provide our community reliable rapid transit that is connected with the regional system.
- Advancing major components of Priority Mobility Network including Upper Levels Greenway and Midtown connection to the future overpass from Casano to Loutet.

Overpass from Casano to Loutet

- Construction of an overpass across Highway 1 for pedestrians and cyclists, connecting to mobility routes and integrating into the broader network.
- CNV staff will continue to work closely with the province to prepare for construction to begin in early 2025.

Curbside: Implementation of new parking policies

- Completion of new Curbside management strategy and implementation of new Parking Management policies and core initiatives responding to parking issues in the City that balances the needs of businesses and the community with regional parking and Transportation Demand Management (TDM) goals.

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A PROSPEROUS CITY



Health Hub

- Roadmap, lead generation, investment attraction materials, and partner collaboration.



Land Stewardship Model

- Optimize CNV's land holdings and develop a Corporate holding structure.



Making it easier to do Business & Build Quality Housing in the City

- Development approvals, including Coordinated, Lean, & Effective Approvals Refresh and Development Approvals Process Review Projects.
- Business Application Improvement, including streamlining business services, establishing online local business directory and online business licensing application, and amending inter municipal business license and extend agreement.

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A VIBRANT CITY



Lonsdale Great Street

- Reimagine, revitalize and repurpose Central Lonsdale Avenue as a “great street” to support commercial activity, enhance esthetics, walkability, vibrancy and history.



Activate Public Spaces

- Activate public spaces – parks, streets, plazas, outdoor areas for residents to gather together, interact and engage in activities.



City Wide Comprehensive Park Plan

- The Plan will guide the future planning, design, protection and maintenance of new and existing park infrastructure and amenities in both the natural and built environments.

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2025



ORGANIZATIONAL PRIORITIES

- A Human Organization**
 - Implement Living Wage Policy & updates
 - Implement Recruitment process improvements and system
- A Modern Organization**
 - Enterprise Resource Application modernization project
 - Sandbox Accelerator for prototyping/testing/learning
- A Responsible Organization**
 - KPIs, Benchmarking, Targets, and Data Collection
 - Asset Management

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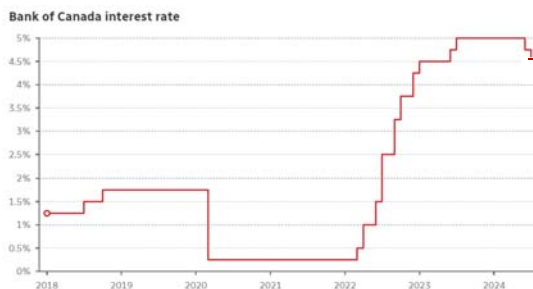


Financial Plan Drivers

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Interest Rates

- Increasing interest rates from 2022 have improved CNV's investment income



Source: Bank of Canada (CBC)

- In its September 4th interest rate announcement, the Bank of Canada further reduced its interest rate to **4.25%** and also indicated that it would be reasonable to expect further cuts if inflation continues to ease.
- Changing interest rates impacts
 - returns on CNV's investment portfolio
 - borrowing costs for the Harry Jerome Community Recreation Centre and the North Shore Neighbourhood House projects

Inflation

Product Group	Jul '23 YoY Increase	Jul '24 YoY Increase
Food	7.8%	2.7%
Shelter	5.1%	5.7%
Transportation	(1.0%)	2.0%
Health/Personal Care	5.8%	2.9%
Recreation & Education	1.8%	(0.2%)
Energy	(8.2%)	0.4%
Goods	2.3%	0.3%
Services	4.3%	4.4%
All Items	3.3%	2.5%

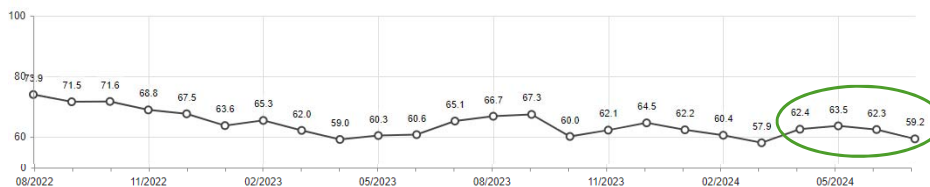
Construction (Vancouver)	Q2 '23 YoY Increase	Q2 '24 YoY Increase
Non-Residential Building	8.6%	5.1%

Statistics Canada. BC Inflation.

- Goods inflation is decreasing, but services inflation remains above target levels
- Construction prices, a key municipal cost driver, still increasing 5% p.a., well over Bank of Canada inflation target levels of 1-3% p.a.

Procurement

IVEY Price Index (Seasonally Adjusted)



*A figure above 50 shows increasing price pressures, while below 50 shows decreasing price pressures

- Month over month prices continue to increase in Canada.
- Price stabilization is anticipated “in the middle of 2025”
 - Bank of Canada July Monetary Policy Report
- Number of bids on CNV “Request for Proposals” increasing.
- Construction prices from CNV tenders are beginning to stabilize.

NSWWTP

- North Shore Wastewater Treatment Plant was last planned for \$1.06 billion and was expected to be complete in 2020.
- Now planned for \$3.86 billion and expected to be complete in 2030.
- MV initially advised that the impact of the cost overrun on the average NS rate payer is \$725 p.a.
- Cost recovery was debated at a MV Board Budget workshop on March 17th
 - Some costs to be shared across the region, resulting in an updated impact of the cost overrun on the average NS rate payer at \$590 p.a. to be phased in over 5 years

Metro Vancouver rejects significant cost sharing on \$2.8B North Shore sewage plant overrun



Legislative – Financing Growth

Bill 46

- Expands projects that can be funded with Development Cost Charges (DCC)
 - Water & Sewer, Transportation, Park Improvements, Solid Waste & Recycling (New), Protective Services (New)
- Introduces ability to fund projects with Amenity Cost Charges (ACC)
 - Community Centres, Libraries, Other (social, cultural, heritage, recreational, environmental)
- Projects funded by Community Amenity Charges in the past included:
 - Upper Levels Greenway, King's Mill Walk Master Plan, Priority Mobility Network Improvements
- CNV is in the process of updating DCC rates and developing ACC rates for Council consideration in Q2 2025.



2024 Operating Expenses

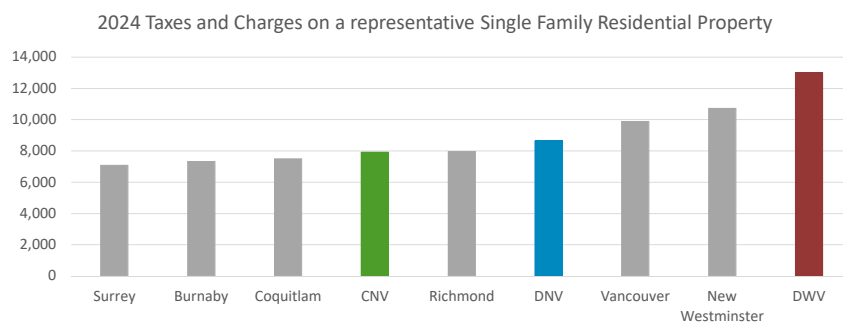
Percentages based on the approved 2024-2029 Financial Plan Operating Expenses



*Technology Services, Economic Development, Finance, Human Resources, etc.
 CNV's General Government costs are in line with other similar sized municipalities

- The revenue received by CNV through taxes, fees and charges are used to pay for public services, such as roads, water, sewers, garbage collection, public safety, parks, and more.
- CNV's revenues also fund capital projects, along with external contributions, grants, debt and other funding sources.

2024 Taxes and Charges



Per The Province of BC's LGDE schedule 704 – Taxes and Charges on a Representative House 2024

CNV's Taxes and Charges compare favourably across the region and are the lowest on the North Shore.

2025 Budget Drivers

Increasing Budget Pressure	Decreasing Budget Pressure
1) Lower investment returns	1) Improving non-tax revenues from fees and charges
2) Salaries & benefits from collective agreements	2) Tax roll growth from development
3) RCMP Multi-Year financial Plan	
4) ECOMM transition	
5) Major external agencies increasing operations	
6) North Shore Neighbourhood House Levy	
7) Infrastructure renewal & construction inflation	
8) NSWWTP cost overruns	

Tax Rate – Early Indication to maintain service levels, no new items

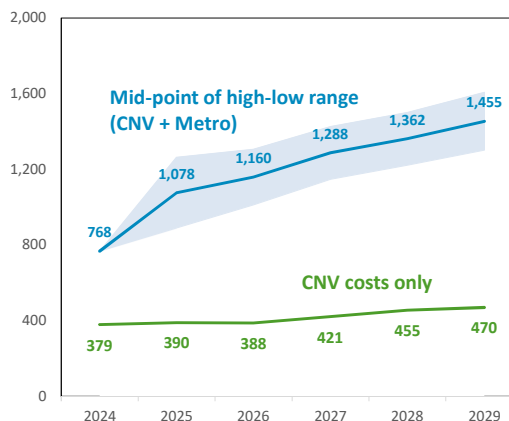
Delivery of existing services 6%
Infrastructure levy (1% Capital)
Total ~7%+

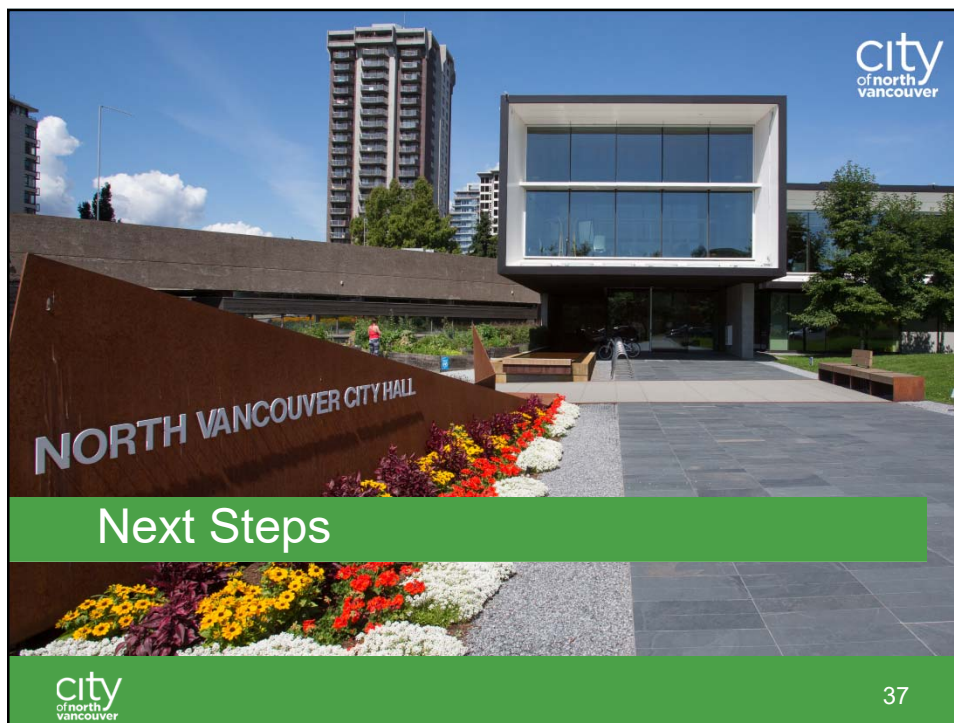
NSNH requires an additional tax rate increase of 4.9% between now and 2028, an average of 1.6% per year

2025 Utility Rate Increase Forecast

- Based on the information received from MV and other CNV information, Finance has developed a range of future rate increase scenarios.
- The high end assumes a \$725 Household Impact for NS residents and rates in 2025.
- The low end assumes a \$590 Household Impact for NS residents and the increase is phased in over 5 years, per MV Board direction.
- Staff will continue to monitor developments at MV before arriving at 2024 recommended rate increases that ensure adequate reinvestment into and financial sustainability for CNV’s utilities

Multi-Unit Scenarios (Water & Sanitary)





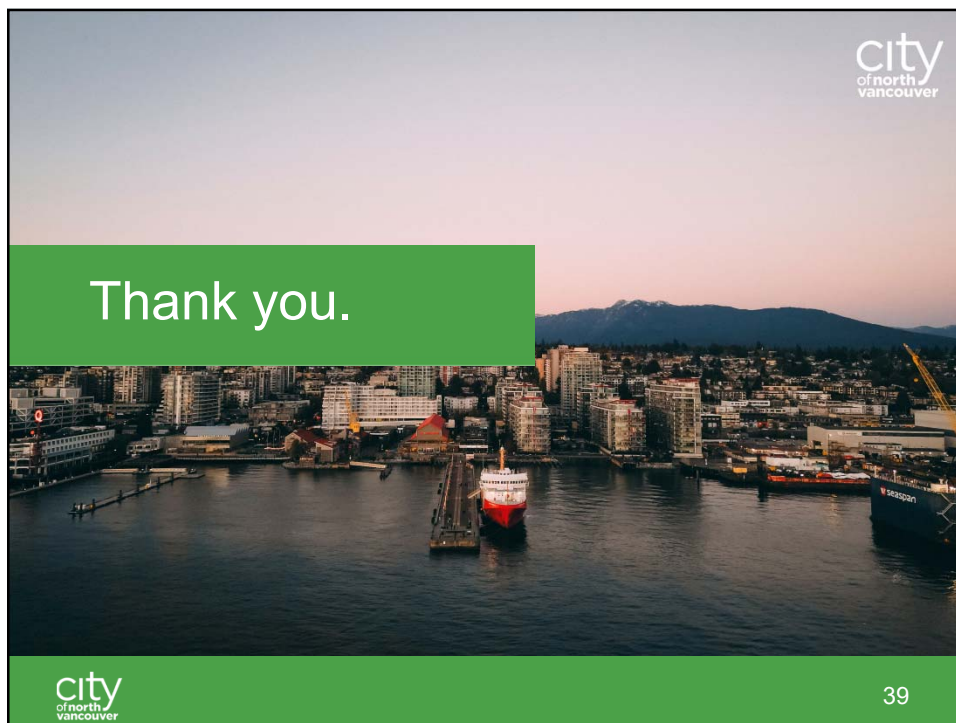
2025 Financial Planning Cycle

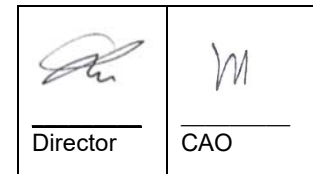
September 23	November 4	November 18	December 9	Early 2025
2025 Budget Outlook	Finance Committee Meeting	Utility Rate Review	Financial Planning Update	Financial Plan Bylaw
Financial Plan Drivers and Workplan highlights presented to Council in open meeting. Council provides guidance.	Council provides feedback on Draft Financial Plan at public council meeting	Council considers Utility Rates at public council meeting	Revised Financial Plan and budgets are considered by Council for endorsement	Council considers Financial Plan bylaw

Public Engagement Period

Improvements this year:

- Providing a longer input period and promoting it more broadly to the public and community organizations including multiple ways to participate.
- Providing two phases of engagement, including seeking early directional input coupled with a review or comment period once the draft budget is live.





The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Larry Sawrenko, Chief Financial Officer

Subject: 2025-2029 BUDGET OUTLOOK

Date: September 4, 2024

File No: 05-1700-02-0001/2025

PURPOSE

The purpose of this report is to introduce a “2025-2029 Budget Outlook” presentation.

DISCUSSION

The subject presentation provides Council with a summary of the external trends and developments providing opportunities and challenges for CNV, and introduces some key 2025 actions that staff propose to advance Council’s 2022-2026 Strategic Plan.

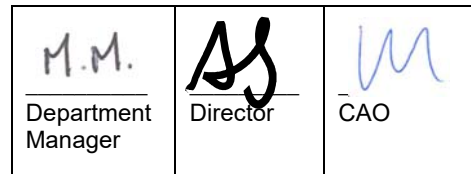
The presentation also introduces three organizational priorities that staff propose for 2025 to improve CNV’s organizational capability to advance Council’s Strategic Plan. These three organizational priorities are proposed to refresh and replace the 4 internally focused Outcomes included in CNV’s Corporate Business Plan. Key 2025 actions to advance these 3 revised Organizational Priorities are also highlighted in the presentation.

The presentation also provides Council with an update on the main fiscal pressures facing CNV as the development of the 2025-2029 Financial Plan begins, as well as provides an initial outlook on how these pressures may influence future fees and tax rates.

RESPECTFULLY SUBMITTED:

Lawrence Sawrenko
Chief Financial Officer

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The Corporation of **THE CITY OF NORTH VANCOUVER**
PLANNING & DEVELOPMENT DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council
From: Linden Mulleder, Planner 2
Subject: REZONING APPLICATIONS FOR RS-2 ZONE
Date: September 4, 2024 File No: 08-3010-01-0001/2024

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

RECOMMENDATION

PURSUANT to the report of the Planner 2, dated September 4, 2024, entitled “Rezoning Applications for RS-2 Zone”:

THAT the applications for the properties listed below submitted by the respective applicants, to rezone the subject properties from a One-Unit Residential 1 (RS-1) Zone to a One-Unit Residential 2 (RS-2) Zone, be considered;

THAT the respective Zoning Amendment Bylaws listed below be considered for readings with no Public Hearing held, in accordance with the *Local Government Act, section 464(3) [public hearing prohibited]*;

Address	Applicant	Bylaw Number
822 East 4 th Street	Inspired Architecture	9067
842 East 5 th Street	Inspired Architecture	9068
417 West 14 th Street	Bill Curtis and Associates Design Ltd.	9069
450 West 15 th Street	Bill Curtis and Associates Design Ltd.	9070
1553 Sutherland Avenue	Vernacular Studio Inc.	9071
245 West 27 th Street	Vernacular Studio Inc.	9072
352 West 15 th Street	Vernacular Studio Inc.	9073
462 East 11 th Street	Vernacular Studio Inc.	9074
509 East 6 th Street	Vernacular Studio Inc.	9075

Address	Applicant	Bylaw Number
540 West 21 st Street	Vernacular Studio Inc.	9076
844 East 6 th Street	Vernacular Studio Inc.	9077
332 East 24 th Street	Robert Blaney Design Inc.	9078
332 West 16 th Street	Armacan Developments Ltd.	9079
652 East 4 th Street	Robert Blaney Design Inc.	9080
642 East 6 th Street	Vela Design Build	9081

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

ATTACHMENTS

1. **822 East 4th Street** – Context Map & Public Consultation Summary (CityDocs [2563387](#))
2. **842 East 5th Street** – Context Map & Public Consultation Summary (CityDocs [2563627](#))
3. **417 West 14th Street** – Context Map & Public Consultation Summary (CityDocs [2563286](#))
4. **450 West 15th Street** – Context Map & Public Consultation Summary (CityDocs [2563346](#))
5. **1553 Sutherland Avenue** – Context Map & Public Consultation Summary (CityDocs [2566106](#))
6. **245 West 27th Street** – Context Map & Public Consultation Summary (CityDocs [2565796](#))
7. **352 West 15th Street** – Context Map & Public Consultation Summary (CityDocs [2563287](#))
8. **462 East 11th Street** – Context Map & Public Consultation Summary (CityDocs [2561562](#))
9. **509 East 6th Street** – Context Map & Public Consultation Summary (CityDocs [2563284](#))
10. **540 West 21st Street** – Context Map & Public Consultation Summary (CityDocs [2563282](#))
11. **844 East 6th Street** – Context Map & Public Consultation Summary (CityDocs [2566148](#))
12. **332 East 24th Street** – Context Map & Public Consultation Summary (CityDocs [2566657](#))
13. **332 West 16th Street** – Context Map & Public Consultation Summary (CityDocs [2565029](#))
14. **652 East 4th Street** – Context Map & Public Consultation Summary (CityDocs [2563350](#))
15. **642 East 6th Street** – Context Map & Public Consultation Summary (CityDocs [2563272](#))
16. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9067” (Inspired Architecture, **822 East 4th Street**, RS-2) (CityDocs [2562331](#))
17. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9068” (Inspired Architecture, **842 East 5th Street**, RS-2) (CityDocs [2562333](#))
18. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9069” (Bill Curtis and Associates Design Ltd., **417 West 14th Street**, RS-2) (CityDocs [2562191](#))
19. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9070” (Bill Curtis and Associates Design, **450 West 15th Street**, RS-2) (CityDocs [2353511](#))
20. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9071” (Vernacular Studio Inc., **1553 Sutherland Avenue**, RS-2) (CityDocs [2562305](#))
21. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9072” (Vernacular Studio Inc., **245 West 27th Street**, RS-2) (CityDocs [2562328](#))
22. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9073” (Vernacular Studio Inc., **352 West 15th Street**, RS-2) (CityDocs [2562210](#))

23. "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9074" (Vernacular Studio Inc., **462 East 11th Street**, RS-2) (CityDocs [2561537](#))
24. "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9075" (Vernacular Studio Inc., **509 East 6th Street**, RS-2) (CityDocs [2555027](#))
25. "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9076" (Vernacular Studio Inc., **540 West 21st Street**, RS-2) (CityDocs [2562393](#))
26. "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9077" (Vernacular Studio Inc., **844 East 6th Street**, RS-2) (CityDocs [2563071](#))
27. "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9078" (Robert Blaney Design, **332 East 24th Street**, RS-2) (CityDocs [2563089](#))
28. "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9079" (Armacan Developments Ltd., **332 West 16th Street**, RS-2) (CityDocs [2562326](#))
29. "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9080" (Robert Blaney Design, **652 East 4th Street**, RS-2) (CityDocs [2535771](#))
30. "Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9081" (Vela Design Build, **642 East 6th Street**, RS-2) (CityDocs [2562396](#))

SUMMARY

This report presents 15 applications to rezone properties from One-Unit Residential 1 (RS-1) Zone to One-Unit Residential 2 (RS-2) Zone to allow for the future subdivision of the subject sites from one lot into two lots. The intent of the subdivision is to develop a single family dwelling and a secondary suite on each new lot.

Due to a high volume of this type of application for the same zoning change across multiple properties, staff have grouped them together and described all the applications in a single report. Council can consider each application individually at their discretion.

BACKGROUND

On February 28, 2022, Council directed staff to continue to process RS-1 to RS-2 rezoning applications on a case-by-case basis. Council also approved the simplified process for these applications, where at the rezoning stage there would be a focused review on zoning, subdivision and servicing requirements. No design review would be conducted on any proposed building consistent with previous applications of this nature. The *Local Government Act*, does not permit a municipality design control over single detached homes unless in a Development Permit Area with associated design guidance.

PROPOSED ZONING BY-LAW AMENDMENTS

The proposals are to allow for each lot to be subdivided into two new lots, each with a single detached dwelling. To undertake this form of development it requires a rezoning from RS-1 (One-Unit Residential 1) to RS-2 (One-Unit Residential 2); this will allow for a narrower Minimum Lot Frontage. No other variances to the zoning are sought for any of the applications. The summary of changes from the RS-1 to the RS-2 zone are in Table 1.

Table 1. Zoning Summary

	Current RS-1 Zone	Proposed RS-2 Zone
Buildings	One Principal Building per lot	One Principal Building per lot
Use	One-Unit Residential Use	One-Unit Residential Use
Units	Three units per lot: <ul style="list-style-type: none"> • One Principal Dwelling Unit • One Accessory Secondary Suite • One Accessory Coach House 	Two units per lot (total four): <ul style="list-style-type: none"> • One Principal Dwelling Unit • One Accessory Secondary Suite
Gross Floor Area (GFA)	Lesser of 0.3 FSR + 92.9 sq.m. (1,000 sq.ft.), or 0.5 FSR	Lesser of 0.3 FSR + 92.9 sq.m. (1,000 sq.ft.), or 0.5 FSR
Lot Coverage	30% for Principal Building	Same as per the RS-1 Zone
Minimum Lot Frontage	10 m (32.8 ft.)	7.5 m (24.6 ft.)
Principal Building Setbacks	Front Lot Line – 4.6 m (15 ft.) Rear Lot Line – 15.0 m (49.33 ft.) Interior Lot Lines – 1.2 m (4 ft.)	Same as per the RS-1 Zone
Minimum off-street parking	1 parking stall for Principal Dwelling unit 1 parking stall for Accessory units	Same as per the RS-1 Zone

LEGISLATIVE AND POLICY CONTEXT

Local Government Act (Small Scale Multi-Unit Housing)

In November 2023 the Province of British Columbia passed legislation that introduced the ability to put 3, 4 or 6 units on single detached lots. The deadline to introduce amendments to the City Zoning By-law to be consistent with new legislation was June 30, 2024. In early June of this year, the City submitted a request for extension on implementing the requirements of the legislation as per Section 786 of the Local Government Act; the extension request is to allow the City time to undertake further servicing and infrastructure analysis. At present, the Minister of Housing has not made a decision on the extension request and it is unclear on the timeline for that decision.

As such, many of the landowners wish to move forward with the current applications in this report. It should be noted that none of the proposed developments preclude the implementation of the new legislation at a later date, if the landowner so chooses, once a decision from the Province has been made.

City Policy

Metro 2050 – Regional Growth Strategy	
Strategy 1.3 Develop resilient, healthy, connected, and complete communities with a range of services and amenities	The proposed amendments seek to permit context appropriate development that ensures a compact community and continues to support businesses and transit in the Lonsdale Regional City Centre.

Official Community Plan	
Policy 1.1.2 Align growth with the development of community amenities and infrastructure;	The developments intended through these amendments support investments in infrastructure that align with where growth is being directed through the Official Community Plan.
Policy 1.3.1 Ensure that new development is compatible with the established urban form of the City, reflecting the primacy of the Lonsdale Regional City Centre and the transition through mid- and low-rise buildings to lower-density residential neighbourhoods.	The proposed developments and their density supports the surrounding urban context and provide a built form that is consistent with the neighbouring character.
Policy 1.3.6 Encourage architecture that responds to the unique context of the City in a sensitive, sustainable, and aesthetically compatible manner.	The proposals are for single detached dwellings, this built form and architecture is consistent with the surrounding neighbourhoods.
Policy 1.3.10 Encourage active, healthy lifestyles and the opportunity for more social connections through planning and active design principles that encourage physical activity and contribute to enhanced walkability and active streets, sidewalks and public spaces.	The amendments promote new housing opportunities that provide a stronger street wall, which in turn will support walkability. Additionally, these developments will ensure a population base that will support businesses in the Lonsdale Regional City Centre and in turn the City Centre supports walking and transit usage.
Policy 8.2.3 Integrate the servicing of areas where growth is concentrated with asset replacement plans.	The proposal is directing growth to locations identified in the Official Community Plan. Through these developments it will help to align infrastructure investment with the intended growth.
CNV Community Well-Being Strategy	
Direction #2 Expand the supply and improve the quality, diversity, and affordability of housing in the City.	The proposed developments provide differing forms of unit types and housing stock in a number of the City's neighbourhoods. These developments will also increase supply.
CNV Climate and Environment Strategy	
Direction #1 Restore, protect, and enhance natural areas and biodiversity on public and private property.	Through the development of these sites enhancements will be made to the public realm and laneway areas that will support greening and tree planting opportunities on public and private property.
Direction #3 Build compact and mixed-use communities that support zero emission and active modes of transportation.	The amendments seek to increase housing options and in turn will build out a more compact community that supports a variety of transportation forms and in particular transit within the Lonsdale Regional City Centre.

The Official Community Plan (OCP) designates the subject sites as Residential Level 1 (R1), which provides for ground-orientated housing with non-strata accessory uses with a maximum density of 0.5 FSR.

Landscaping and Tree Retention

The City's Tree Bylaw, 2022, No. 8888 does not apply to any of the subject sites. Staff encourage applicants to take measures to retain trees on site where possible and to plant new trees where the site plan permits.

Each application has been reviewed for compliance with the City's Tree Policy for the Management of Trees on City Property. The City will work with Applicant to take measures necessary to maintain and preserve existing City trees and shared trees located on both private and City property. The City retains discretion to refuse removal of any tree from City Property. Several applications will have new street trees planted in the public realm as part of the standard bylaw requirements for new construction. Further review of the design and construction of the public realm for each subject site will take place during the subdivision and building permit phases.

PLANNING ANALYSIS

The amendments represent a net increase of one unit being permitted through the rezoning and subdivision. The proposed density is consistent with the OCP and the planned character of the neighbourhood. Each application has been reviewed individually by staff for compliance with the Official Community Plan and other City bylaws and regulations.

The proposed developments will provide appropriate off-site public realm upgrades and service connections consistent with the Subdivision and Development Control Bylaw. In addition to the Subdivision and Development Control Bylaw, all applications are subject to the standard requirements of other City bylaws and policies, including but not limited to, the Street and Traffic Bylaw, Sewerage and Drainage Utility Bylaw, and Tree Policy for the Management of Trees on City Property.

Some applications have notable off-site servicing or infrastructure upgrade requirements to enable the subdivision and future development. These site-specific items are listed below in Table 2. All off-site works and infrastructure upgrades will be secured through legal agreements with the City during the subdivision application process.

Table 2. Development Offsite Servicing Works

Address	Applicant	Notable Offsite Servicing Works
842 East 5 th Street	Inspired Architecture	<ul style="list-style-type: none">Storm main extension is required to connect to storm system
417 West 14 th Street	Bill Curtis and Associates Design Ltd.	<ul style="list-style-type: none">Construction and/or upgrading of sanitary main as required to service the proposed development
245 West 27 th Street	Vernacular Studio Inc.	<ul style="list-style-type: none">Storm main extension is required to connect to storm systemExisting private tree on neighbouring property is located in close proximity to proposed development sidewalk upgrade. Applicant to take measures necessary to maintain and preserve the existing tree

Address	Applicant	Notable Offsite Servicing Works
352 West 15 th Street	Vernacular Studio Inc.	<ul style="list-style-type: none"> Onsite Stormwater Management to meet City's requirements
844 East 6 th Street	Vernacular Studio Inc.	<ul style="list-style-type: none"> Storm main extension is required to connect to storm system
332 East 24 th Street	Robert Blaney Design Inc.	<ul style="list-style-type: none"> Storm main extension is required to connect to storm system
332 West 16 th Street	Armacan Developments Ltd	<ul style="list-style-type: none"> Onsite Stormwater Management to meet City's requirement
652 East 4 th Street	Robert Blaney Design Inc.	<ul style="list-style-type: none"> Storm main extension is required to connect to storm system Existing private tree on neighbouring property is located in close proximity to proposed offsite servicing upgrades. Applicant to take measures necessary to maintain and preserve the existing private and public trees
642 East 6 th Street	Vela Design Build	<ul style="list-style-type: none"> Storm main extension is required to connect to storm system

COMMUNITY CONSULTATION

Each applicant was required to follow the City's procedures for community consultation, which includes a neighbourhood notification (site sign, newspaper ad, and mailed notification to nearby properties). Based on the volume and substance of feedback received during a set comment period of four weeks, the applicant may be asked to host a Virtual Developer Information Session. A summary of the community consultation undertaken for each application, including the Virtual Developer Information Session and a summary of the feedback received, is available in the respective attachment for each application (Attachments # 1 – 15).

The feedback from the community across all the applications is generally similar, with the main themes being:

- concern about increased unit density;
- concern about change in neighbourhood character and streetscape character, and;
- concern regarding issues with vehicle parking on-and off-site.

NO PUBLIC HEARING FOR OCP COMPLIANT RESIDENTIAL DEVELOPMENT

Pursuant to recent Provincial amendments to Section 464 of the *Local Government Act*, which came into force on November 30, 2023, the City must not hold a public hearing on a proposed rezoning bylaw if: an OCP is in place for the subject site; the bylaw is consistent with the OCP; the purpose of the bylaw is to permit a development that is residential; and that residential component is at least half of the gross floor area for the development. Since all of these factors apply to these developments, no public hearing will be held and notices have been published prior to First Reading of the Bylaw, as required by the *Local Government Act*.

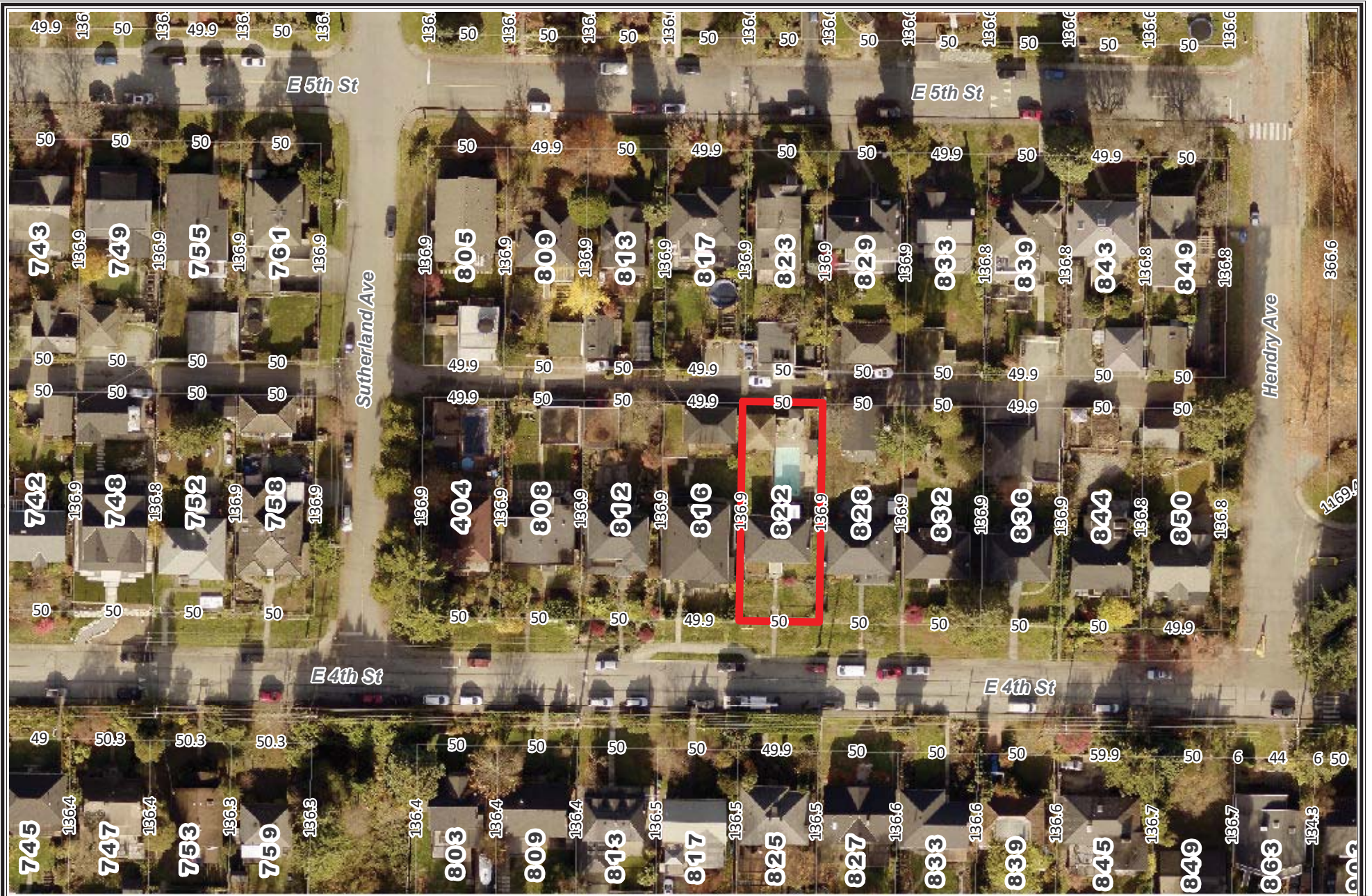
CONCLUSION

These applications have been assessed and are in alignment with the goals and objectives of the Official Community Plan, which are to increase and diversify the residential housing stock within the City. The proposals represent good planning and they create housing opportunities across City neighbourhoods that will support servicing and infrastructure investment, along with the Lonsdale Regional City Centre.

RESPECTFULLY SUBMITTED:



Linden Mulleder
Planner 2



Summary Report on Public Comments Regarding Subdivision Application at 822 E 4th Street

Public Input Period: A site sign was placed and maintained for the mandated public input period of 4 weeks, allowing community members to review and comment on the proposed subdivision application at 822 E 4th Street.

Summary of Comments Received:

1. Concern about Building Height and Views:

- **Resident Feedback:** Multiple residents expressed concerns that the proposed development, despite being permitted for "two stories," actually plans for three stories, including an above-ground basement suite. This height discrepancy is perceived to negatively impact views and exceed the height of neighboring buildings. The development should not exceed the height of adjacent properties.
- **Architect Response:** The zoning bylaw and building height calculation in the City of Vancouver were revised to allow better daylight in basements. The proposed west building's first storey is only 0.44 meters higher than the minimum allowed height in the zoning bylaw, and we matched the east lot building height to the west. This slight increase is within permissible limits and designed to enhance natural light.

2. Neighborhood Compatibility and Density:

- **Resident Feedback:** Residents pointed out that the 800 block of East 4th Street to East 7th Street does not currently have any duplexes or two houses on the same property. There is concern that the new development does not fit the character of the neighborhood and prioritizes developer profit over community interests. The introduction of a duplex is seen as inconsistent with the existing single-family homes in the area.
- **Architect Response:** The proposed development offers affordable, small-scale housing for families. In single-family developments, the majority of property value lies in the land. Subdivision reduces property lot values by 50% compared to full-lot development, making housing more affordable and accessible for families.

3. Traffic and Parking Concerns:

- **Resident Feedback:** The potential increase in vehicles due to legal suites in basements, and the addition of two garages and two carports, raises concerns about increased traffic in the back alley and parking congestion. The development could significantly add to neighborhood traffic and parking issues.
- **Architect Response:** The proposed development includes two off-street parking spaces, compliant with the zoning bylaw. A common issue in single-family developments is the use of garages for storage, leading to

cars being parked on the street. We have addressed this by proposing large dedicated storage spaces below each accessory parking area, encouraging residents to use the provided off-street parking. Additionally, we do not anticipate secondary site tenants will heavily rely on personal vehicles due to the immediate access to rapid bus and public transit services.

4. **Historical and Community Value:**

- **Resident Feedback:** Some residents highlighted the historical significance of the existing house and its contribution to the community's character. There is a sentimental attachment to the property, with mentions of a long-term resident who built and lived in the house since 1957. Preserving the existing structure maintains the neighborhood's historical and community value.
- **Architect Response:** Preserving the neighborhood form and character is a key consideration in new developments. The existing building does not have a recognizable architectural style that significantly impacts the neighborhood's form and character. Therefore, the proposed development aligns with the community's aesthetic standards while introducing modern and sustainable housing solutions.

5. **Affordable Housing and Sustainability:**

- **Resident Feedback:** The existing house serves as an affordable rental for a large family, and its demolition could displace low-income residents. Additionally, there are concerns about the sustainability and environmental impact of demolishing a structurally sound house. Repurposing the current structure could address the need for affordable, multigenerational housing while promoting community sustainability.
- **Architect Response:** The current building's low rent is due to its low quality and poor living conditions, which do not cover the new owner's mortgage. This situation could lead to owner bankruptcy and forced foreclosure of the property. Our development aims to provide high-quality, affordable housing that is financially sustainable for owners and beneficial for the community.

6. **Aesthetic and Architectural Concerns:**

- **Resident Feedback:** The proposed duplex structures are described as "tall square boxes" that are aesthetically displeasing and do not blend with the existing neighborhood architecture. There is a fear of the development becoming an "eye sore." The architectural design should harmonize with the existing neighborhood, potentially through single-family homes with lane carriage homes.
- **Architect Response:** The narrow building width is a natural result of the 50-foot lot subdivision. All new developments undergo review by the planning department and consultation with the advisory design panel if required. This ensures that the architectural design meets community standards and enhances the neighborhood's aesthetic appeal.

7. Zoning and Compliance Issues:

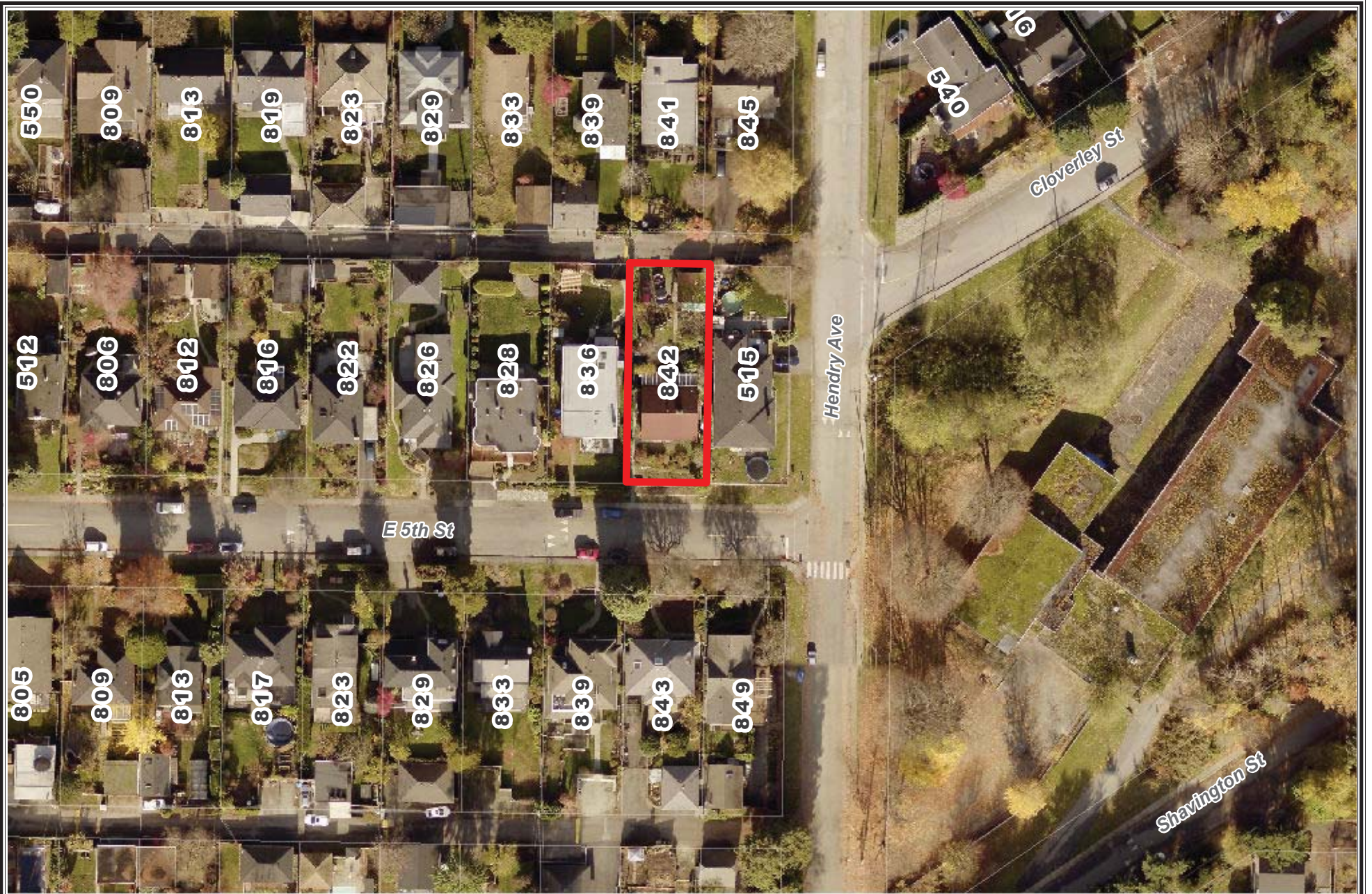
- **Resident Feedback:** The proposed zoning change from RS-1 to RS-2 is seen as a fast-paced adjustment favoring developers. There is also concern about the developer's track record of seeking variances post-construction. The city should maintain RS-1 zoning to preserve neighborhood integrity and ensure compliance with community plans.
- **Architect Response:** The proposed subdivision complies with the City of North Vancouver's Official Community Plan (OCP) and policies. It provides opportunities for younger generations to become homeowners. RS-1 development could potentially force current residents out of the neighborhood, quickly substituting them with a high-income community, contrary to our goal of maintaining diversity and affordability.

No Name Comments:

- **Resident Feedback:** Two comments were received without contact details, both expressing disapproval of the proposal. One emphasized that the development would displace low-income adults, while the other simply suggested rejecting the proposal without further elaboration.
- **Architect Response:** Comments without names lack credibility and are often repetitive submissions from individuals who have already provided feedback. These comments are considered less valuable in the overall assessment.

Architect Conclusion

The proposed subdivision at 822 E 4th Street aims to balance community concerns with the need for modern, affordable housing. By adhering to zoning bylaws, providing adequate parking solutions, and considering neighborhood aesthetics, the development is designed to enhance the quality of life for new and existing residents. While maintaining historical and community values, the project also addresses sustainability and affordability, ensuring long-term community stability and inclusivity.



Summary Report on Public Comments Regarding Subdivision Application at 842 E 5th Street

Public Input Period: A site sign was placed and maintained for the mandated public input period of 4 weeks, allowing community members to review and comment on the proposed subdivision application at 842 E 5th Street.

Summary of Comments Received:

1. Building Height and Massing:

- **Resident Feedback:** One resident expressed concerns that the proposed development appears too tall for the neighborhood, especially given its location on higher ground. There was also uncertainty regarding whether the development consists of two fourplexes and whether parking would be included on-site or on the street.
- **Contact Information Provided:** Yes
- **Architect Response:** The zoning bylaw and building height calculations in the City of Vancouver were revised to allow for better daylight in basements. The proposed west building's first storey is only 0.27 feet higher than the minimum height allowed by the zoning bylaw, and we matched the east lot building height to the west. The top of the plate is 3.08 feet below the maximum allowed height.

2. Parking and Traffic Concerns:

- **Resident Feedback:** Significant concerns were raised regarding the availability of parking, particularly with the upcoming opening of a new school in 2026, which will increase demand for parking in the area. The resident emphasized that parking is already limited and this development could exacerbate the issue.
- **Contact Information Provided:** Yes
- **Architect Response:** The proposed development includes two off-street parking spaces compliant with the zoning bylaw. A common issue in single-family developments is the use of garages for storage, leading to cars being parked on the street. We have addressed this by proposing large dedicated storage spaces below each accessory parking area, encouraging residents to use the provided off-street parking. Additionally, we do not anticipate secondary suite tenants will heavily rely on personal vehicles due to the immediate access to rapid bus and public transit services.

3. Proximity to Neighboring Properties:

- **Resident Feedback:** The adjacent neighbor to the west of the proposed development raised concerns about the proximity of the new structures to their

property line. They were particularly worried about potential impacts on sunlight, the house's foundation, and structural integrity during excavation and construction. Specific questions were asked about geotechnical considerations and measures to protect their shallow basement and old foundation.

- **Contact Information Provided:** Yes
- **Architect Response:** The side yard setback in the RS2 zone is equivalent to that in the RS1 zone. A detailed geotechnical report will be prepared for the proposed development, and a shoring plan will be designed by professional engineers based on the actual neighboring building foundations for the city's review and approval. Additionally, the new building excavation will be conducted under professional engineering supervision.

4. Architectural Design and Aesthetics:

- **Resident Feedback:** A resident commented that the architectural design of the proposed buildings appears basic and does not meet the higher design standards that could enhance the neighborhood's character and appeal. They also questioned the width of the middle bedrooms in the proposed design, asking if they meet the minimum width requirements.
- **Contact Information Provided:** Yes
- **Architect Response:** The narrow building width is a natural result of the 50-foot lot subdivision. All new developments will be reviewed by the planning department from a design point of view and will be consulted with the advisory design panel if required. The smaller middle bedroom in the west building is due to an office on the second level; however, we can easily remove the office to increase the middle bedroom size to accommodate a queen bed with two side tables.

5. Neighborhood Character and Lot Subdivision:

- **Resident Feedback:** One resident highlighted that the proposed development represents a precedent-setting subdivision in the Cloverley area east of Queensbury. They emphasized that there are currently no lots subdivided into 25-foot sections in the area, and the proposed development would be out of character with the rest of the street and neighborhood. The resident argued that the subdivision would lead to increased density rather than affordability and urged the City to reject the plans to preserve the neighborhood's character and larger lot sizes.
- **Contact Information Provided:** No
- **Architect Response:** The city accepted the rezoning and subdivision proposals based on the approved OCP, which resulted from years of in-depth planning

studies within the municipality. You will soon see more subdivisions within this block. The RS1 density and lot coverage are similar to RS2, which will result in smaller housing options, rental suites, and more residential units in the neighborhood. The proposed subdivision complies with the City of North Vancouver's OCP and policies, providing younger generations with the opportunity to become homeowners in their neighborhood. RS1 development could potentially displace the current resident community and replace it with a higher-income demographic, which is contrary to our goal of maintaining diversity and affordability.

Summary of Known and Unknown Responses:

- **Total Known Responses:** 2
- **Total Unknown Responses:** 1

No Name Comments:

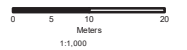
- **Resident Feedback:** One comment was received without contact details, expressing disapproval of the proposal. One emphasized that the development would displace low-income adults, while the other simply suggested rejecting the proposal without further elaboration.
- **Architect Response:** Comments without names lack credibility and are often repetitive submissions from individuals who have already provided feedback. These comments are considered less valuable in the overall assessment.

Architect Conclusion:

The proposed subdivision at 842 E 5th Street seeks to balance modern development needs with neighborhood concerns. While the project adheres to current zoning bylaws, it also provides opportunities for new homeowners in an evolving neighborhood. By addressing issues such as building height, parking, and proximity to existing properties, the design aims to integrate seamlessly with the community. Although some residents have concerns about density and neighborhood character, the proposed development is consistent with the City of North Vancouver's OCP, which prioritizes housing diversity and affordability. The project will continue to be reviewed in collaboration with the city and relevant stakeholders to ensure it meets the highest standards of design, safety, and community integration.

City of North Vancouver
Context Map

417 West
14th Street



DISCLAIMER
 This map was produced on the City of North Vancouver's Geographic Information System. Data provided herein is derived from sources with varying levels of accuracy and detail. The City of North Vancouver disclaims all responsibility for the accuracy or completeness of information contained herein.

GIS Division, Information Technology,
 City of North Vancouver
PLOTTED: 8/18/2014
 SOURCE: Jurimap
 COORDINATE SYSTEM: NAD 83 UTM Zone 18



Bill Curtis & Associates Design Ltd.

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www,billcurtishomedesign.com
e-mail billcurtisdesign@gmail.com

June 12, 2024

City of North Vancouver
141 West 14th street
North Vancouver V7M 1H9
Attention - Ms. Sara Rasooli
Planning Department

Regarding 141 West 14th Street Development Information Session (DIS) Report

I made a “mail drop” to all of the addresses specified by Staff on Saturday morning October 21st, 2023 from 10:00 to 11:00. The mail drop requested that responses to the notification be sent to my office by November 17th 2023 so that they could be forwarded to Staff.

I received none.

The City had amended the requirements for an upcoming DIS. Included in that was that notification in a local newspaper of the event was no longer required. To verify this I contacted the North Shore News and they verified that notice had been published.

Thank you for your consideration,
Bill Curtis

Bill Curtis
& Associates
Design Ltd.

THE EASTVALE CENTER

Bill Curtis & Associates Design Ltd.

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5th Floor, 224 West Esplanade
North Vancouver, B.C. V7M 3M6
Tel. (604) 986-4550 Fax. (604) 986-4555
www.billcurtishomedesign.com
e-mail billcurtisdesign@gmail.com

November 18, 2022

City of North Vancouver
141 West 14th Street
North Vancouver V7M 1H9
Planning Department
Attention Mr. Kyle Pickett

Regarding November 2, 2022 DIS for 450 West 15th Street

The Development Information Session (DIS) was notified to the public by a sign posted on site, two consecutive notices in the North Shore News newspaper and to all of the nearby addresses specified by City Staff. The text of all notifications were approved by Staff.

I hosted a virtual DIS on Zoom on November 2, 2022 from 6:00 to 8:00 PM.

Four people attended the session plus myself.

Two attending were supportive of increased density as a City policy and of this proposal. They are both very aware of new technologies that have positive impacts on building and maintaining buildings. They made several suggestions that could improve the energy performance of the project. They suggested using air source heat pumps including “mini splits” for the suites using electric fireplaces that would help to eliminate the need to service the homes with gas. Other recommendations included using fly ash concrete for foundation work.

Another attending represented the owner and was interested in the suggested improvements to the project that he will relate them to the owner.

Kyle Pickett was the City Staff representative attending.

Another interested respondent emailed me and was sent a link to attend but did not. She had asked how old the house was.

There were respondents not attending who were not so eager to see the proposal proceed.

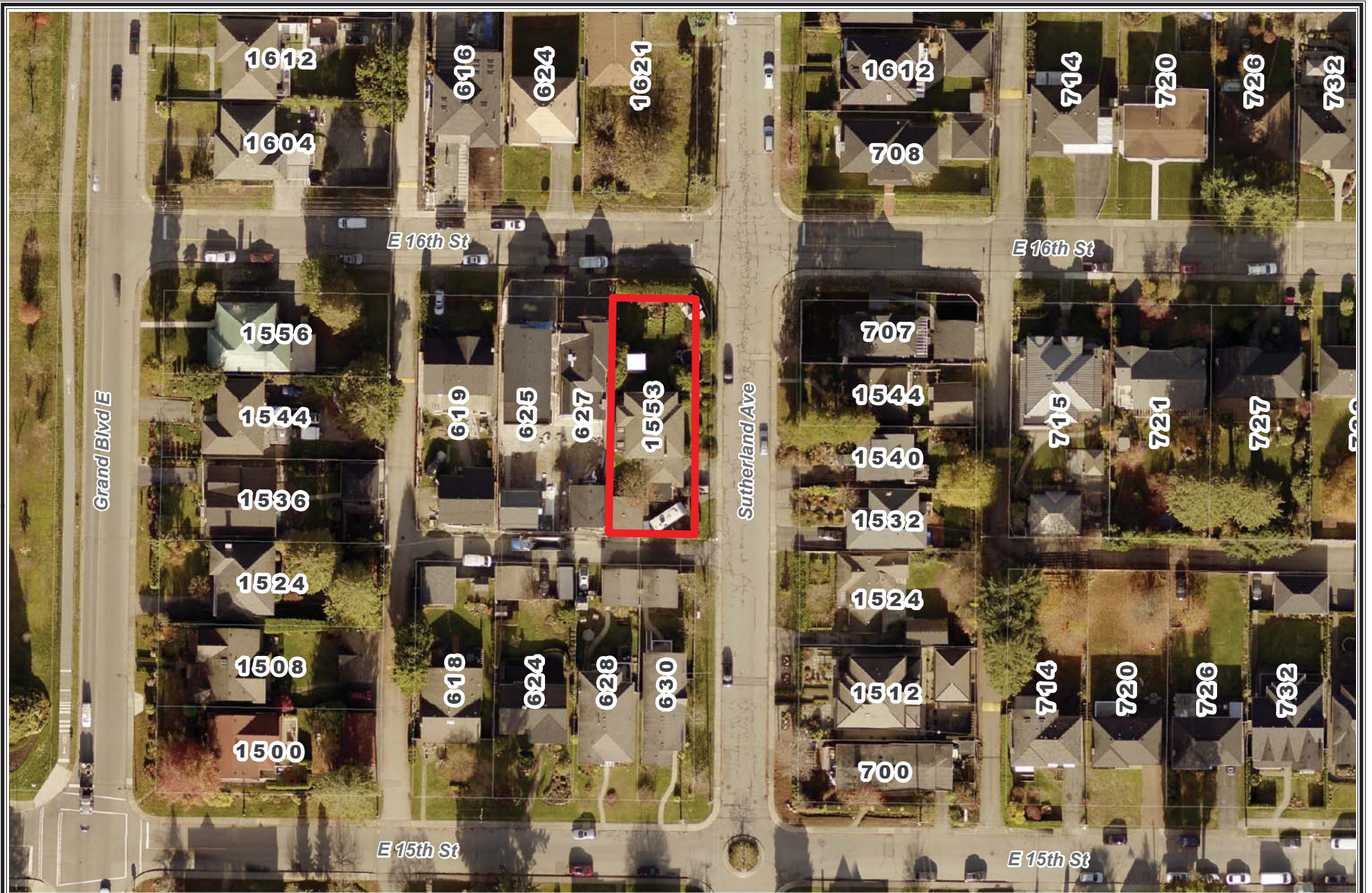
They were supportive of a duplex or triplex, but not of two narrow homes with suites.

They expressed concern that the massing of the new homes will overshadow the neighboring buildings and that they are not consistent with the existing streetscape.

A neighbor is strongly opposed to the creation of two “large” homes on long narrow lots.

Thank you for your consideration,

Bill Curtis



August 26, 2024

RESPONSE TO THE ZONING:

The new RS2 zoning has been in effect since 2018, and this proposal fully complies with the RS2 zoning regulations.

RESPONSE TO THE AFFORDABILITY:

The proposed two-lot subdivisions offer a more affordable alternative compared to a 5,000 to 6,000-square-foot single-family home with a Coach house and a legal Basement Suite. Based on current market trends, most buyers of this housing type tend to be young professional couples with one or two young children, who are unable to afford a \$5,000,000 home. Thus, this development is relatively affordable within the context of the current housing market. Additionally, the province has taken significant measures since 2023 to increase the availability of this type of housing and this proposal aligns with the province's policy.

The subject property measures 7,759 SQ.FT. and based on RS1 including the basement / secondary suite and a coach house a total of 5,400 SQ.FT. can be constructed on this lot. The price of such house in the area would be easily over \$5,000,000 with three families dwelling in it with at least 4 to 6 vehicles. Therefore, smaller houses are more financially accessible to younger families and the number of vehicles is not more than a large house with teenagers, a secondary suite, and a coach house.

MORE HOUSING IS NEEDED IN THE CITY OF NORTH VANCOUVER

"With over 7,700 households paying more than 30% of their income toward shelter costs, and 4,545 households in core housing need, the City is facing a significant housing crisis. Based on CNV's data, nearly three out of four households in core housing need renters (72%), highlighting the importance of a range of affordable options. Seniors, households with only one income earner, recent immigrants and households where at least one person had an activity limitation were more likely to experience core housing need than the general population. An affordability analysis for both owners and renters highlighted the significant gap between median incomes and current housing costs."

-The article cited from The City's Current Housing Needs

RESPONSE TO THE TRAFFIC AND CRIME:

I do not agree with comments about this development will increasing crime and traffic in the area. On the contrary, smaller homes and more young children in the neighbourhood have been proven through empirical studies to make neighbourhoods safer.

RESPONSE TO THE DEVELOPER PROFITABILITY:

It is widely recognized that the construction and development industries are vital pillars of our economy, directly impacting various sectors. Developers assume significant risks during economic fluctuations and are responsible for funding essential municipal amenities, including recreation centers, sidewalk improvements, street lighting, park enhancements, bicycle paths, and municipal utility services.

RESPONSE TO THE NEIGHBORHOOD CHARACTER:

Character defining of Grand Boulevard

Grand Boulevard's development and architectural style can be divided into 4 periods since its planning and design inception in 1906.

The First Period [1906-1914]

The original houses on Grand Boulevard were built between 1909 and 1914, until the outbreak of war. This period can be considered as the height of good test and craftsmen for houses to conform to an earlier age. The houses exhibit an unusual blend of styles including, Tudor Revival, Queen Ann Revival, British Arts and Crafts, and even one Chalet-stylistic. All of them were two and two-and-half stories. These large homes were symbolic of the influence of those who first populated the area, demonstrating their status and prestige in the community.

The Second Period [1918-1929]

After the end of WWI until the Great Depression in 1929, and before WWII, smaller scale one and one-half-storey houses were commonly built. Typical of the 1920s, were the Cottage-style, and traditional styles that were built on the remaining vacant lots, though often followed an architectural style. One can observe by viewing houses of this period a slight economic downfall of the City due to post-WWI conditions.

The Post-World War II [1945-19608]

Soon after the end of the war in 1945, there was a surge in housing majority of which were characterized as more modest and small-scale Cape Cod-style often one-storey, built with poor craftsmanship.

The Post-Vancouver Expo Boom to Current

In this period, the architectural styles varied from Craftsman-revival to modern, and many of the houses of the post-war period were extensively renovated or added on. Introducing new zoning also encouraged homeowners to build larger houses on their lot. The significance of this period can be characterized as **No-style** or a **blend of All-style**. This development pattern continues to date.

Once again affluent people found Grand Boulevard a desirable location to reside. Consequently, older houses not classified in the City's heritage inventory are purchased and speculated to build the maximum floor area on the lots.

Vancouver continues to attract people from around the world from the late 1980s through the present time. Mass immigration and population growth can be noted as the most important factors for soaring housing prices which is making housing less affordable for most people in the City of North Vancouver.

THIS PROPOSAL

The character of the neighborhood will remain predominantly single-family, albeit with smaller houses. This represents a gentle intensification, reflecting a natural trend in the evolution of our urban landscape as it occurred since 1904 onwards.

Grand Boulevard Heritage

Grand Boulevard Heritage character is only comprising houses facing Grand Boulevard, not the side streets. Furthermore, the City has no design and planning guidelines for Grand Boulevard as of yet. Therefore, the design character of the neighbourhood is still undefined.

A handwritten signature in blue ink, appearing to read 'Mehrdad Rahbar'.

Mehrdad Rahbar, Vernacular Studio Inc.

COMMENTS FROM TWO COMMUNITY MEMBERS FOR 844 EAST 6TH STREET DEVELOPMENT

Comments on RS-1 to RS-2 Rezoning Application at 844 E 6th St Received by the City – August 12, 2024

Like:

Suggestion/change: I Feel this project is overstretching the size of the lot .. 4 residents in a small lot changes the amount of traffic, parking, and worst darkens the other side of the street and limits privacy for the other side of the street there is literally no lawn no mention of a garage i totally disapprove of this application and hope you will reconsider possibly a home and a couch house would make more sense for the size of this lot.

Best described as: I live in the City of North Vancouver

Contact:

Email:

Phone:

Like:

Suggestion/change: I oppose the proposed rezoning of 1533 Sutherland Ave. To the best of my knowledge these would be the first 25 ft wide lots built in the Grand Boulevard area. Based solely on personal observation most newly built houses in the area consist of one larger house and a laneway house. This larger style of housing is more conducive to family living than the long and narrow housing proposed in this application and would allow for more backyard in which to conduct family activities. The proposed houses with rental suites will more than double the current occupancy of 1533 Sutherland Ave and potentially the number of motor vehicles will similarly be increased. The proposal provides inadequate off-street parking thereby increasing street parking on E16th St and Sutherland Ave. This will contribute adversely to already congested traffic on Sutherland Ave. before and after Sutherland Secondary School is in session.

Best described as: I live AND work in the City of North Vancouver

Contact:

Email:

Phone:

Like: Nothing

Suggestion/change: Subdividing a 52ft lot ! So two 26ft wide lots seems a bit narrow for Grand Boulevard. Also the house design does not fit in with the houses in the neighborhood.

Best described as: I live in the City of North Vancouver

Contact:

Email:

Phone:

Like:

Suggestion/change: I am not in favor of the proposal to rezone 1553 Sutherland Ave.

Best described as: I live in the City of North Vancouver

Contact:

Email:

Phone:

Like: This proposal is not appealing; there is nothing to like. This proposal should be REJECTED OUTRIGHT as the architectural package submitted is NOT for the subject property.

Suggestion/change: This proposal should be REJECTED OUTRIGHT as the architectural package submitted is NOT for the subject property. It looks almost exactly like every other one they have proposed; 1036 Grand Boulevard, 412 East 11th Street, 462 East 11th Street, 442 East 16th Street, 509 East 6th Street and to a degree, 540 West 21st Street. It's not "Vernacular"; it's "Costco-ular"! Bulk, cookie-cutter, boring. The "architect" needs to add some more varied shapes to his drawing tool. The proposal is so cookie-cutter, the developer even failed to put the correct information on the cover page!! Document Name: PLN2023 00007 1553 Sutherland Architectural Drawings.PDF Cover page details: HOMES ON SIXTH STREET 509 EAST 6th STREET, NORTH VANCOUVER Legal Address: LOT 11, BLOCK 36A , DL. 550, PLAN 1904 PID: 013-021-079 OWNER: BAYRACK DEVELOPMENT APPLICANT: VERNACULAR STUDIO INC This proposal should be REJECTED OUTRIGHT as the architectural package submitted is NOT for the subject property. This developer is once again applying a very lucrative development model, offering the City very little in return. The developer is proposing to convert an entirely adequate SFH into two duplex with absolutely zero architectural creativity. Similar look, shape, feel, choice of materials and finishes, regardless of

location or context. This proposal is one block abutting the Boulevard Heritage Character Area. If the integrity of the HCA is to be maintained, having two slivers of houses adjacent to it would certainly make a well-defined, but poor choice of border. Essentially, the developer purchases a lot, demolishes a viable house, recovers their costs buy selling the first of the split lot for more than the purchase and takes the second for pure profit. The very least they can contribute back to the community, beyond house one more family and an individual in basement suite is something more aesthetically pleasing. How long before every block in the City has a split-lot "Vernacular Special" ?

Best described as: I live AND work in the City of North Vancouver

Contact:

Email:

Phone:

Like: Nothing

Suggestion/change: One primary residence and One lane house would be reasonable for this size property. Infrastructure will not be able to handle the quad dividing of all these single family houses. There is already busy traffic, busy roads, and increased crime and more problems. It is destroying the character of the neighbourhood.

Best described as: I live in the City of North Vancouver

Contact:

Email:

Phone:

Like: Nothing

Suggestion/change: One primary residence and One lane house would be reasonable for this size property. Infrastructure will not be able to handle the quad dividing of all these single family houses. There is already busy traffic, busy roads, and increased crime and more problems. It is destroying the character of the neighbourhood.

Best described as: I live in the City of North Vancouver

Contact:

Email:

Phone:

This email originated from outside of CNV. Don't click links or open attachments unless you trust the sender and know the content is safe. Unsure? Report it with the Outlook Phish button.

Hello,

I sent comments about this property in the portal but I am concerned that the broader issues in the neighborhood are not being addressed and further subdivisions should be handled appropriately so that our neighborhood doesn't become even less affordable than it already is. My comments relate in general to subdivisions and I'm curious as to how the City plans on addressing my concerns?

Below are the comments I shared. Sharing these comments with the applicant is somewhat irrelevant since they are a developer that likely don't plan on living in our community and likely have a profit focus in mind.

The proposal should be changed to a single family home and should not subdivide the property. Subdividing properties in the neighborhood is exacerbating affordability issues and density concerns.

The continuous subdivision of properties has made the neighborhood less affordable for families as properties for sale are promoted with the potential for subdivision. This artificially inflates the price of a property and makes the target market for properties, developers. Developers have cheaper access to capital making it impossible for families to compete. Subsequent properties built on the subdivided properties are then inflated in price (ex. The neighbor on 16th is selling a subdivided property for over \$3 million) and does not make the area more affordable.

Furthermore, our neighborhood is already dealing with immense traffic issues on Grand Boulevard, Sutherland, and Hendry and adding two homes with two rental units will further increase density at a time where we don't have the infrastructure to support it.

Isidora Calla

Like: Nothing

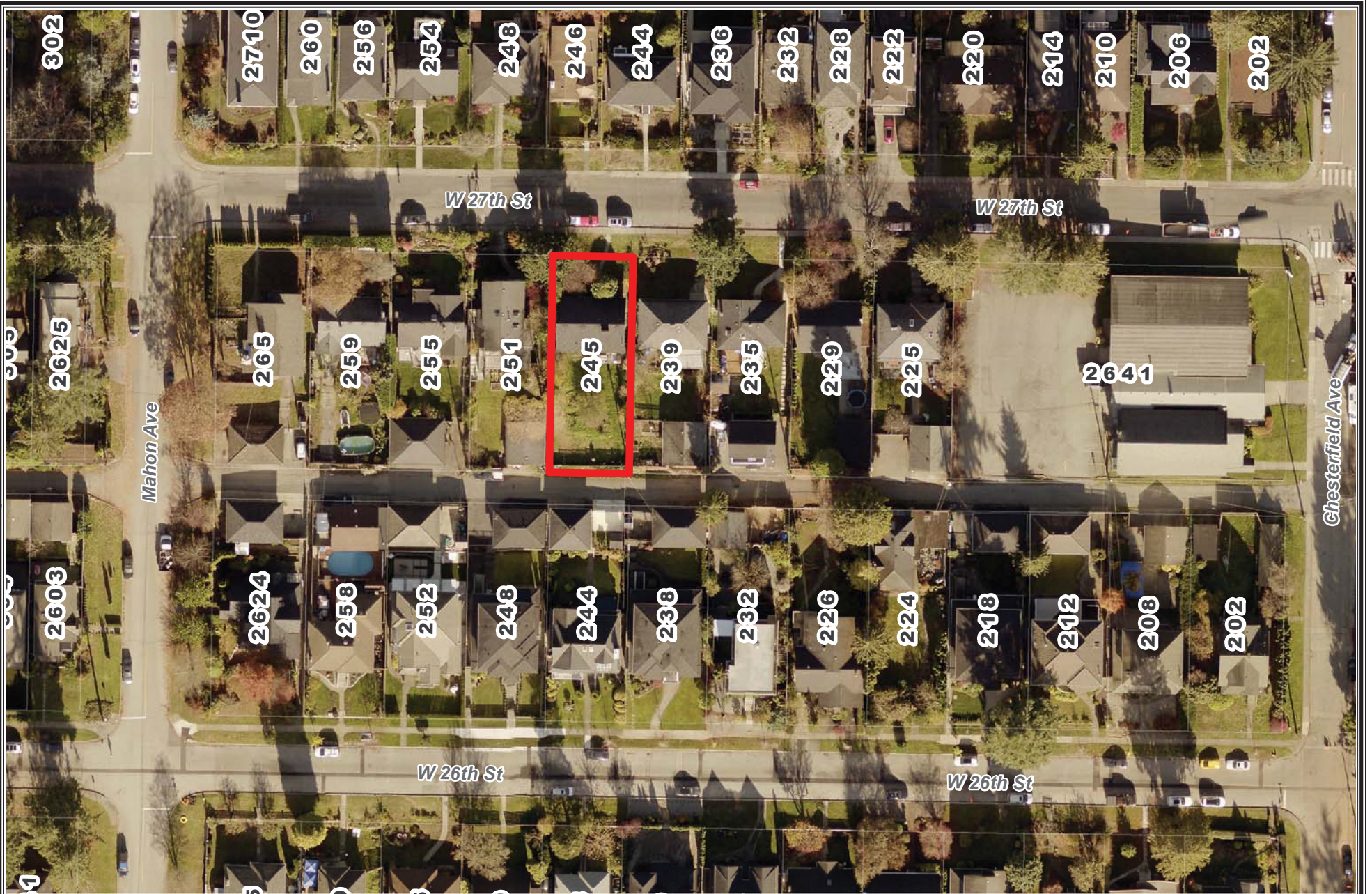
Suggestion/change: The proposal should be changed to a single family home and should not subdivide the property. Subdividing properties in the neighborhood is exacerbating affordability issues and density concerns. The continuous subdivision of properties has made the neighborhood less affordable for families as properties for sale are promoted with the potential for subdivision. This artificially inflates the price of a property and makes the target market for properties, developers. Developers have cheaper access to capital making it impossible for families to compete. Subsequent properties built on the subdivided properties are then inflated in price (ex. The neighbor on 16th is selling a subdivided property for over \$3 million) and does not make the area more affordable. Furthermore, our neighborhood is already dealing with immense traffic issues on Grand Boulevard, Sutherland, and Hendry and adding two homes with two rental units will further increase density at a time where we don't have the infrastructure to support it.

Best described as: I live AND work in the City of North Vancouver

Contact:

Email:

Phone:



RESPONSE TO THE COMMENTS FOR 245 WEST 27th STREET DEVELOPMENT BY THE APPLICANT

August 26, 2024

We've received only 3 comments. All three were supportive of the proposal. One of the respondents had a comment about the building setbacks. Following is our response:

RESPONSE TO THE ZONING:

The new RS2 zoning has been in effect since 2018, and this proposal fully complies with the RS2 zoning regulations.

BUILDING SETBACKS:

1. Front Setback: The minimum setback in the new zoning regulations is 15 feet. Therefore, this proposal complies with the current zoning requirements.
2. Parking Requirements: The same zoning requires one parking space per unit, and we have provided four parking spaces for the four units.
3. Sideyard Setback: A 4-foot setback is required for the side yards, and allowing for circulation leaves no space for landscaping.



Mehrdad Rahbar, Vernacular Studio Inc.

COMMENTS FROM THREE COMMUNITY MEMBERS FOR 245 WEST 27th STREET DEVELOPMENT

3 Comments on RS-1 to RS-2 Rezoning Application at 245 West 27th St Received by the City

1

Like: Can see other projects already completed and the design work by the company looks modern and clean. Landscaping is thoughtful and considers water restrictions.

Suggestion/change: Not comfortable with the setback from the road and sidewalk. It's quite forward from existing neighbourhood setbacks and will change the look of the street. Density also brings parking challenges and would like data on how it affects existing property values. No greenery or considered separation from neighbours with suite access running between existing houses and new build.

Best described as: I live AND work in the City of North Vancouver

2

Like: as the gov of BC has still to share their detailed plan on how the municipalities are to implement their ideas for increased density (per single family lot), this moves CNV more in line with what is already happening in Vancouver.

Suggestion/change: I like the concept and would think that 25' lots would make a lot more affordable options and allow people to still move and stay on the North Shore. It will also give elders an additional boost on property values. Parking is a primary issue and each lot or home should certainly have at least 2 off street spots.

Best described as: I live AND work in the City of North Vancouver

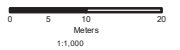
3

Like: I like them better then the eye sore right now . We live close by and I'm tired of seeing houses that seriously need torn down rented instead . We need more housing and this is the way to go.

Suggestion/change:

Best described as: I live in the City of North Vancouver

352 West 15th
Street



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GIS Division, Information Technology,
 City of North Vancouver
PLOTTED: 8/18/2014
 SOURCE: Jurimap
 COORDINATE SYSTEM: NAD 83 UTM Zone 18





SUMMARY REPORT OF VIRTUAL DEVELOPMENT INFORMATION SESSION

April 10, 2023

Sara Rasooli, Planning Assistant
City of North Vancouver
141 West 14th Street
North Vancouver, BC, V7M 1H9

Re: 352 West 15th Street, Rezoning

Location: Meeting was waived

Host: None

Development Team:

Marie F. Del Borrello, Vernacular Group
Mehrdad Rahbar, Vernacular Group

CNV Representative

Sara Rasooli

Residents attended:

None

Received Comments:

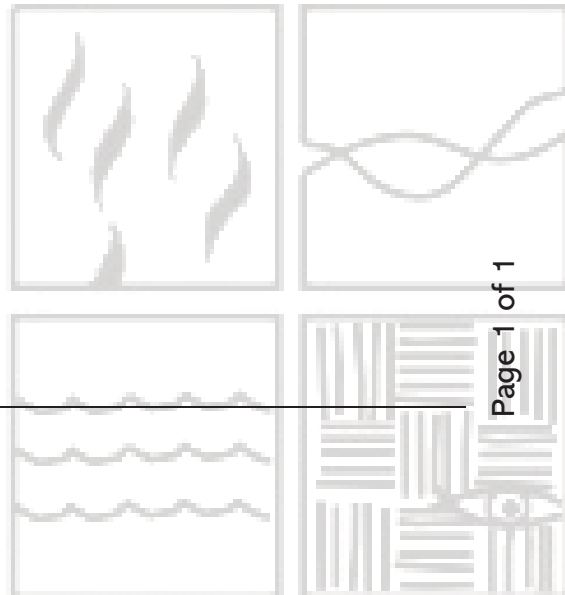
None

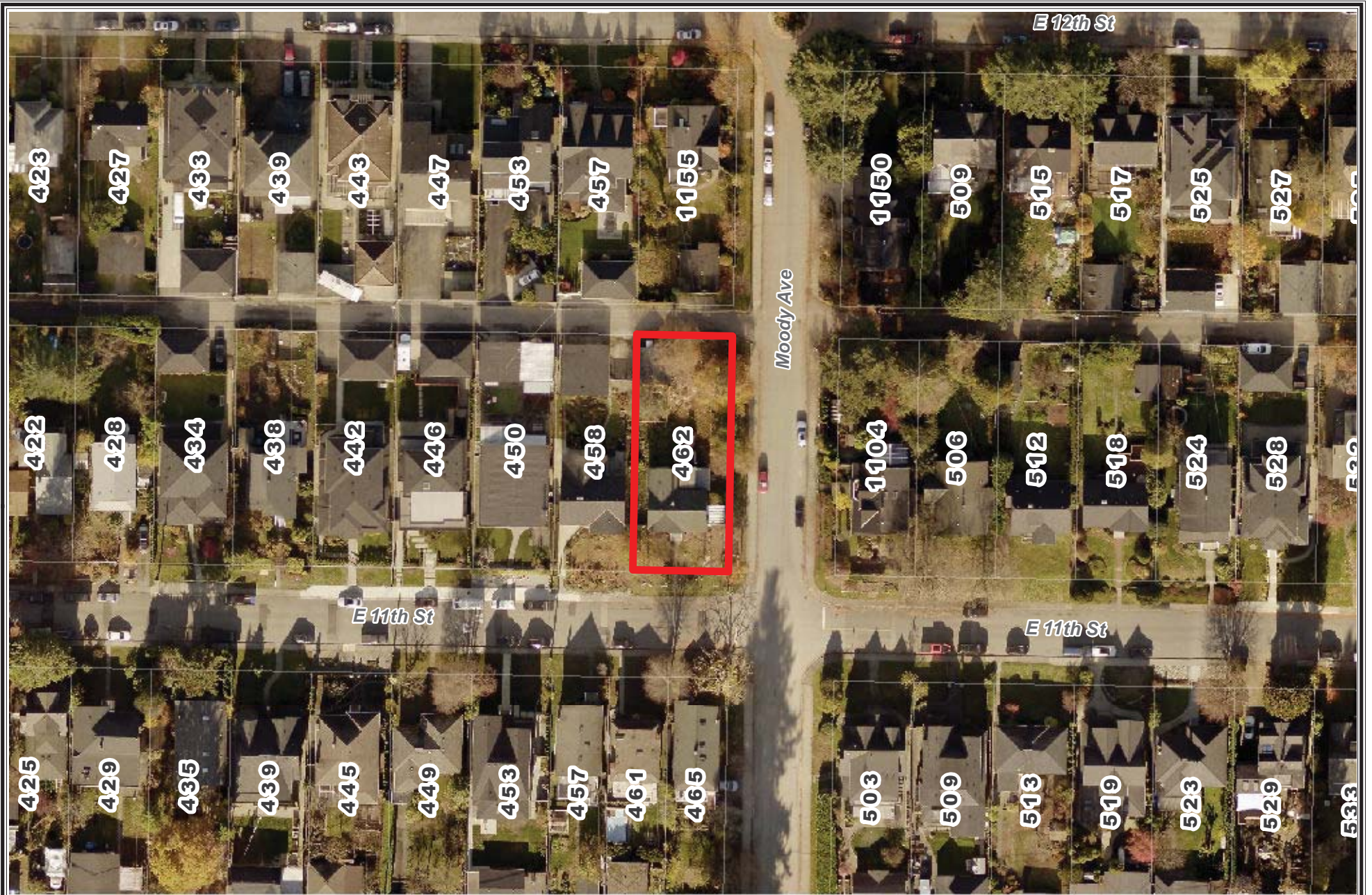
The site sign was installed on August 19th through September 30th, 2023 (40 days)
During the 40 days, we received no comments.

Please see attached.

VERNACULAR GROUP

Marie F. Del Borrello







March 28, 2023

Linden Maultsaid-Blair, Planner
City of North Vancouver
141 West 14th Street
North Vancouver, BC, V7M 1H9

Re: 462 East 11th Street, Rezoning

Location: Virtual Zoom Room
Host: Vernacular Group

Development Team:

Marie F. Del Borrello, Vernacular Group
Mehrdad Rahbar, Vernacular Group

CNV Representative

Linden Maultsaid-Blair

Residents Attended

Seven (7)

The meeting was held on the zoom platform hosted by the applicant, Vernacular Group March 9th, 2023, between 6:00 PM. and 8:00 PM.

Seven residents attended the virtual meeting. The undersigned hosted the meeting and Mehrdad Rahbar presented the proposal in detail then answered the residents' questions. In addition, Mr. Maultsaid-Blair of the City of North Vancouver answered to some of the residents' questions relating to City policies and Zoning.

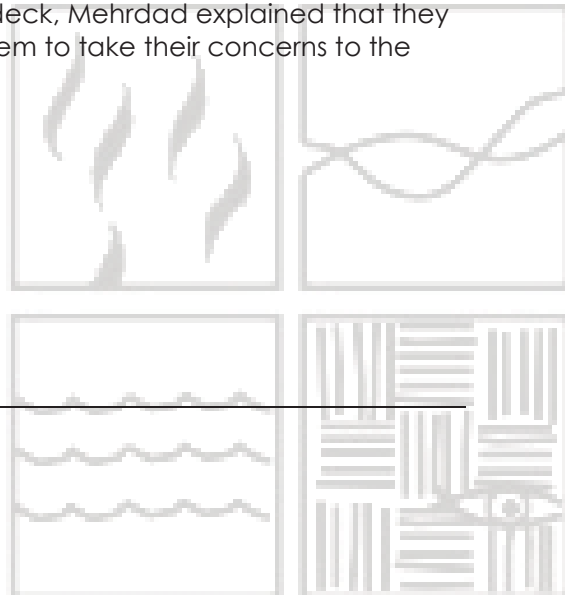
Three opponents of the proposal who lived in the neighbourhood were mainly against RS2 Zoning. One of the residents supports the RS2 Zoning but does not support the project design. A resident suggested to build two coach houses and keep the existing house. Also preferred to have a duplex instead of two single-family houses. The other concerns included, Modern design, street character, street parking, density, roof decks, tree retention, rat infestation from the subject property and environmental sustainability.

Mehrdad explained the cost and market value of large Single-family houses in North Vancouver. He further alluded a large Single-family house having a larger secondary Suite and a coach house would perhaps be even more vehicles on the property. He also explained that the street is not considered as a heritage character street. Regarding the roof deck, Mehrdad explained that they are in compliance with RS2 zoning nonetheless, he reassured them to take their concerns to the owner.

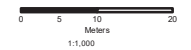
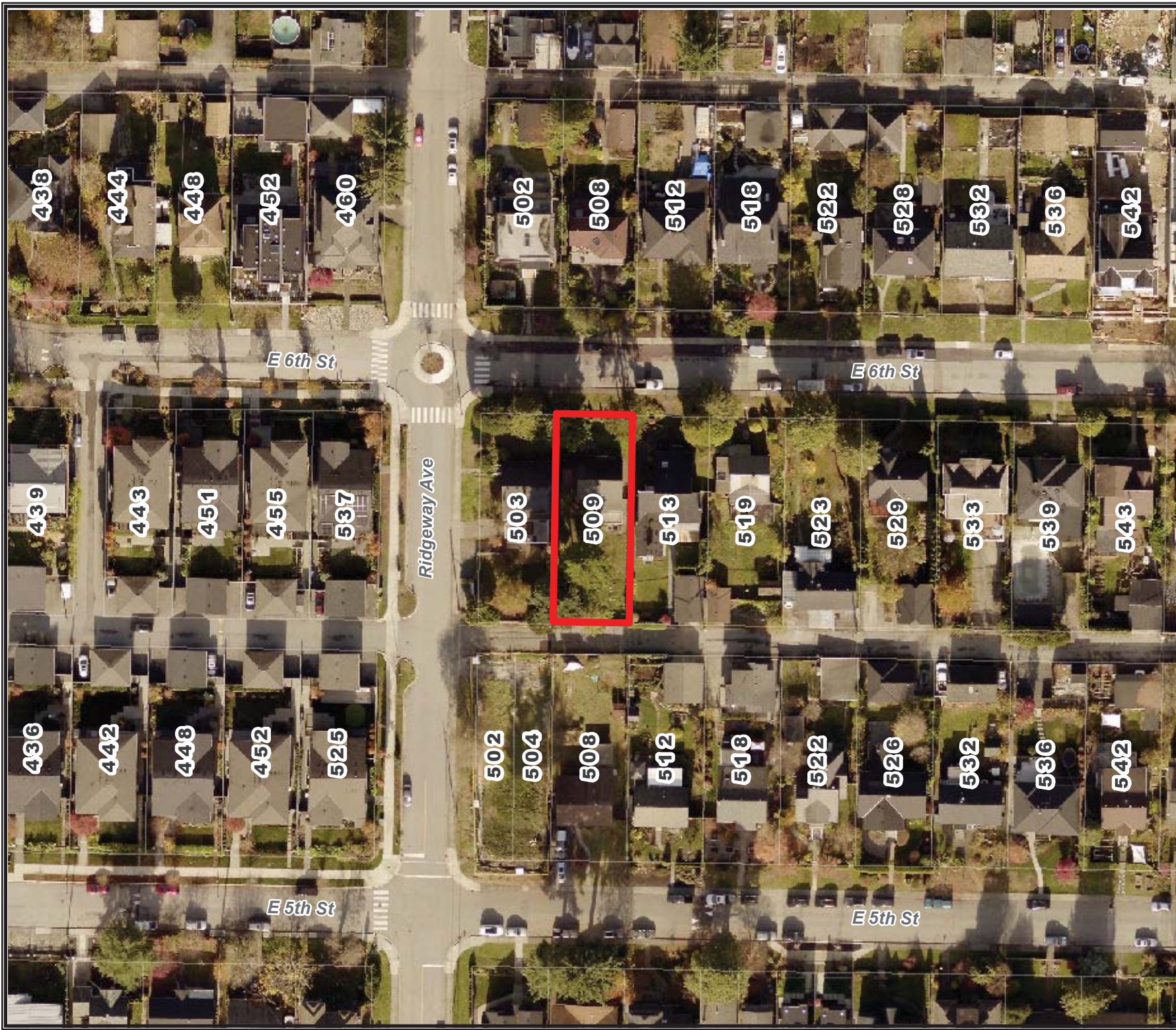
Please see attached comments from some of the residents.

VERNACULAR GROUP

Marie-France Del Borrello



509 East 6th Street



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GIS Division, Information Technology,
City of North Vancouver
PLOTTED: 8/19/2014
SOURCE: Jurimap
COORDINATE SYSTEM: NAD 83 UTM Zone 18





SUMMARY REPORT OF VIRTUAL DEVELOPMENT INFORMATION SESSION

May 15, 2023

Sara Rasooli or Parinaz Askarian
City of North Vancouver
141 West 14th Street
North Vancouver, BC, V7M 1H9

Re: 509 East 6th Street, Rezoning

Location: Virtual Zoom Room
Host: Vernacular Group

Development Team:

Marie F. Del Borrello, Vernacular Group
Mehrdad Rahbar, Vernacular Group

CNV Representative

Huy Dang

Residents attended:

Two (2)

The meeting was held on the zoom platform hosted by the applicant, Vernacular Group, April 25th, 2023, between 6:00 PM. and 8:00 PM.

Two residents attended the virtual meeting. The undersigned hosted the meeting and Mehrdad Rahbar presented the proposal. In addition, Mr. Huy Dang of the City of North Vancouver was present to answer any questions relating to City policies and Zoning.

During his presentation, in addition to the proposed rezoning, Mehrdad also explained the cost and market value of an alternative large Single-family houses in North Vancouver is becoming more and more *unaffordable* for younger families. He further alluded a large Single-family house having a larger secondary Suite and a coach house perhaps would be way more expensive for young buyers.

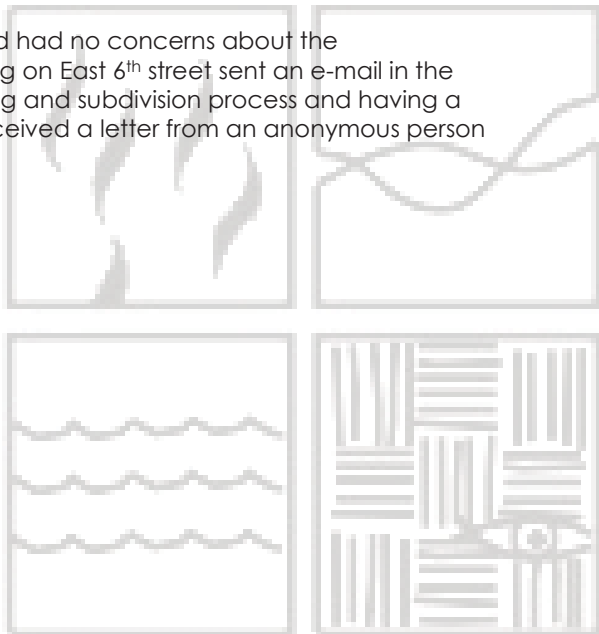
Regarding tree retention and removal strategy, Mehrdad explained that the proposal includes retaining of three trees in front of the property and removal of five trees in the rear of the property to accommodate for two enclosed garage buildings and two Car pads. He further elaborated that the new development of two single-family homes also faces a topographic challenge. Currently, a three-foot-high stone retaining wall exists along the rear property line between the lane and 509 East 6th. Thus, all five trees are located at least two feet higher than the existing Lane elevation.

During the presentation the attendees did not ask any questions and had no concerns about the development and rezoning of the property except one resident living on East 6th street sent an e-mail in the following days expressing his concerns about the duration of rezoning and subdivision process and having a fenced empty lot on the street for a long period of time. We also received a letter from an anonymous person stating her or his concern about tree retention. (Please see Annex 2)

Please see attached appendices 1 & 2.

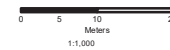
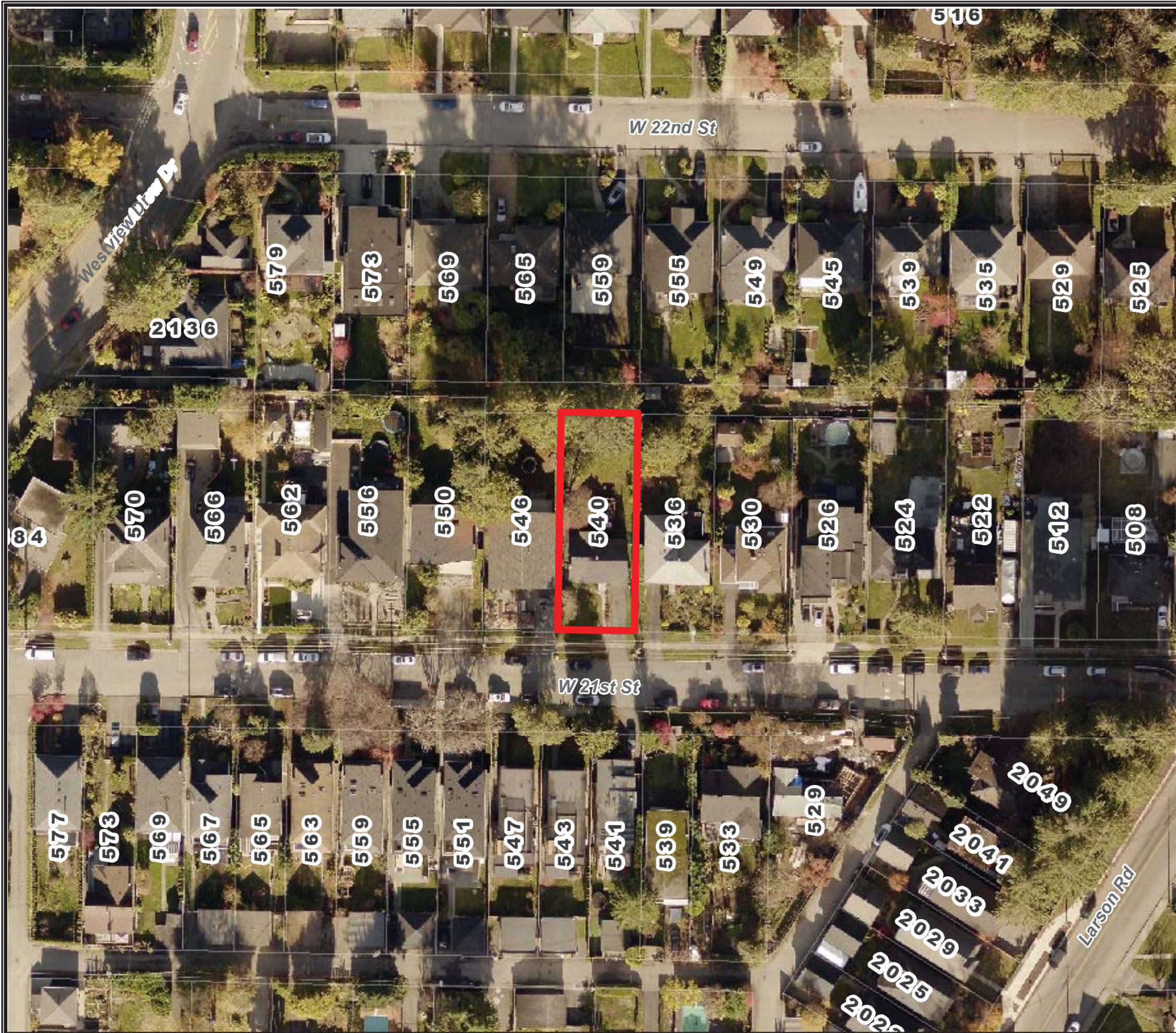
VERNACULAR GROUP

Marie F. Del Borrello



City of North Vancouver
Context Map

540 West
21st Street



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GIS Division, Information Technology,
 City of North Vancouver





SUMMARY REPORT OF VIRTUAL DEVELOPMENT INFORMATION SESSION

February 28, 2023
David Johnson, Development Planner
City of North Vancouver
141 West 14th Street
North Vancouver, BC, V7M 1H9

Re: 540 West 21st Street, Subdivision and Rezoning

Location: Virtual Zoom Room
Host: Vernacular Group

Development Team:

Marie F. Del Borrello, Vernacular Group
Mehrdad Rahbar, Vernacular Group

CNV Representative

David Johnson, City of North Vancouver

Residents attended:

Lenore
Mimmie – (Michelle)
Peter
Mutsumi Bistricky
Emma
Belinda Co
Lucas

The meeting was held on the zoom platform hosted by the applicant, Vernacular Group on February 9th, 2023, between 6:00 PM. and 8:00 PM.

During virtual meeting 7 residents attended on video. The undersigned hosted the meeting and Mehrdad Rahbar presented the proposal in detail then answered the residents' questions. In addition, Mr. Johnson of the City of North Vancouver answered to some of the residents' questions relating to City policies and Zoning.

All 4 opponents of the proposal were against RS2 Zoning, also were concerned about street parking and traffic on the street. We also received their comments by e-mail. One resident did not attend but sent the comment form (see attached).

Mehrdad explained about the cost and market value of large Single-family houses in North Vancouver. He further alluded a large Single-family house having a larger secondary Suite and a Coach House, there would perhaps be even more vehicles on the property.

There were also 4 residents who were in support of the proposal but did not speak however two of them e-mailed us their comment forms. One resident did not attend but sent the comment form (see attached).

One resident was concerned about the large cedar tree in the rear of the property. Mehrdad reassured her that the tree will be retained and protected during construction.

Marie F. Del Borrello

RESPONSE TO THE COMMENTS FOR 844 EAST 6TH STREET DEVELOPMENT BY THE APPLICANT

August 22, 2024

RESPONSE TO THE ZONING:

The new RS2 zoning has been in effect since 2018, and this proposal fully complies with the RS2 zoning regulations.

PERMEABILITY:

Ninety percent of the walkways in the proposal will be permeable, utilizing prefabricated pavers set in gravel. (referred to the Landscape Plan)

RESPONSE TO THE AFFORDABILITY:

The proposed two-lot subdivisions offer a more affordable alternative compared to a 5,000 or 6,000 square-foot single-family home with a secondary suite and a legal Basement Suite. Based on current market trends, most buyers of this housing type tend to be young professional couples with one or two young children, who are unable to afford a \$5,000,000 home. Thus, this development is relatively affordable within the context of the current housing market. Additionally, the province has taken significant measures since 2023 to increase the availability of this type of housing.

RESPONSE TO THE LANDSCAPING:

We appreciate your feedback regarding landscaping. Our updated planting list includes replacing traditional grass species and lawns in the boulevard with pollinator plants to enhance biodiversity (referred to the revised Landscape Plan). Examples of pollinator plants include:

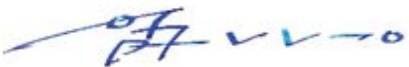
- Native wildflowers such as coneflowers, black-eyed Susans, milkweed, and goldenrod.
- Culinary herbs like lavender, thyme, sage, and mint.
- Annuals including zinnia, portulaca, marigold, bidens, and alyssum.

RESPONSE TO THE DEVELOPER PROFITABILITY:

It is widely recognized that the construction and development industries are vital pillars of our economy, directly impacting various sectors. Developers assume significant risks during economic fluctuations and are responsible for funding essential municipal amenities, including recreation centers, sidewalk improvements, street lighting, park enhancements, bicycle paths, and municipal utility services.

RESPONSE TO THE NEIGHBORHOOD CHARACTER:

The character of the neighborhood will remain predominantly single-family, albeit with smaller houses. This represents a gentle intensification, reflecting a natural trend in the evolution of our urban landscape.



Mehrdad Rahbar, Vernacular Studio Inc.

Comments on RS-1 to RS-2 Rezoning Application at 844 E 6th St Received by the City – August 12, 2024

- 1- *Like: I do not like this proposal. It is not in keeping with the style in the neighbourhood. Most of the lot will be covered with impermeable surfaces and the proposed landscaping does not address biodiversity and support wildlife. There are no 25' lots east of Queensbury. This would set a precedent in the area. This is not about affordable housing but rather about density: this lot sold for about 1.6 million. Once subdivided each lot is worth approximately 1.3 million. Factor in construction costs at an average of \$400 to \$500 per square foot and each house proposed would cost around 1 million which means that each 25' property would have to be sold for over 2.3million. So this is not about affordability but density.*

Suggestion/change: Do not divide the property into 2 - 25' lot. Build a smaller house and possibly a coach house on the property. Put in appropriate landscaping to support biodiversity and plant trees to help cool the buildings in summer and warm them in winter.

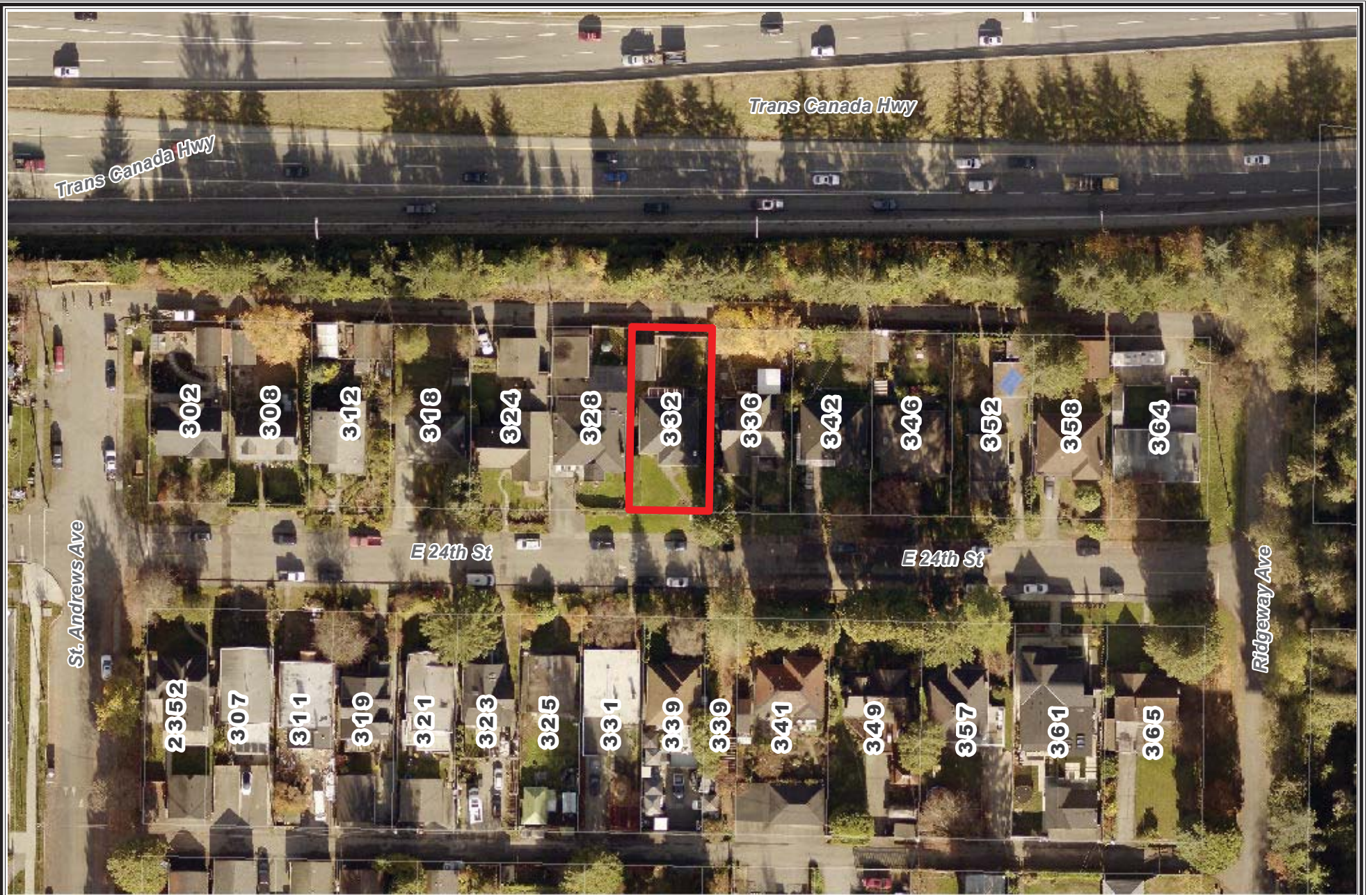
Best described as: I live in the City of North Vancouver

Email: lygcwebsite@gmail.com

- 2- *Like: Very little. Understand the need for higher density overall but this can be achieved in a way better in keeping with the character of the neighbourhood.*

Suggestion/change: We live across the lane to the North. Strongly OPPOSED to this zoning change. This is NOT in keeping with the character of the neighbourhood and not what we signed up for when we moved here in 2017. It's too high and 2 separate buildings are not appropriate. Should be a single home with legal suite as others have done. Seems like an attempt to maximise profits by the builder.

Best described as: I live in the City of North Vancouver



ROBERT BLANEY

DESIGN

July 12 - July 31, 2024

Parinaz Askarian, Planning Assistant
City of North Vancouver
141 West 14th Street
North Vancouver, BC, V7M 1H9

322 East 24th Street - Rezoning Application RS1 to RS2

Location: CNV Virtual Platform for Pubic Feedback - July 12th - July 31th, 2024

Host: Robert Blaney Design Inc.

The Virtual Development Information Session was held on CNV Website on July 12th - June 30th, 2024. The Virtual Information Session was hosted by Robert Blaney Design Inc., who is also the applicant.

There were 4 neighbours who left comments. The project was displayed online in detail of the design.

The comments we received back from the residents/neighbours expressed their parking concerns.

Our response is this project has been designed to the OCP and Bylaw permitted building practices without any requested variances. Whether it be a duplex with suites or the proposed rezoning, they all demand the same parking needs for two families living on each side. This project is providing 1 parking space per unit, which meets the requirements. Furthermore, City requirements for parking are changing.

The application does fit into the city's current OCP and zoning requirements. RS-1 to RS-2 zoning provides individualised living and separate titles rather than a duplex where stratas apply. Large one unit homes are too big and too expensive for the average home buyer. This is a creative solution

Robert Blaney is committed to designing neighbourhood appropriate homes keeping the existing feeling of single family residences but with a modernised aesthetic. Smaller homes can still be aesthetically pleasing. There are many gorgeous streets on the West and East end of Vancouver that boast beautiful rows of narrow homes.

Robert Blaney

Robert Blaney Design Inc.

5465 Patricia Bay Highway | Victoria, BC | V8Y 2N9
604.626.6020 | robertblaneydesign.com | admin@robertblaneydesign.com



ROBERT BLANEY

DESIGN

November 20, 2023
Kyle Pickett, Planning Assistant
City of North Vancouver
141 West 14th Street
North Vancouver, BC, V7M 1H9

332 W 16th Street - Rezoning Application RS1 to RS2

Participants:

- Robert Blaney - Robert Blaney Design Inc.
- Shannon Lamontagne - Robert Blaney Design Inc.
- Kyle Pickett - City of North Vancouver Planner
- Neighbours/Residents - mailed feedback to CNV
- Neighbours/Residents - emailed feedback to CNV

The Public Input period was held for a little more than 4 weeks, from the third week in September until October 22, 2023.

The feedback received during the Public Input Period was from the neighbouring properties, which seemed to all support the design. One stating that two small homes blend in more nicely to the neighbourhood than a duplex. Another neighbour welcomes the new construction project, saying it 'will remove the abandoned house and restore the good looks of the neighbourhood'. Parking is a concern for some of the neighbours. There was another comment which opposed a suite. Another neighbour has requested the cherry tree to stay in the front yard.

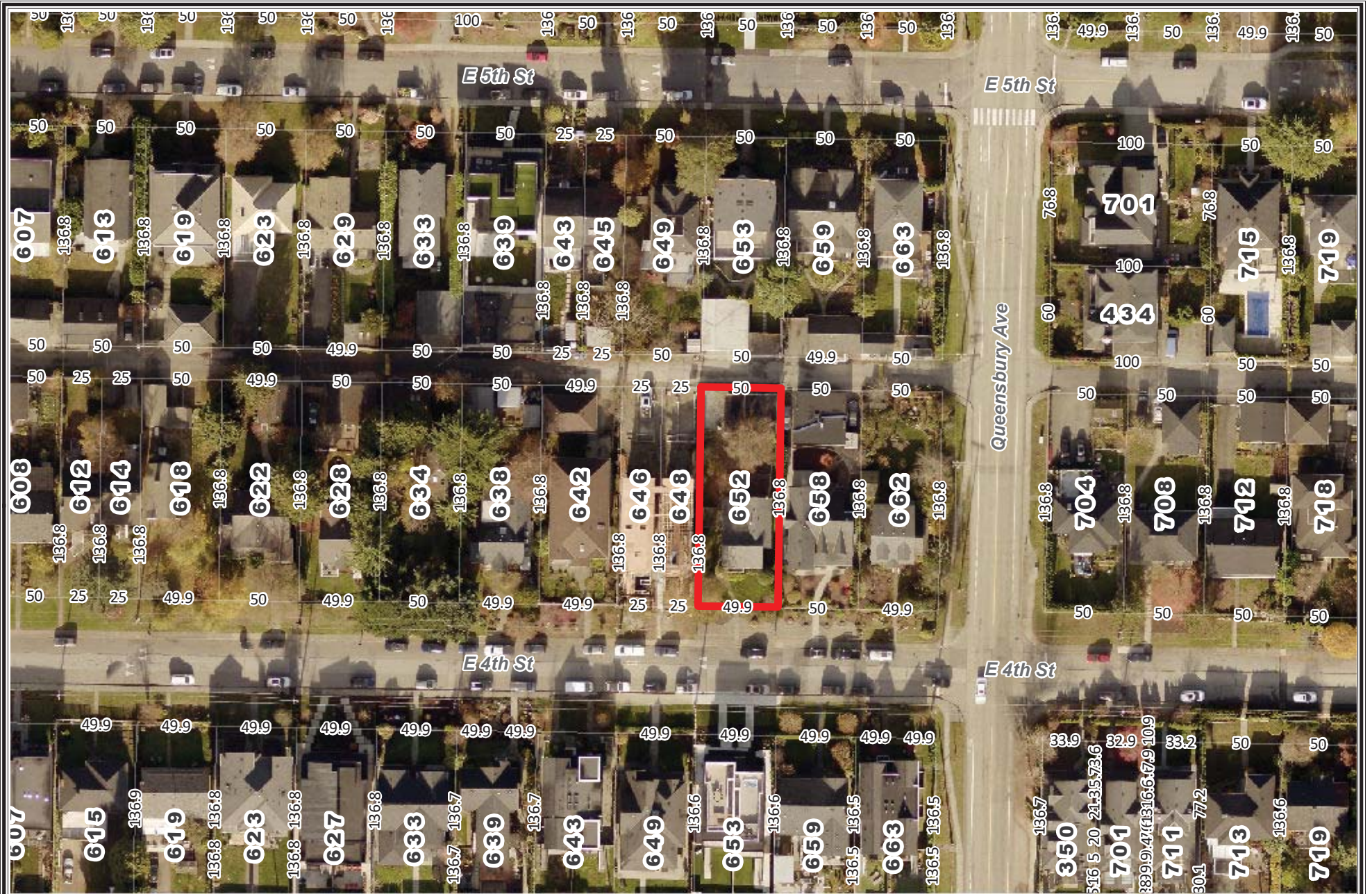
This project has been designed to the OCP and Bylaw permitted building practices without any requested variances. Whether it be a duplex with suites or the proposed rezoning, they all demand the same parking needs for two families living on each side. This project is providing 1 parking space per unit, which meets the requirements.

Robert Blaney Design is committed to designing neighbourhood appropriate homes and keeping the existing feeling of single family residences but with a modernised aesthetic.

Robert Blaney

Robert Blaney Design Inc.

5465 Patricia Bay Highway | Victoria, BC | V8Y 2N9
604.626.6020 | robertblaneydesign.com | admin@robertblaneydesign.com



ROBERT BLANEY

DESIGN

July 5, 2023
Kyle Pickett, Planning Assistant
City of North Vancouver
141 West 14th Street
North Vancouver, BC, V7M 1H9

652 East 4th Street - Rezoning Application RS1 to RS2

Location: Zoom

Host: Robert Blaney Design Inc.

Attendees:

- Robert Blaney - Robert Blaney Design Inc.
- Shannon Lamontagne - Robert Blaney Design Inc.
- Cole Shuker - Robert Blaney Design Inc.
- Kyle Pickett - City of North Vancouver Planner
- Neighbours/Residents - by video on Zoom
- Neighbours/Residents - by video on Zoom

The Virtual Development Information Session was held in a Zoom Meeting on July 5, 2023 between 6pm and 8pm. The meeting was hosted by Robert Blaney Design Inc., who is also the applicant.

There were 4 neighbours (who live in 2 households) who attended the meeting, both by video. Robert Blaney presented the project in detail of the design and thoroughly answered the questions from the residents who attended. Mr. Pickett was also able to answer questions from the attendees regarding zoning and bylaws.

During the Information Session, the residents/neighbours expressed their concerns with the blocking of the laneway during construction, as well as with future street parking concerns.

Robert Blaney explained this project has been designed to the OCP and Bylaw permitted building practices without any requested variances. He went on to say that whether it be a duplex with suites or the proposed rezoning, they all demand the same parking needs for two families living on each side. This project is providing 1 parking space per unit, which meets the requirements.

Robert Blaney explained his commitment to designing neighbourhood appropriate homes keeping the existing feeling of single family residences but with a modernised aesthetic. Smaller homes do not have to mean ugly. There are many gorgeous streets on the West and East end of Vancouver that boast beautiful rows of narrow homes. The laneway access concerns have been passed along to the builder.

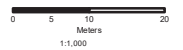
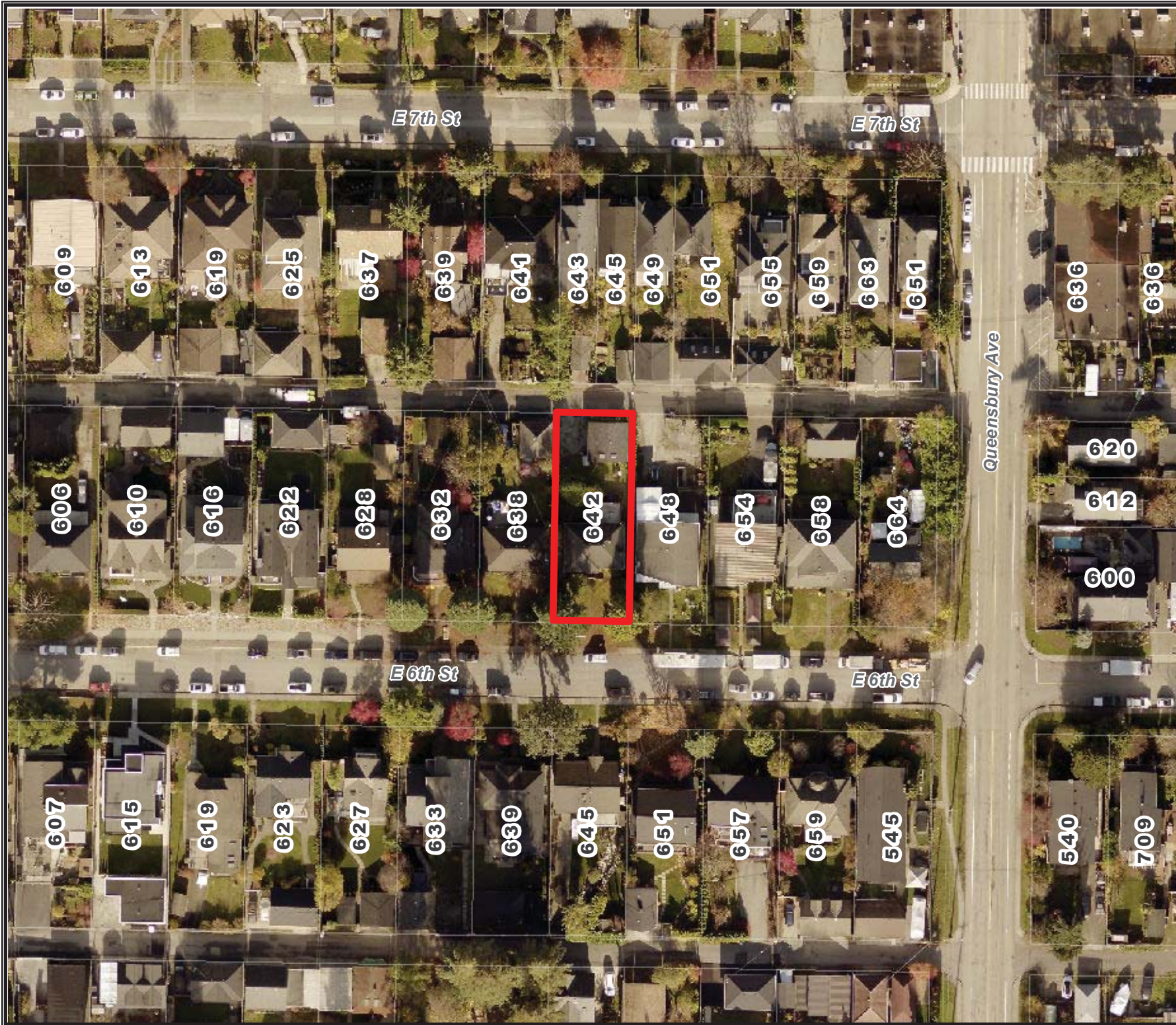
Robert Blaney

Robert Blaney Design Inc.

5465 Patricia Bay Highway | Victoria, BC | V8Y 2N9
604.626.6020 | robertblaneydesign.com | admin@robertblaneydesign.com

City of North Vancouver
Context Map

642 East 6th Street



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GIS Division, Information Technology,
City of North Vancouver



Vela Homes
204-998 Harbourside Dr. North Vancouver, BC
Email: Amir@veladesign.ca
Phone : 778-681-0400



September 25, 2023
City of North Vancouver
141 West 14th street
North Vancouver, BC
Planning department
Attention: Sara Rasooli

Attendance: DIS meeting is not required for this application

Comments: 10 comments form and 0 emails were submitted before September 11th, 2023

Summary of Neighborhood Feedback on Subdivision and Rezoning Application – 642 E 6th Street

We recently received feedback from about 10 neighbors in our community regarding a proposed housing project that involves subdividing and rezoning the property at 642 E 6th Street. While only four (4) of these comments came with contact information, the primary concern raised by most was related to parking.

Many neighbors were worried about whether there would be enough parking spots if this new housing development is approved. Their concerns centered on the possibility of more cars on the streets, a potential shortage of parking spaces, and how this might impact their daily lives.

In response to these concerns, we reached out to four of these concerned residents via email to provide more information. We explained that the design of the proposed development has been carefully thought out to comply with the zoning bylaws and regulations in place. It ensures that there will be adequate parking spaces to meet the needs of the people who will live in the new housing. Our aim is to make sure parking remains convenient for both the new residents and the existing ones.

Furthermore, it's worth noting that we did not arrange a DIS meeting since the City of North Vancouver did not require us to do so, given the nature of our application.

VELA HOMES greatly appreciates the feedback and involvement of our neighbors throughout this process. We are committed to working together and addressing any concerns to ensure that this project aligns with the rules and regulations and contributes positively to the overall well-being of our community. While most of the comments were addressed to the City of North Vancouver rather than our application specifically, it's worth mentioning that three (3) of the comments expressed support for breaking the lots into two smaller lots and the other Seven (7) comments were opposed to this rezoning application.

From: Jules LeClair
Sent: October-10-23 6:07 PM
To: Mayor Linda Buchanan <Mayor@cnv.org>
Subject: Rezoning Application at 1553 Sutherland Avenue

Hi Mayor Buchanan,

I want to let you know that there is a rezoning application to subdivide a Grand Boulevard residential lot at 1553 Sutherland Avenue. As part of the Development Application, the applicant was required to send a letter advising local residents that the proposal is to build 2 single family houses with secondary suites with 2 parking stalls for each unit. The letter welcomes the public to review the proposal online and to provide comments.

I want to let you know that I am opposed to the rezoning and have submitted my comments to Planning & Development at the City of North Vancouver. I've also attached to this email my comments. I hope you can review these comments pertaining not only to the proposal but to give consideration through discussion with the Mayor and others in council that a Special Study is needed for the Grand Boulevard area. This will provide a plan on how and what the area will look and feel like in the future. A cookie-cutter, lot by lot, rezoning approach to development can lead to loss of both the historical element of the neighbourhood and sense of community.

If you would like to discuss with me, I can be reached at .

Thanks,

Jules LeClair
Sutherland Avenue
North Vancouver, BC

Jules LeClair
Sutherland Avenue,
North Vancouver, BC
V7L 4B5

Friday, October 6th, 2023

Kyle Pickett
Planning & Department
141 West 14th Street
North Vancouver, BC
planning@cnv.org

Re: Development Application for 1553 Sutherland Avenue

This letter is to advise the applicant, Vernacular Group, as well as the city of North Vancouver Mayor and Council, that I oppose the proposed development application of 1553 Sutherland Avenue from a single residential lot, to two residential lots measuring 25'x 147' and 27'x147'.

First, I want to bring attention to the lack of details on the project, to a number of unanswered questions about the development application, and careless community outreach process for this development application. I am disappointed with the lack of attention to the following details and believe the City of North Vancouver Mayor and Council have a responsibility to address these issues before any further development of the site or any other sites within the municipality take place:

1. The face page of the architectural drawings has the wrong address.
2. There was insufficient time allocated for resident response. Residents received a letter inviting people to comment on the proposed development, but the letter was hand delivered to us on the day of the closing date. The City staff was made aware of this and the applicant was required to send a second letter with an extension of 2 weeks for comment.
3. A few residents within the neighbourhood did not receive the first or second letter. There is no explanation for why the letter was not distributed throughout the local neighbourhood. Who is monitoring the distribution?
4. The development outreach letter provided through Vernacular Group is cursory and lacks important details on the proposal, making it difficult to understand the scope of the project. It notes that for more information to see the city website link: www.cnv.org/CurrentDevelopments. It begins with the incorrect address on the cover page of the architectural drawings, which is confusing and misleading. There was no direct link for access to the architectural drawings, which makes it difficult for the community to find.

5. Architectural drawings are not an accessible format for most people to review and make detailed assessments of. The majority of people I spoke with regarding this application were not aware of the details of the project. I requested that city staff ask the applicant to include in the second letter, additional information on the development that residents could understand. The information that I requested included the following:
 - a) single family 52x147 foot lot subdivided into (1) 25x147 and (1) 27x147 lots
 - b) house footprints
 - c) roof maximum height
 - d) square footage
 - e) # bedrooms
 - f) # bedrooms in secondary suite
 - g) frontage on 16th street and 2 off-street parking areas.

We did not receive the information requested in the second letter. There is no explanation why this information was not provided. This information would ensure that all residents are able to assess and understand the applicant's proposal and make informed responses.

The following points specifically address key aspects of the proposed development. From what I understand from the submitted architectural drawings, my opposition to this development proposal is as follows:

1. Based on the proposed two residential units, there will be, combined 10 bedrooms. There is insufficient off-street parking for the number of bedrooms and persons who could reside in the units proposed. This occupancy level will bring additional parking and congestion along 16th street and Sutherland Avenue, in a neighbourhood that is already congested with individuals who use the neighbourhood for long term commuter parking, for those accessing transit at the 15th and Sutherland intersection, as well as employment at Lion's Gate Hospital.
2. The length of proposed houses at 61' and 64', are too long for the narrow lot size. This does not include the garage.
3. Again, due to the excessive lot coverage, there is very limited back yard green space, which will limit important outdoor living space within a neighbourhood where green space is highly valued and important for community. This can take away a sense of community by not providing an opportunity for neighbours to meet, importantly enjoy seeing and hearing kids, families playing and laughing in back and front yards. Additionally, lack of consideration of green space limits important opportunities to cultivate protective natural habitats, culinary gardens, and recreational space that should not be undervalued.
4. The proposed houses will be long and narrow which is out of character for Grand Boulevard area and out of step with new residential units in the area, which now may also include laneway houses. While this area is designated as RS 1, there has not been attention dedicated to developing a community plan for the character development of this community.

5. The proposed house on the corner lot along Sutherland Avenue will create a wall and laneway effect within the 15th and 16th block of Sutherland Avenue, as there is no consideration of the corner lot being in relationship with the residential housing along Sutherland Avenue. Neighbours along Sutherland Avenue within the 15th and 16th street would face a wall with a height of 29 feet and length of 64 feet long.
6. One-bedroom suites/apartments are being built along the Lonsdale Growth Corridor. The housing development proposed for 1553 is similar to small low-rise apartment units. Why has there not been consideration of RS1 character of the neighbourhood that considers single family with a 2-3 bedroom secondary suite, and/or a laneway houses? This type of housing is important for intergenerational families who may have a combination of children who can walk to the local primary and secondary schools and/or seniors wanting to stay in the neighbourhood and access services at community centres.

Concerns Regarding Community Plan for Grand Boulevard Local Area

I appreciate the work done in the city regarding housing development that will help achieve the goals of the 2051 growth strategy. The city is well on its way to meeting commitments made to population growth targets and for new dwelling units achieved through the rezoning of 3rd street, the Lonsdale corridor, and the Ridgeway area. The city was not been singled out, identified by the Province as having done too little in regards to housing development.

Currently in the city, apartment prices start at 500K, townhouses at 1.0 Million and houses at 1.7 Million. While subdividing this lot in half, could achieve the goal of affordability, current market is asking 2.8 - 3.1 Million for each home. Current figures also indicates that total income greater than 200K is required to purchase. It is out of reach for most. The 50-foot lot has much greater value use as one house, with a 2-3 bedroom secondary suite and/or a laneway house. This rental helps pay the mortgage and provides a home for families that cannot afford to purchase and provides for increased density. This segment of housing is missing in both the city and specifically within the Grand Boulevard area!

In 2022, the same applicant submitted the same proposal for subdividing a lot at 1036 Grand Boulevard. Following a large opposition by residents, the applicant withdrew the development proposal. The applicant has moved north by five blocks, but the same opposition follows, we are one community that is closely connected.

What has become obvious to me with the development application at both 1036 Grand Boulevard, and now 1553 Sutherland along with other developments within the area, is that there is a total absence of a local study and community plan for the Grand Boulevard area.

I believe we need a special study for the Grand Boulevard area. It is an area that is challenging, as there are City of North Vancouver properties that are adjacent to properties within the municipal borders with the District of North Vancouver. This needs to be considered. A study and community plan that incorporates historical architectural design elements of the neighbourhood, along with intentional

consideration of important population housing issues as well as environmental green space allocation and use. It is apparent to me, that 25-foot wide lots are much too narrow for the Grand Boulevard neighbourhood and have not be carefully planned with specific green space requirement that are important part of sustainable growth and critical environment considerations. Please consult and work with residents to make these matters a priority as it impacts current residents and future generations.

Sincerely,

Jules LeClair
Sutherland Avenue
North Vancouver, BC

From: Ron Gosney
Sent: September-13-24 8:13 AM
To: Planning; Submissions
Subject: Against 509 East 6th Street rezoning

Hello Council,

I am writing to express my strong opposition to the proposal to rezone 509 6th St E to RS2. It was a mistake to allow the RS2 that we now see at 502 & 504 5th St E. As you can see by the attached photos the structures are tall, skinny and in no way conform to the existing neighbourhood. The existing zoning already allows for plenty of density given each lot is allowed a main house with suite and coach house. There is no need to split a 50' lot to two 25' lots as it does not bring down the cost of housing. It just changes the look, feel and attractiveness of the neighbourhood. It just encourages developers, primarily poor quality low end developers, to buy lots, subdivide and build unattractive structures.

I hope you will not permit this type of unnecessary rezoning and uphold the present aesthetic values and feel of the neighbourhood I moved to in 2018 because of the existing zoning rules and the North Vancouver City community plan.

Regards,

Ron Gosney
East 7th Street
North Vancouver, BC



On Thu, May 4, 2023 at 2:19 PM Ron Gosney wrote:

Dear Council,

As a resident at E 7th St I want to submit my opposition to 509 E 6th St being rezoned to RS2. My family moved to the area in 2018 specifically because it was RS1 zoning and the predominantly 50 foot lots. It seemed the community plan would protect this character and density as it specifically laid out areas for multi family, duplex, etc. We understood the density in the RS1 would increase with the construction of coach houses, but did not think 50 foot lots would be divided into two 25' lots. This change to smaller lots makes an obvious difference to the character and feel of the neighbourhood, whereas coach house construction has a less obvious impact. Making use of the land off an alley, where typically a garage is anyways, allows for density without impacting street appeal and neighbourhood feel. A street of 25 foot lots with tall skinny houses is not appropriate for the area. I fear the precedence you set by allowing this and hope that you will not allow anymore rezoning to RS2 in the RS1 zones.

Regards,

Ron Gosney
East 7th Street
North Vancouver, BC

From: Marc Jutras
Sent: September-11-24 3:47 PM
To: Submissions
Subject: Zoning Amendment Bylaw, 2024, No. 9079

Hi,

This email is to confirm that we are in agreement with the rezoning from a One-Unit Residential 1 Zone (RS-1) to a One-Unit Residential 2 Zone (RS-2) for the lands located at 332 West 16th Street in North Vancouver.

Marc & Edna Jutras
West 17th Street
North Vancouver, BC



Notice of Proposed Zoning Amendment Bylaws - No Public Hearing

Purpose: The purpose of the proposed Bylaws is to rezone the subject properties from a One-Unit Residential 1 Zone (RS-1) to a One-Unit Residential 2 Zone (RS-2) to permit the subdivision of the properties into two lots, and the construction of a single family dwelling on each lot.

Subject Lands: The lands that are the subject of the following proposed Bylaws are described in the table below and can be located on CityMap2.0 at: gisext2.cnv.org/citymap/.

Zoning Amendment Bylaw	Civic Address	Legal Description
Zoning Amendment Bylaw, 2024, No. 9067	822 East 4 th Street	Lot 16, Block 16, DL 273, Plan 1063
Zoning Amendment Bylaw, 2024, No. 9068	842 East 5 th Street	Lot 12, Block 15, DL 273, Plan 1063
Zoning Amendment Bylaw, 2024, No. 9069	417 West 14 th Street	Lot 9 (Explanatory Plan 10075), Block 65, DL 271, Plan 750
Zoning Amendment Bylaw, 2024, No. 9070	450 West 15 th Street	Amended Lot 16 (see 267336L), Block 41, DL 271, Plan 1572
Zoning Amendment Bylaw, 2024, No. 9071	1553 Sutherland Avenue	Amended Lot 11 (see 287810L), Block 36A, DL 550, Plan 1904
Zoning Amendment Bylaw, 2024, No. 9072	245 West 27 th Street	Lot 9, Block 227A, DL 545, Plan 2836
Zoning Amendment Bylaw, 2024, No. 9073	352 West 15 th Street	Lot 23, Block 40, DL 271, Plan 1060
Zoning Amendment Bylaw, 2024, No. 9074	462 East 11 th Street	Lot 14, Except the North 10 Feet Now Lane, Block 82, DL 550, Plan 1450
Zoning Amendment Bylaw, 2024, No. 9075	509 East 6 th Street	Lot 2, Block 12, DL 273, Plan 1063
Zoning Amendment Bylaw, 2024, No. 9076	540 West 21 st Street	Lot 28, Except the North 10 Feet Now Lane, Block 202, DL 544, Plan 1364
Zoning Amendment Bylaw, 2024, No. 9077	844 East 6 th Street	Lot 12, Block 6, DL 273, Plan 1063
Zoning Amendment Bylaw, 2024, No. 9078	332 East 24 th Street	Lot 20, Block 218A, DL 546, Plan 3376
Zoning Amendment Bylaw, 2024, No. 9079	332 West 16 th Street	Lot 21, Block 28, DL 547, Plan 1443
Zoning Amendment Bylaw, 2024, No. 9080	652 East 4 th Street	Lot 16, Block 18, DL 273, Plan 1063
Zoning Amendment Bylaw, 2024, No. 9081	642 East 6 th Street	Lot 18, Block 8, DL 273, Plan 1063

Bylaw Readings: Consideration of first, second and third readings of the proposed Bylaws will be at the **Regular Council Meeting on September 23, 2024.**

Access Documents: A copy of the proposed Bylaws are available for inspection online anytime at cnv.org/PublicNotices from September 11 to September 23, 2024.

Provide Input: Written submissions only, including your name and address, may be addressed to the Corporate Officer and sent by email to input@cnv.org, or by mail or delivered to City Hall, **no later than noon on Monday, September 23, 2024**, to ensure availability to Council at the meeting. No Public Hearing will be held, as it is prohibited by section 464(3) of the *Local Government Act*. **No Public Input Period submissions on this matter will be heard at the Council meeting.**

Watch the Meeting: Online at cnv.org/LiveStreaming or in person at City Hall, 141 West 14th Street. Enter City Hall from 13th Street after 5:30pm.

Questions? Linden Mulleder, Planner, planning@cnv.org / 604-982-9675

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9067

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9067**” (**Inspired Architecture, 822 East 4th Street, RS-2**).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 822 East 4th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 1 Zone):

PID: 014-871-840

LOT 16 BLOCK 16 DISTRICT LOT 273 PLAN 1063
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from zone RS-1 (One-Unit Residential 1 Zone).

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ADOPTED on the <> day of <>, 2024.

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9068

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9068**” (Inspired Architecture, 842 East 5th Street, RS-2).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 842 East 5th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 1 Zone):

PID: 014-872-641

LOT 12 BLOCK 15 DISTRICT LOT 273 PLAN 1063
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from zone RS-1 (One-Unit Residential 1 Zone).

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9069

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 **“Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9069” (Bill Curtis and Associates Design Ltd., 417 West 14th Street, RS-2)**
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 417 West 14th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 2 Zone):

PID: 015-142-566	LOT 9 (EXPLANATORY PLAN 10075) BLOCK 65 DISTRICT LOT 271 PLAN 750
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from zone RS-1.

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9070

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 **“Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9070” (Bill Curtis & Associates Design Ltd., 450 West 15th Street, RS-2).**
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 450 W 15th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 2 Zone):

PID: 002-602-938	AMENDED LOT 16 (SEE 267336L) BLOCK 41 DISTRICT LOT 271 PLAN 1572
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from zone RS-1 (One-Unit Residential 1 Zone).

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9071

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9071**” (**Vernacular Studio Inc., 1553 Sutherland Avenue, RS-2**).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 1553 Sutherland Ave and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 1 Zone):

PID: 013-021-079	AMENDED LOT 11 (SEE 287810L) BLOCK 36A DISTRICT LOT 550 PLAN 1904
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from zone RS-1 (One-Unit Residential 1 Zone).

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9072

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9072**” (Vernacular Studio Inc., 245 West 27th Street, RS-2).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 245 West 27th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 1 Zone):

PID: 013-525-042	LOT 9 BLOCK 227A DISTRICT LOT 545 PLAN 2836
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from zone RS-1 (One-Unit Residential 1 Zone).

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9073

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9073**” (**Vernacular Studio Inc., 352 West 15th Street, RS-2**).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 352 West 15th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 2 Zone):

PID: 014-853-060	LOT 23 BLOCK 40 DISTRICT LOT 271 PLAN 1060
------------------	--

from zone RS-1.

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9074

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9074**” (Vernacular Studio Inc., 462 East 11th Street, RS-2).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 462 East 11th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 2):

PID: 003-358-062	LOT 14, EXCEPT THE NORTH 10 FEET, NOW LANE, BLOCK 82 DISTRICT LOT 550 PLAN 1450
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from zone RS-1 (One-Unit Residential 1).

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9075

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9075**” (**Vernacular Studio Inc., 509 East 6th Street, RS-2**).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 509 East 6th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 2 Zone):

PID: 014-873-222	LOT 2 BLOCK 12 DISTRICT LOT 273 PLAN 1063
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from zone RS-1.

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9076

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9076**” (**Vernacular Studio Inc., 540 West 21st Street, RS-2**).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 540 West 21st Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 2 Zone):

PID: 014-767-805	LOT 28, EXCEPT THE NORTH 10 FEET NOW LANE, BLOCK 202 DISTRICT LOT 544 PLAN 1364
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from zone RS-1.

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9077

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9077**” (**Vernacular Studio Inc., 844 East 6th Street, RS-2**).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 844 East 6th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 2):

PID: 014-878-275

LOT 12 BLOCK 6 DISTRICT LOT 273 PLAN 1063

from zone RS-1 (One-Unit Residential 1).

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9078

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9078**” (Robert Blaney Design Inc., 332 East 24th Street, RS-2).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 332 East 24th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 2):

PID: 012-962-601	LOT 20 BLOCK 218A DISTRICT LOT 546 PLAN 3376
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from zone RS-1 (One-Unit Residential 1).

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9079

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 “**Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9079**” (Armacan Developments Ltd., 332 West 16th Street, RS-2).
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 332 West 16th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 1 Zone):

PID: 010-500-472	LOT 21 BLOCK 28 DISTRICT LOT 547 PLAN 1443
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from zone RS-1 (One-Unit Residential 1 Zone).

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9080

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 **“Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9080” (Robert Blaney Design Inc., 652 East 4th Street, RS-2)**.
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 652 East 4th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 1 Zone):

PID: 009-297-693	LOT 16 BLOCK 18 DISTRICT LOT 273 PLAN 1063
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from zone RS-1 (One-Unit Residential 1 Zone).

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 9081

A Bylaw to amend “Zoning Bylaw, 1995, No. 6700”

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 **“Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2024, No. 9081” (Vela Design Build, 642 East 6th Street, RS-2)**.
2. Division VI: Zoning Map of Document “A” of “Zoning Bylaw, 1995, No. 6700” is hereby amended by reclassifying the following lands currently having a civic address of 642 East 6th Street and legally described below as henceforth being transferred, added to and forming part of RS-2 (One-Unit Residential 2 Zone):

PID: 014-876-566	LOT 18 BLOCK 8 DISTRICT LOT 273 PLAN 1063
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from zone RS-1.

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ACTING CORPORATE OFFICER