

2017

ANNUAL MUNICIPAL REPORT

CITY OF NORTH VANCOUVER



CITY OF NORTH VANCOUVER

141 WEST 14TH STREET
NORTH VANCOUVER BC / V7M 1H9
T 604 985 7761

INFO@CNV.ORG



city
of north
vancouver

Table of Contents

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

Services and Operations

Chief Administrative Officer	3
City Clerks	9
Human Resources	10
Finance	13
Engineering, Parks and Environment	16
Community Services	21
Planning	25
RCMP	29
Fire	31
North Vancouver Museum and Archives Commission	34
North Vancouver Recreation and Culture Commission	36
North Shore Emergency Management	38

2017 Objectives and Measures

Chief Administrative Officer	4
City Clerks	9
Human Resources	11
Finance	14
Engineering, Parks and Environment	18
Community Services	21
Planning	25
RCMP	29
Fire	32
North Vancouver Museum and Archives Commission	34
North Vancouver Recreation and Culture Commission	36
North Shore Emergency Management	38

2018 Objectives

Chief Administrative Officer	7
City Clerks	9
Human Resources	12
Finance	15
Engineering, Parks and Environment	19
Community Services	23
Planning	27
RCMP	30
Fire	33
North Vancouver Museum and Archives Commission	35
North Vancouver Recreation and Culture Commission	37
North Shore Emergency Management	39

Audited Financial Statements	40
------------------------------	----

Permissive Tax Exemptions	65
---------------------------	----

Declaration of Council Disqualifications	66
--	----

Chief Administrative Officer (CAO)

Services and Operations

CAO

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

Communications

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

Facilities

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

Information Technology

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

CAO - 2017 Objectives and Measures

2017 Objectives

2017 Measures

Communications

- | | |
|--|--|
| <ol style="list-style-type: none">1. Deliver a multi-tiered, large scale awareness campaign promoting Foot of Lonsdale status and features.2. Conduct website audit. Also, create new processes and systems for staff users.3. Execute 'Look Think Go' campaign, and Pedestrian Plan outreach campaign, 'Poop Happens' campaign.4. Conduct social media audit and review of City's Twitter and Facebook accounts.5. New 'I Love My City' campaign 2.0 strategy, tactics, and implementation. | <ol style="list-style-type: none">1. Done and ongoing. Have promoted regular and ongoing updates to the community about FOL progress via images, videos, update features in weekly e-newsletters, social media vehicles, bus shelters, etc. As the progress becomes more visible and pronounced (i.e. the water feature) and construction nears completion, the outreach gains momentum.2. Completed. Website audit was conducted and completed with recommendations and tactics. Audit reviewed the City website's strengths, successes, opportunities for improvement, comparison to other municipal websites, as well as user and visitor analytics. As a result, a homepage refresh will be undertaken, and new processes have been implemented for staff regarding posting documents. As well, Bylaws and Council reports/minutes/agendas/videos/ sections were overhauled and significantly improved for user ease.3. All three campaigns were designed, launched, and executed successfully. The long term campaigns for 'Look Think Go' and 'Poop Happens' are still underway and have been well received by the public. In the case of 'Look Think Go' and 'Poop Happens', this office created logos, brand identities and tag lines. We engaged film students to produce lighthearted and comical short videos intended to educate the community about sharing our roads, trails and pathways.4. This was not completed due to workload and the complexity of the website audit, and we had completed a social media audit in the fall of 2016. We will undertake the social media audit in 2018.5. Done and ongoing. The new phase of the 'I Love My City' campaign in 2017 included increased inclusion and presence at City festivals and events throughout 2017, as well as a weekly feature in enews, and new interactive outreach tools such as photo boards which have been very popular. |
|--|--|

CAO - 2017 Objectives and Measures

2017 Objectives	2017 Measures
-----------------	---------------

Communications

- | | |
|---|--|
| <p>6. Manage communications for Harry Jerome Community Recreation Centre Complex project; Fun City Festival; Colour Me Rad.</p> | <p>6. Done and ongoing. Managed all communications and promotions for Fun City Festival prior to, during and after the event. The two day slide/street festival had a tremendous turnout of several thousand from across the region, high ticket sales, and positive media coverage. All creative, materials, sitemap, signage, graphics, etc., were created by communications staff. We also conducted promotions for Colour Me Rad. And, this office handled the communications and promotions for the Harry Jerome Community Recreation Centre Complex project, ongoing outreach throughout 2017.</p> |
|---|--|

Strategic Initiatives

- | | |
|--|--|
| <p>1. Complete Foot of Lonsdale public realm.</p> | <p>1. Substantial progress on construction of Foot of Lonsdale public realm.</p> |
| <p>2. Ongoing construction of Lot 5 development.</p> | <p>2. Construction ongoing on Lot 5 development.</p> |
| <p>3. Confirm governance structure for Central Waterfront area.</p> | <p>3. Governance options under consideration by the Central Waterfront Team.</p> |
| <p>4. Concept approval for the Harry Jerome Community Recreation Centre Complex.</p> | <p>4. Received approval to proceed to schematic design for the new HJCRC in July 2017.</p> |

Facilities and Real Estate

- | | |
|--|---|
| <p>1. Continue with developing a manual for policies and procedures for Facilities Project Management.</p> | <p>1. Several templates have been developed to assist staff to manage projects using 'best practice'. The assembly of departmental policies into a manual is ongoing.</p> |
| <p>2. Develop a Service Level Agreement between Community Development and Facilities and Real Estate.</p> | <p>2. This objective has been revised to developing Service Level Agreement with the new Community Services and new Planning departments. A Service Level Agreement was completed with the Fire Services.</p> |

CAO - 2017 Objectives and Measures

2017 Objectives	2017 Measures
3. Continue with developing a manual for departmental policies and procedures for Facilities Operations.	3. Ongoing. Many of the departmental policies and procedures have been refined; however, they still require assembly into a manual for staff reference.
4. Conduct an internal review of the North Vancouver Municipal Cemetery Operations.	4. An internal review has been completed, and the next step is a comprehensive strategic operations and land use plan.
5. Continue with developing a manual for departmental policies and procedures for the Real Estate division.	5. Real Estate and Property Management Policies and procedure have been developed providing a reference guide to all staff.

Information Technology

1. Replace aging legacy infrastructure including core network, servers and telephony infrastructure.	1. The network and server infrastructure was successfully upgraded in 2017. The telephone infrastructure upgrade is now scheduled for 2019.
2. Continue with the CityPal project which is replacing existing aging applications such as bylaws, business licenses, development, and building applications.	2. The CityPal project will continue in 2018. The first application was successfully launched November 2017 for Bylaws.
3. Commence RFP and selection of an application to replace existing parking and ticketing system.	3. RFP was completed but final selection and implementation will be done in 2018.
4. Implementation of a more environmentally and cost effective solution for printing and scanning.	4. The RFP for a new printing and scanning solution to replace end of life equipment was completed and the solution will be implemented in 2018.
5. Enhance network security systems, monitoring, education and policies to prevent unauthorized access to City data by external or internal sources.	5. Enhanced network security system and service were implemented in 2017. Further enhancements will continue to be implemented in 2018.

CAO - 2018 Objectives

2018 Objectives

Communications

1. Create and execute a promotions strategy, as well as create a logo and brand identity for the City's newest signature event, 'SHIPPED'. Conduct a large scale awareness campaign for the event.
2. Conduct a social media audit review of the City's social media channels (Twitter, Facebook, Instagram, Flickr, YouTube, and LinkedIn), implement resulting recommendations and tactics.
3. Create Election 2018 materials – logo, graphics, brochure, web section, candidate web section, signage, and videos. Execute election awareness campaign. Build election night results webpage to display live real time voting numbers. Build new web section for newly elected Council members; organize new head shots, all new Council photography, and produce new City Council information card.
4. Create tailored large scale awareness campaigns and celebration events/opening ceremonies for the City's major projects reaching completion in 2018 - Spirit Trail, Green Necklace, Foot of Lonsdale, and Waterfront.
5. Design a plan and strategy for creating greater efficiencies and enhanced social media outreach by engaging specific designated staff to serve as engaging contributors to the City's social media channels.
6. Refresh and redesign City website homepage and secondary webpages with a reconfigured layout to enhance functionality, navigation and user experience.

Strategic Initiatives

1. Ongoing construction on Lot 5 development.
2. Completion of Foot of Lonsdale public realm.
3. Establishment of Central Waterfront governance, including staffing model and annual budget.
4. Complete HJCRC schematic design (including Class C cost estimate) and present design, financial plan and timeline for project completion to Council in July 2018.

CAO - 2018 Objectives

2018 Objectives

Facilities and Real Estate

1. Complete the Facility Management and Operations Procedure and Policies manual.
2. Complete Service Level Agreements with Community Services and Planning departments.
3. Complete the Gerry Brewer Reception Security Upgrades.
4. Complete a 10 year strategic plan for the North Vancouver Municipal Cemetery.
5. Complete a Workspace Accommodation Plan to address the potential of increases to existing staffing levels at the City and Gerry Brewer.

Information Technology

1. Conduct business requirement review and prepare business case to replace end of life telephone system in 2019.
2. Continue with the multi-year CityPal project which is replacing our aging applications such as business licenses, development, building applications and providing a new digital interface for residents.
3. Complete the replacement of the existing end-of-life parking and ticketing application.
4. Complete the implementation of an environmentally and cost effective solution for printing and scanning.
5. Implement additional enhancements for cyber-security systems, monitoring, education, and policies to prevent unauthorized access to City data by external or internal sources.

City Clerks

Services and Operations

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

City Clerks - 2017 Objectives and Measures

2017 Objectives	2017 Measures
1. Continue creating the digital archive for Council reports and Council resolutions to promote greater accessibility to the City's key decision-making records.	1. Completed Phase 1 of the digitization of Council Reports and Resolutions.
2. Develop the necessary policies and procedures for a City-wide Protection of Privacy Program.	2. Created a draft of the City-wide Protection of Privacy Policy.
3. Review and centralization of existing Council and Administrative policies.	3. Received comments from all City Departments regarding the currency of the City's Council and Administrative policies.

City Clerks - 2018 Objectives

2018 Objectives
1. Administer and carry-out the 2018 General Local Election.
2. Proceed to Phase 2 of the digitization of Council Reports and Resolutions.
3. Adopt the City-wide Protection of Privacy Policy.

Human Resources

Services and Operations

Recruitment and Retention

- ✓ Recruitment support for all City departments
- ✓ Creation and maintenance of job applicant database
- ✓ Promote municipal employment
- ✓ New employee orientation and on-boarding
- ✓ Assistance with workforce planning
- ✓ Auxiliary clerical pool hiring and administration
- ✓ Student work experience programs
- ✓ Employee recognition program

Corporate Training and Development

- ✓ Provide workplace education programs, courses and training opportunities to enhance employees' professional development
- ✓ Coordinate certification programs such as automotive mechanic and gardener apprenticeships
- ✓ Coordinate corporate leadership training (BCIT – Associate Certificate in Leadership)

Health and Safety

- ✓ WorkSafeBC claims management
- ✓ Disability management
- ✓ Safety program implementation, coordination, evaluation and promotion
- ✓ Safety inspections and investigations
- ✓ Safety training
- ✓ Safety Committee coordination and participation
- ✓ Interpretation and administration of Workers' Compensation Act, Occupational Health & Safety (OH&S) Act Regulations and related legislation
- ✓ Attendance support program
- ✓ Emergency preparedness planning
- ✓ Pandemic planning

Labour Relations

- ✓ Employee relations support
- ✓ Labour and employment legislation interpretation and administration
- ✓ Collective Agreement interpretation and administration
- ✓ Collective Agreement negotiations with IAFF Local 296 and CUPE Local 389
- ✓ Job evaluation
- ✓ Grievance and arbitration management
- ✓ Workplace investigations

Human Resources Studies

- ✓ Review and research human resources trends, practices, and benchmarking

Administration

- ✓ Personnel file maintenance
- ✓ Human Resources policy development, interpretation, and administration

Benefits Administration

- ✓ Benefit plan administration
- ✓ Negotiation with benefit plan carriers

Employee Wellness

- ✓ Employee Health and Wellness Program

Employee Assistance

- ✓ Employee and Family Assistance Program (EFAP)

Human Resources - 2017 Objectives and Measures

2017 Objectives	2017 Measures
1. Conclude negotiations with CUPE #389 for inside/outside employees and implement the new Collective Agreement.	1. Negotiations completed. 2016 - 2019 Collective Agreement implemented.
2. Negotiate a new Collective Agreement with CUPE #389 for Library employees.	2. In progress.
3. Review Employee and Family Assistance Plan (EFAP) provisions and services.	3. New Employee and Family Assistance Plan (EFAP) provider selected and new Plan implemented.
4. Review recruitment tool (Hire Desk) and assess potential of implementation of new service to provide greater capacity for the recruitment of employees.	4. GAP analysis conducted. Initial assessment of current and alternative service providers/system options completed. Current software contract extended for two years to support business needs and for further assessment of options.
5. Expansion of Training and Wellness opportunities for all staff.	5. New EFAP Plan has expanded the range of services.
6. Review PeopleSoft (Human Resources/Payroll system and processes) and begin plenary for 2018 software upgrade.	6. PeopleSoft HCM 9.2 system upgrade and Health Check plenary completed, and strategy and work plan set for 2018.

Human Resources – 2018 Objectives

2018 Objectives

1. Conclude negotiations with CUPE #389 for Library employees.
2. Complete PeopleSoft HCM 9.2 software upgrade.
3. Implement identified top priorities regarding procedures and processes that will enhance business operations and efficiencies from PeopleSoft 2017 Audit.
4. Provide professional development and on-the-job opportunities for Managers to enhance and further develop their employee management skills.
5. Continue to expand and provide meaningful Training and Wellness opportunities for staff and employee development.
6. Provide a smooth transition for new Mayor and Council in Fall 2018.

Finance

Services and Operations

Financial Planning / Budgeting

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

Accounting / Accounts Payable / Taxation / Internal Reporting / Payroll

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

Risk Management / Purchasing / Pool Vehicle Fleet

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

General Government Services

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

Finance – 2017 Objectives and Measures

2017 Objectives	2017 Measures
1. Review of the City's Purchasing Policy for potential changes and improvements.	1. In progress. Review for trade compliance and of signing authorities has been completed.
2. Review of Community Amenity Contribution's revenue / allocation and inclusion in the Long Term Financial Plan.	2. In progress. Finance staff are working with Planning staff to identify reasonable ongoing CAC estimates. Known future CACs have been included in the 10-Year Financial Plan.
3. Propose a debt management policy for the City.	3. In progress. A draft policy has been completed and is pending review.
4. Complete the review of signing limits and PeopleSoft approval framework.	4. In progress and is to be completed in conjunction with the City's Purchasing Policy review.
5. Complete the consolidation of user fees and bylaws.	5. In progress. Preliminary work to identify existing fees throughout City bylaws has been performed and work to draft a consolidated bylaw has begun.
6. Complete the review of the Utility Rate Model.	6. Is a joint project with EPE and is in progress. The results of the study will be presented to Council in 2018.
7. Continued assessment of the City's Long Term Property Tax Strategy to reduce business taxation.	7. In progress and ongoing assessment of the City's Long Term Property Tax Strategy will continue.
8. Compliance with all statutory reporting requirements under the Community Charter.	8. All statutory reporting requirements under the Community Charter were met. Ongoing compliance will continue.

2018 Objectives

1. Review external service requirements of the Insurance division and engage in competitive bidding processes, where required, for securing these services.
2. Complete the review of the City's Purchasing Policy.
3. Complete the review of Community Amenity Contribution's revenue / allocation for inclusion in the Long Term Financial Plan.
4. Complete the debt management policy for the City.
5. Complete the review of signing limits and PeopleSoft approval framework.
6. Complete the consolidation of user fees and bylaws.
7. Complete the review of the Utility Rate Model.
8. Continued assessment of the City's Long Term Property Tax Strategy to reduce business taxation.
9. Compliance with all statutory reporting requirements under the Community Charter.

Engineering, Parks and Environment

Services and Operations

Operations Division

- ✓ Streets Operations provides maintenance of:
 - ❖ 136 kilometres of streets
 - ❖ 50 kilometres of lanes
 - ❖ 179 kilometres of sidewalks
 - ❖ 53 traffic signals
 - ❖ 1,700 streetlights
 - ❖ 7 major bridges

- ✓ Work includes:
 - ❖ Sidewalk maintenance
 - ❖ Pavement maintenance
 - ❖ Street cleaning and litter control
 - ❖ Ice and snow control
 - ❖ Lane maintenance
 - ❖ Street sign fabrication and maintenance
 - ❖ Pavement marking
 - ❖ Vegetation control in rights-of-way
 - ❖ Street light and traffic signal maintenance
 - ❖ Graffiti and vandalism repair on City public property

- ✓ Utility Operations provides:
 - ❖ Potable water distribution
 - ❖ Sanitary sewage collection
 - ❖ Storm drainage collection
 - ❖ Solid waste collection

- ✓ Work includes:
 - ❖ Construction and renewal of water, sanitary and storm drainage infrastructure
 - ❖ Operation, maintenance and repair of water, sanitary and storm systems
 - ❖ Installation of new service connections to all new buildings and land development throughout the City
 - ❖ Collection and disposal of refuse and yard trimmings
 - ❖ On a cost-recovery basis, construction of Lonsdale Energy Corporation underground piping

- ✓ Fleet Operations provides:
 - ❖ Management and maintenance of vehicles and equipment for Public Works, Parks, Bylaws and City pool vehicles

- ✓ Work includes:
 - ❖ Vehicle and equipment maintenance and repair
 - ❖ Vehicle and equipment new purchase and replacement
 - ❖ Fleet management including inventory, fuel efficiency, cost effectiveness and safety/regulatory compliance

Operations Administration provides:

- ❖ Processing of payroll and Operations Management Systems (OMS) data
 - ❖ Response to citizens enquiries and internal requests
 - ❖ Dispatch of crews to respond to service requests
 - ❖ Information and assistance for infrastructure maintenance and service request response
 - ❖ Budget tracking and analysis for operations
- ✓ Works Yard Facility Operations provides:
- ❖ Effective workplace facilities and storage for tools, equipment, materials and belongings
 - ❖ Appropriate emergency equipment for operations
 - ❖ Maintenance of Works Yard Facility to meet needs

Engineering Planning and Design Division

- ✓ Engineering Planning and Design provides:
- ❖ Public infrastructure records management including as-built drawings
 - ❖ Infrastructure condition assessment
 - ❖ Planning of advanced asset management of infrastructure
 - ❖ Water, sewer and drainage system administration, planning, design and construction contract administration
 - ❖ Roads design
 - ❖ Topographic survey for infrastructure projects and spatial location
 - ❖ Field data collection for traffic, rainfall, etc.

Public Space Design and Delivery Division

- ✓ Public Space Design and Delivery provides:
- ❖ Capital project planning and delivery
 - ❖ Streetscape planning and design
 - ❖ Integration of active transportation and public realm design with infrastructure renewal
 - ❖ Active transportation corridor detailed design and construction
 - ❖ Transit infrastructure detailed design and construction
 - ❖ Implementation of encroachment management program

Parks and Environment Division

- ✓ Parks provides planning, design, maintenance and regulation of:
- ❖ Parks and open space
 - ❖ Environmentally sensitive areas and natural areas
 - ❖ Trees on public lands
 - ❖ Ornamental horticulture on public lands
 - ❖ Turf grass maintenance on public lands
 - ❖ Park sports field maintenance
 - ❖ Park playground maintenance
 - ❖ Operational support for community events in parks
 - ❖ Integration of parks and open space planning with land use, transportation and development
 - ❖ Public engagement for stewardship of the City's cultural and natural heritage within parks and environmentally sensitive areas
 - ❖ Park facility maintenance on park lands

- ✓ Environment provides:
 - ❖ Environmental education, public engagement and community stewardship
 - ❖ Habitat protection, restoration and invasive species management
 - ❖ Contaminated sites management
 - ❖ Solid waste, recycling policy planning and implementation

Administration Division

- ✓ Administration provides:
 - ❖ Departmental leadership and direction
 - ❖ Inter-departmental and intra-departmental teamwork and coordination
 - ❖ Administrative, clerical and secretarial support
 - ❖ Short-range and long-range strategic planning
 - ❖ Alignment of budget and staff resources with City priorities
 - ❖ Liaison with relevant external agencies including Metro Vancouver, TransLink, Federal Government, Provincial Government, other local governments, First Nations

EPE - 2017 Objectives and Measures

2017 Objectives	2017 Measures
Operations Division	
1. Complete the Fleet right sizing strategy.	1. In progress to carry into 2018.
2. Continue the expanded use of Infor-Hansen.	2. Ongoing.
3. Continue developing succession plan.	3. Complete for near term changes.
Engineering Planning and Design Division	
1. Complete Integrated Stormwater Management Plan.	1. Completed.
2. Create Natural Hazard Development Permit Area.	2. Under review.
3. Water Meters: Implement Real Time Data Collection.	3. Completed.
4. Implement Flood Protection Works along Mackay Creek.	4. Carry to 2018.
Public Space Design and Delivery Division	
1. Complete construction of East Keith Road and Grand Boulevard Sections of the Green Necklace.	1. Completed May 2017.
2. Complete construction of the Green Necklace 21 st Street.	2. Carried to 2018 (completion anticipated in April 2018).
3. Complete construction of the Park and Tilford section of the Spirit Trail.	3. Carried to 2018 (completion anticipated in April 2018).

EPE - 2017 Objectives and Measures

2017 Objectives	2017 Measures
Parks and Environment Division	
1. Complete construction of Fen Burdett Artificial Turf Field.	1. Completed July 2017.
2. Complete renovation of Chief Dan George Park.	2. Completed June 2017.
3. Complete Moodyville Park Master Plan.	3. The Moodyville Park Master Plan was adopted by Council in July 2017. Construction of Phase 1 of the resulting park improvements is planned for 2018.
Administration Division	
1. Develop a capital overhead allocation model.	1. Not complete.
2. Continue next phases of Operations work force and organizational review.	2. Completed December 2017.

EPE - 2018 Objectives

2018 Objectives
Operations Division
1. Complete list of asset condition.
2. Complete the Fleet right sizing strategy.
Engineering Planning and Design Division
1. Create pavement maintenance and renewal strategy.
2. Implement Flood Protection Works along Mackay Creek.

EPE - 2018 Objectives

2018 Objectives

Public Space Design and Delivery Division

1. Complete construction of Green Necklace from Lonsdale 21st to Grand Boulevard 19th.
2. Complete construction of Spirit Trail Mosquito Creek Marina in conjunction with Squamish Nation.
3. Initiate the ongoing landscape encroachment management strategy.
4. Design of bridge replacement on Marine Drive at Mosquito Creek.

Parks and Environment Division

1. Complete construction of Phase One of the Moodyville Park Master Plan.
2. Complete construction of Semisch Park Improvements.
3. Complete construction of the Heywood Park/Mackey Creek Habitat Enhancement Project.

Administration Division

1. Advance use of Infor for improved asset condition data and decision making.
2. Update Emergency Response Plan.
3. Refresh Departmental Strategic Plan.

Community Services

Services and Operations

- ✓ Business Licensing and Compliance
- ✓ Economic and Tourism Development
- ✓ Construction Approvals (Permits and Inspections)
- ✓ Code – interpretation, regulation, trades inspection, electrical, plumbing, gas, building permits issuance
- ✓ Parking Patrols
- ✓ Bylaw Enforcement
- ✓ Department Management and Administration

Community Services - 2017 Objectives and Measures

2017 Objectives		2017 Measures	
Business and Economic Development			
1.	Complete new Film Policy and Procedures.	1.	Completed.
2.	Continue to develop tourist services in Lower Lonsdale.	2.	Ongoing.
3.	Assist with organization of the Lower Lonsdale BIA.	3.	Ongoing.
4.	Complete new Mobile Food Cart Policy.	4.	Completed.
5.	Implement new Placemaking initiative including coordination of public space programming.	5.	Completed.
6.	Update Business Licensing Bylaw.	6.	Ongoing.
7.	Update Liquor Licensing Policy as per Council direction.	7.	Completed.
8.	Continue exploring expanded use of the Burrard Dry Dock Pier and Shipbuilders' Square.	8.	Ongoing.
9.	Assist the Rotary Club with the Canada 150 Celebration.	9.	Completed.
10.	Complete the Buy Local initiative.	10.	Completed.

Community Services - 2017 Objectives and Measures

2017 Objectives	2017 Measures
-----------------	---------------

Enforcement

- | | |
|--|--|
| <ol style="list-style-type: none"> 1. Complete the CityPal Bylaw Services module configuration, testing, and data conversion; and, go-live with new complaint intake (Customer Service Request) and management/tracking system. 2. Implementation of a GPS solution for the Bylaw Services Fleet vehicle to improve Work Alone Safety for Bylaw Enforcement Officers. 3. Complete update of the Bylaw Services Division's Procedure Manual, including Parking Bylaw Notice Screening and Cancellation Policy, to recognize the shift of the role of the Bylaw Enforcement Officer from an Enforcer to an Ambassador of the City. 4. Implementation of a replacement Ticketing Management System and related hardware for the existing ticketing system and hand-held hardware. | <ol style="list-style-type: none"> 1. Completed December 2017. 2. Hardware implementation completed December 2017. Rules and procedure creation on-going. 3. Ongoing. 4. RFP in evaluation stage. To be completed and implemented in Q2/Q3 2018. |
|--|--|

Permits and Inspections

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Enhance publications (hardcopy and electronic) relating to the City's construction permitting and inspections process. 2. Maintain high levels of customer service and compliance with construction bylaws. 3. Work with other departments to develop efficiencies to reduce building permit backlog due to the high level of construction activity. 4. Work with Communications office to re-structure website information with tailored content regarding instructions on construction and renovating buildings in the City. | <ol style="list-style-type: none"> 1. Currently underway. 2. On-going. 3. On-going but more specifically with the development of electronic interdepartmental permit business processes in new software program. 4. Not underway. Likely to start end of Q2 2018. |
|--|---|

Community Services - 2018 Objectives

2018 Objectives

Business and Economic Development

1. Amend Wharf Bylaw to accommodate layover moorage in off-peak season.
2. Update The Shipyards Event Policy.
3. Update Business License Bylaw.
4. Launch new City Pal process for Business Licensing.
5. Contribute to the interagency transportation initiative.
6. Further evolve the Placemaking initiative with overall program development.
7. Explore Lower Lonsdale Business Association involvement in City hosted events.
8. Report back on recommendations to follow-up on the Central Lonsdale Business Pulse Survey.
9. Continue to work with Queensbury merchants to identify issues and opportunities.
10. Review the City's Youth Outreach Strategy.

Enforcement

1. Complete the creation of the GPS rules and procedures for the Bylaw Services Fleet vehicle to improve Work Alone Safety and driving habits for the Bylaw Enforcement Officers.
2. Complete the review/evaluation of the Ticket Management System RFP and select a vendor. Implement the selected Ticketing Management System and related hardware.
3. Close the Medical Marijuana dispensaries operating in the city via Civil Injunction if necessary.
4. Complete update of the Bylaw Services Division's Procedure Manual, including Parking Bylaw Notice Screening and Cancellation Policy, to recognize the shift of the role of the Bylaw Enforcement Officer from an Enforcer to an Ambassador of the City.

Community Services - 2018 Objectives

2018 Objectives

Permits and Inspections

1. Work with Communications office to enhance publications (hardcopy and electronic) relating to the City's construction permitting and inspections process.
2. Maintain high levels of customer service and compliance with construction bylaws.
3. Work with other departments to develop efficiencies to reduce building permit backlog due to the high level of construction activity.
4. Work with Communications office to re-structure website information with tailored content regarding instructions on construction and renovating buildings in the City.

Planning

Services and Operations

- ✓ Long Range Planning
- ✓ Community (Social) Planning
- ✓ Integration of Transportation with land use, parks and greenways and development planning
- ✓ Zoning Administration
- ✓ Development Planning for City-owned and Private Lands
- ✓ Heritage Planning
- ✓ Special Studies
- ✓ Sustainable transportation initiatives and travel program
- ✓ Parking policy and parking program administration
- ✓ Neighbourhood and corridor planning
- ✓ Transportation conceptual design
- ✓ Road users safety planning
- ✓ Environmental Objectives and Impacts
- ✓ Climate Action and Energy Management and Climate Adaptation Planning Coordination and Reporting
- ✓ Zero Waste Planning and Outreach
- ✓ Civic Operations Environmental Performance Improvements
- ✓ Development Review to ensure compliance with environmental policies and regulations
- ✓ Environmental Policy Planning and Implementation
- ✓ Communications and Outreach

Planning – 2017 Objectives and Measures

2017 Objectives	2017 Measures
Development	
1. Moodyville Development including staff support for Development Permit applications and strategic considerations for large consolidation south of East 2nd Street.	1. 3 phases of application received. Phase 1 process nearly completed. Phases 2 and 3 targeted for DP approval in 2018.
2. Harbourside Waterfront Development Permit Application.	2. Application received and under review.
3. Support Harry Jerome Recreation Centre Redevelopment Initiative.	3. Consultant retained, RFP completed, and processing application for redevelopment.
4. Complete development of CityPal modules for Development Planning.	4. Ongoing – entering into User Acceptance Testing (UAT) environment.
5. Affordable Housing Project with Non-Profit Partner (West 16 th Street Lands).	5. Pre-zoning completed. Looking to secure funding.
6. Support large scale rezoning applications (including 1441 St. Georges).	6. 1441 St. Georges completed. 1301 Lonsdale Avenue (Hollyburn) completed.

Planning – 2017 Objectives and Measures

2017 Objectives	2017 Measures
-----------------	---------------

Land Use and Community Planning

- | | |
|--|--|
| 1. Community Well-being Strategy (Social Plan Update). | 1. Ongoing – undertaking engagement with the District of North Vancouver. |
| 2. Child Care Facility Plan Update. | 2. Currently undertaking child care strategy. This project is in the engagement phase. |
| 3. CNV4ME Project – “School the City” in Partnership with NVSD. | 3. Not within Planning. Project is allocated to Placemaking in Community Services. |
| 4. Duplex Special Study (East 15th to East 19th). | 4. Nearing completion. Targeting May of 2018 for final adoption. |
| 5. East of Lonsdale (100 and 200 Blocks East 1st Street) City Lands Study. | 5. Not underway. |
| 6. Review All Bylaws for Consistency with BC Building Act and Update Energy Efficiency Initiatives to Align with BC Step Code. | 6. Completed. |
| 7. Summary and Analysis of 2016 Census Data. | 7. Completed. |
| 8. Review of Single Family and Two Family Regulations to Support Liveability and Affordability (Housing Action Plan Implementation). | 8. Currently underway – targeting June of 2018 for adoption of zoning changes. |
| 9. Complete Review of Heritage Incentives. | 9. Delayed. Anticipating completion in 2018. |

Environmental Sustainability

- | | |
|--|---------------|
| 1. Complete Corporate Climate Action Plan Update | 1. Completed. |
| 2. Deliver glass recycling program. | 2. Completed. |
| 3. Deliver sustainability outreach program in schools. | 3. Completed. |

Planning – 2017 Objectives and Measures

2017 Objectives	2017 Measures
Transportation Division	
1. Complete Road Safety Strategy.	1. Network screening completed. Key actions and strategies to be completed by 2019.
2. Complete Pedestrian Plan.	2. In progress. To be completed in 2018.
3. Implement Cloverley short-cutting prevention plan.	3. In progress. To be completed in 2018.

Planning - 2018 Objectives

2018 Objectives
Development
1. Streamline development process to reduce average processing times and backlog.
2. Complete CityPAL implementation.
3. Complete Harry Jerome Neighbourhood Lands Rezoning and Development Guidelines.
4. Processing major Development Applications including Eastern Avenue development, Northmount Medical, 250 E 15 th and Harbourside.
Land Use and Community Planning
1. Complete Child Care Strategy.
2. Complete Community Well Being Strategy (Social Plan Update).
3. Continue implementation of Housing Action Plan including: <ul style="list-style-type: none">a. Zoning Bylaw Review (lot sizes, height envelopes)b. Family Friendly Design Guidelinesc. Non-profit Housing Regeneration Policyd. Provincial grant worke. Inclusionary Zoning Review
4. Implementation of Duplex Special Study Area.

Planning - 2018 Objectives

2018 Objectives

Environmental Sustainability

1. Complete Electric Vehicles Strategy.
2. Deliver cigarette butt litter reduction campaign.
3. Work with Metro Vancouver to deliver the Strata Energy Advisor program.
4. Implement Step Code Energy Advisor Rebate Program.

Transportation Division

1. In conjunction with federal, provincial, regional and municipal partners develop an Integrated North Shore Transportation Plan.
2. In conjunction with regional and municipal partners develop conceptual design for Marine-Main 2019 B-Line.
3. Complete Pedestrian Plan.
4. Complete St David's to Queensbury Neighborhood Traffic Calming Plan.

Services and Operations

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

RCMP - 2017 Objectives and Measures

2017 Objectives	2017 Measures
1. Optimize use of resources to ensure optimal readiness.	1. Improved coverage and overlap at shift change. Reduced detachment exceptions related to mobile data terminal reporting. Incident Command training for members (level 100 for all members, levels 200 and 300 for NCOs).
2. Increase visibility and enhance service.	2. Another successful year of patrolling the Lower Lonsdale (LOLO) area. Intelligence through Crime Analyst being used by detachment personnel to identify hot spots and reduce crime. Enhanced training in several operational areas. Reduction in property crime from 2016 to 2017 of approximately 20 percent.
3. Demonstrate accountability through effective engagement.	3. Outreach with Muslim communities. Ongoing presence through our Integrated First Nations policing unit.
4. Complete Front Counter Safety assessment.	4. Assessment completed with design ready for RCMP security approval.

RCMP - 2018 Objectives

2018 Objectives

1. Increase visibility and enhance service.
2. Demonstrate accountability through effective management.
3. Advocate for a Communications Strategist.
4. Construct a new Front Counter reception area with the latest in security and customer service features.

Services and Operations

Administration

- ✓ Manage all Fire Department functions
- ✓ Annual Report
- ✓ Quarterly Statistical Reports
- ✓ Training and Development
- ✓ Recruitment of staff
- ✓ Payroll entry and recording
- ✓ WCB reporting
- ✓ Web Site and FireNet coordination
- ✓ Fire department policies and procedures
- ✓ Assist in Contract negotiations

Fire Apparatus

- ✓ Maintenance and repair of all fire apparatus and equipment
- ✓ Annual government inspection of apparatus
- ✓ Research and input on new apparatus and equipment
- ✓ Liaison with Facilities Manager with regards to the Fire Station
- ✓ Assisting purchasing with the preparation of tender documents
- ✓ Annual testing of breathing air
- ✓ Annual testing of ladders and fire hose

Fire Operations

- ✓ Firefighting
- ✓ Emergency Medical Assistance
- ✓ Hazardous Material Spills and Dangerous Goods Incidents
- ✓ High Angle Rescue
- ✓ Motor Vehicle Accidents
- ✓ Marine Firefighting
- ✓ Coordination and training of all staff, examples are as follows:
 - ❖ On-truck computer system
 - ❖ Fire Officers Course
 - ❖ FSI (Fire Service Instructors Course)
 - ❖ Emergency Vehicle Operations Course
 - ❖ Auto Extrication Course
 - ❖ FMR, AED and Spinal re-certifications
 - ❖ On-line training delivered through Target Solutions software

Fire Prevention

- ✓ Fire Prevention Inspections are conducted through a regular system of inspections of approximately 3,400 occupancies, which is established by the Assistant Chief, Prevention, on behalf of Council, as required by the Fire Services Act (FSA) and modified throughout the year as may be necessary.
 - ❖ Conduct initial inspection of new business license applications, new building occupancies, and fire protection systems
 - ❖ Receive, review and comment on plans for new buildings, occupancies, and alterations, modifications and renovations to structures, including Fire Department access, fire protection and life safety systems
 - ❖ Conduct code and plan reviews for construction projects to address protection of adjacent buildings

- ❖ Provide an inspection program that will meet FSA requirements, including the enforcement of fire code violations
 - ❖ Conduct plan reviews and inspections related to the Fire Alarm Upgrade in 3 Storey Wood Frame Residential Buildings
 - ❖ Conduct plan reviews and inspections related to the upgrade to Spray Coating Operations
 - ❖ Conduct initial inspection of complaints, including complaints related to 'hoarding' fire hazards, and life safety concerns
 - ❖ Conduct follow-up inspections when possible and as necessary
 - ❖ Continue to develop the inspection program with the Squamish Nation
 - ❖ Obtain and maintain NFPA 1031 Certified Fire Inspector I and NFPA 1031 Certified Fire Plan Examiner for all Fire Inspectors
- ✓ Fire Investigations are conducted as per the Fire Services Act to determine origin and cause and to determine if due to accident, negligence or design
- ❖ Conduct fire investigations of all fires within our municipality within three days
 - ❖ Obtain and maintain NFPA 1033 Level 3 Certification for Fire Investigators for all Fire Prevention Staff
 - ❖ Continue the North Shore Fire Investigation Training Program, a shared initiative with 3 North Shore Fire Departments and the RCMP

Public Education

- ✓ Education is provided to create public awareness and to motivate the proper fire safety behavior. Education is provided to business owners, building owners, elementary school students, new immigrants, and the general public
- ✓ Continue to develop and deliver education programs that include Fire Prevention Week, Hot Summer Nights and Fire Extinguisher Training
- ✓ Visit public schools in the City of North Vancouver and discuss fire and life safety with the over 2,200 students

Fire - 2017 Objectives and Measures

2017 Objectives	2017 Measures
1. New Pumper delivery in first Quarter.	1. New Pumper delivered and in service.
2. Expand Asset Management Inventory – To include FF Equipment, Turnout Gear Maintenance and Fire Investigation Equipment.	2. Turnout Gear maintenance - module is now in place. Accountability tags for small equipment completed.
3. Spray Booth Upgrade – 3 Year Notice Ends. Work towards completion of upgrade order.	3. Substantial completion of spray booth upgrade.
4. CityPal Integration.	4. Ongoing into 2018.
5. Swiftwater Training at an Operations Level for 20 members.	5. First 20 members trained for Swiftwater at Operations Level.
6. Fire Behaviour Training – Blue Card and Fire Officer Development.	6. 8 members completed Blue Card Training development.

Fire - 2017 Objectives and Measures

2017 Objectives	2017 Measures
1. Pre-Incident Planning Software Integration – North Shore wide.	1. Reviewed available pre-plan software. Consideration for integration in the future.
2. Enhanced Spill Response Planning/Capabilities.	2. Ongoing. Working with Engineering to expand equipment and capabilities.
3. Self-Contained Breathing Apparatus (SCBA) Replacement	3. SCBA delivered and in service.
4. Implementation of Next Generation Radio System.	4. Completed Next Generation Radio system transition November 2, 2017.

Fire - 2018 Objectives

2018 Objectives

1. Blue Card Certification for remaining Officer Pool members.
2. Continuation of Swiftwater training.
3. Confined Space training.
4. Tower Crane training.
5. Officer Development.
6. Enhanced Auto Extrication training.
7. Firefighter recruitment.
8. Complete CityPal Integration.
9. Training and updates for the Tri-Municipal Emergency Operations Plan.
10. Upgrade Auto Extrication equipment and auto external defibrators.

North Vancouver Museum and Archives Commission

Services and Operations

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

NVMAC - 2017 Objectives and Measures

2017 Objectives	2017 Measures
<p>1. Engage a prime consultant, and work in collaboration with City staff and the architectural team to envision, design and begin construction of a beautiful and lively new museum in Lower Lonsdale.</p>	<p>1. Prime consultant, Urban Arts Architecture, worked with NVMAC staff, City staff, consultants and others in designing the interiors (tenant improvements) for a new museum facility at 115 West Esplanade.</p>
<p>2. Work with a team of exhibit planners and designers, and involve community members in helping to plan and design engaging exhibits that tell the stories of North Vancouver and its people in fresh, new ways.</p>	<p>2. With input from community members and the Aboriginal Voices Advisory Group, NVMAC staff worked with Kei Space exhibit designers in developing conceptual and schematic plans for permanent exhibits in the new museum.</p>
<p>3. Plan, research and present “Chief Dan George: Actor and Activist,” an exhibition about the life and legacy of local Tsleil-Waututh chief Dan George, a logger and longshoreman who became a stage and TV performer, an environmental activist and advocate for indigenous rights, and an Oscar-nominated movie actor.</p>	<p>3. NVMAC-organized exhibit, “Chief Dan George: Actor and Activist” (June/17 to April/18), the accompanying Indigenous Rights timeline, education programs, and limited-edition book “Indigenous People and First Nations in North Vancouver: History, Traditions and Culture” were very successful. NVMAC received a Heritage Advocacy Award for its indigenous program collaborations.</p>
<p>4. Outfit a new collection storage warehouse, continue the museum collection deaccessioning project, and begin moving the museum collection into the new facility.</p>	<p>4. In collaboration with City facilities staff, a collection storage warehouse was renovated and outfitted with new storage equipment, hundreds of collection artifacts were deaccessioned, and planning for a collection move began.</p>

NVMAC - 2018 Objectives

2018 Objectives

1. Complete architectural plans for tenant improvements in the new museum, engage a construction manager, tender contracts for tenant improvements, and plan for start of construction in 2019.
2. Complete design development for new museum exhibits, engage exhibit fabricator, confirm exhibit fabrication budget and scope, and develop interpretive plan for Streetcar 153.
3. Launch an organizational transition planning process, including a Revised Business Plan, staffing plan for the new museum, archives operations plan, program plans and operational plan for the new museum (projected opening early 2020).
4. Launch a fundraising campaign for the new museum through the Friends of the North Vancouver Museum and Archives Society.
5. Complete the museum collections project by reaching the target to deaccession 2,500 more artifacts, and start moving the retained collections to the new storage warehouse.

North Vancouver Recreation and Culture Commission

Services and Operations

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

NVRCC – 2017 Objectives and Measures

2017 Objectives	2017 Measures
1. Successfully open new Delbrook Community Recreation Centre and meet or exceed participation projections.	1. Facility providing full services by July 1, 2017. Utilization exceeded projections.
2. Examine recreation and cultural facility needs and refresh facility plan.	2. Deferred to 2018.
3. Support City efforts to finalize plan for replacement of Harry Jerome, Memorial and Mickey McDougall Centres.	3. NVRCC staff on Functional Space Programming team and Project Working Group. Schematic design in process.
4. Finalize Fitness, Health and Wellness review and implement a plan to support further improvements to the health and wellness of our community.	4. First two phases of work completed, two staff workshops held, finalization and implementation by Q3, 2018.
5. Facilitate a review and discussions regarding the user statistics program/method for determining sharing of operating costs between City and District.	5. Several Commission workshops held and staff working group established (NVRCC/CNV/DNV). Work progressing.
6. Expand the reach of arts through program enhancements and collaboration with community organizations.	6. Arts Animator hired and program/service opportunities identified and initiated.
7. Implement recommended changes to Public Art Programs.	7. Review completed. Policy and process revisions being drafted.

NVRCC – 2017 Objectives and Measures

2017 Objectives	2017 Measures
8. Strengthen partnerships and relationships that support the vision and purpose of NVRCC.	8. Relationships with Vancouver Coastal Health (VCH), Parkgate Community Services Society (PCSS), Capilano Community Services Society (CCSS), North Shore Neighborhood House (NSNH), Silver Harbour Seniors Centre (SHSC) and numerous arts organizations strengthened.
9. Finalize implementation of electronic document management system.	9. Approximately 1/3 of staff are now on system and remainder of staff implementation in 2018.
10. Prepare for conversion to new software for admissions, passes, program registration and facility rentals.	10. Project Manager hired, contract completed and planning underway for 2018 implementation.

NVRCC - 2018 Objectives

2018 Objectives

1. Complete final phase of implementation of electronic records management system.
2. Implement new Program Registration Management Software (December 2018 or early 2019).
3. Support municipal recreation and culture facility planning projects (i.e. Harry Jerome, Lions Gate and Lynn Creek) and prepare for opening of Lions Gate Community Centre in Q2 2019.
4. Engage North Vancouver residents in Recreation and Culture Community Needs Assessment Research (survey and focus groups) in Q2 and based on insights and findings, adjust service delivery.
5. Update facility condition and functionality assessments to support capital planning.
6. Implement recommended changes to Fitness, Health and Wellness services.
7. Implement NVRCC Customer Experience Program.
8. Support review to identify options for cost sharing of recreation and culture services between City and District.
9. Collaborate with community organizations and agencies to support strategic goals.

North Shore Emergency Management

Services and Operations

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

NSEM - 2017 Objectives and Measures

2017 Objectives	2017 Measures
1. Support the municipalities in their emergency response and recovery activities when an emergency or disaster occurs.	1. NSEM staff and volunteers assisted North Shore residents recovering from flooding and apartment/house fires, as well as provided assistance to Central BC for wildfire and flooding response support.
2. Effectively prepared, trained and exercised municipal staff and public safety lifeline volunteers to support planning, response and recovery activities on the North Shore.	2. Municipal staff and volunteers participated in Emergency Operations Centre and Rapid Damage Assessment training.
3. Development and maintenance of relevant emergency plans to help prepare for, respond to and recover from emergencies and disasters.	3. Quick reference guides were developed for hazard specific response protocols and training resources for volunteers were significantly revamped to provide greater clarity of roles.
4. An informed North Shore community with knowledge of their emergency management responsibilities.	4. Free emergency preparedness workshops were delivered to 1145 residents (426 youth) and over 2000 people attended public displays. Website www.nsem.info was updated to make information more accessible.

NSEM - 2018 Objectives

2018 Objectives

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

Audited Financial Statements 2017

**The Corporation of the City of
North Vancouver**
Consolidated Financial Statements
For the year ended December 31, 2017

Statement of Management Responsibility

The Council of the Corporation of the City of North Vancouver (“City”) has delegated the responsibility for the integrity and objectivity of the financial information contained in the consolidated financial statements to the management of the City. The consolidated financial statements which, in part, are based on informed judgments and estimates, have been prepared by management in accordance with Canadian public sector accounting standards, which have been applied on a basis consistent with that of the preceding year.

To assist in carrying out their responsibility, management maintains an accounting system and internal controls to provide reasonable assurance that transactions are executed and recorded in accordance with authorization, and that financial records are reliable for preparation of financial statements.

The Mayor and Council oversee management’s responsibilities for the financial reporting and internal control systems. Council annually reviews and approves the consolidated financial statements.

The City’s independent auditors, BDO Canada LLP, are engaged to express an opinion as to whether the City’s consolidated financial statements present fairly in all material respects the financial position of the City as at December 31, 2017, and the results of operations, changes in net financial assets and cash flows for the year then ended in accordance with Canadian generally accepted auditing standards.

The consolidated financial statements have, in management’s opinion, been properly prepared within reasonable limits of materiality and in accordance with Canadian public sector accounting standards.



Director of Finance

April 23, 2018



Tel: 604 688 5421
Fax: 604 688 5132
vancouver@bdo.ca
www.bdo.ca

BDO Canada LLP
600 Cathedral Place
925 West Georgia Street
Vancouver BC V6C 3L2 Canada

Independent Auditor's Report

To the Mayor and Council of the Corporation of the City of North Vancouver

We have audited the accompanying consolidated financial statements of the Corporation of the City of North Vancouver, which comprise the Consolidated Statement of Financial Position as at December 31, 2017, and the Consolidated Statements of Operations, Changes in Net Financial Assets and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Corporation of the City of North Vancouver as at December 31, 2017, and the results of its operations, changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

BDO Canada LLP

CHARTERED PROFESSIONAL ACCOUNTANTS
Vancouver, British Columbia
April 23, 2018

**The Corporation of the City of North Vancouver
Consolidated Statement of Financial Position
As at December 31, 2017 with comparative figures for 2016
(in thousands of dollars)**

	<u>2017</u>	<u>2016</u>
		Recast (note 14)
FINANCIAL ASSETS		
Cash	\$ 7,747	\$ 6,716
Temporary investments (note 3(a))	44,888	43,548
Portfolio investments (note 3(b))	118,413	106,934
Investment in Lonsdale Energy Corp. (note 4)	1,534	734
Due from other governments	3,853	3,421
Accounts receivable	8,954	9,357
Loan to Lonsdale Energy Corp. (note 5)	19,242	15,045
Interest receivable	12,741	11,426
	<u>217,372</u>	<u>197,181</u>
LIABILITIES		
Accounts payable and accrued liabilities	19,098	23,447
Deferred revenue	27,724	23,740
Deferred development cost charges	19,266	18,357
Long-term debt (note 6)	1,098	1,293
Employee future benefits (note 7)	8,258	8,351
Advances and other liabilities	10,772	9,901
	<u>86,216</u>	<u>85,089</u>
NET FINANCIAL ASSETS	<u>131,156</u>	<u>112,092</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (note 8)	381,939	359,066
Inventories	693	642
Prepaid expenses	1,480	2,334
	<u>384,112</u>	<u>362,042</u>
ACCUMULATED SURPLUS (note 9)	<u>\$ 515,268</u>	<u>\$ 474,134</u>

Commitments and contingencies (note 10)
See accompanying notes to the consolidated financial statements



Director of Finance

**The Corporation of the City of North Vancouver
Consolidated Statement of Operations
Year ended December 31, 2017 with comparative figures for 2016
(in thousands of dollars)**

	2017 Budget	2017	2016
	(notes 2(h) and 13)		Recast (note 14)
REVENUE			
Property value tax	\$ 56,169	\$ 56,218	\$ 53,684
Parcel taxes	2,774	2,811	2,526
Licences and permits	3,588	5,797	4,209
Fines and fees	4,234	5,102	5,024
Rent	1,652	2,100	1,560
Interest and penalties	2,114	5,315	5,248
Sale of services	25,500	26,996	25,456
Rebate and recoveries	85	118	179
Grants and other	6,797	9,261	11,205
Developer contributions and other transfers	257	29,263	14,917
Gains (losses) on disposition of assets	-	2,733	(827)
Lonsdale Energy Corp. income (note 4)	-	800	19
	<u>103,170</u>	<u>146,514</u>	<u>123,200</u>
EXPENSES			
General government	16,213	16,821	21,221
Transportation and transit	5,494	7,161	6,448
Health, social services and housing	2,520	2,718	2,399
Development services	5,134	5,216	4,520
Protective services	25,926	24,617	23,878
Parks, recreation and culture	26,400	26,489	24,407
Water utilities	9,532	10,009	9,208
Sewer utilities	8,163	8,404	8,418
Solid waste	4,488	3,945	3,529
	<u>103,870</u>	<u>105,380</u>	<u>104,028</u>
Total expenses (note 12)	<u>103,870</u>	<u>105,380</u>	<u>104,028</u>
Annual surplus (deficit)	(700)	41,134	19,172
Accumulated surplus beginning of year	<u>474,134</u>	<u>474,134</u>	<u>454,962</u>
Accumulated surplus end of year	<u>\$ 473,434</u>	<u>\$ 515,268</u>	<u>\$ 474,134</u>

See accompanying notes to the consolidated financial statements

**The Corporation of the City of North Vancouver
Consolidated Statement of Change in Net Financial Assets
Year ended December 31, 2017 with comparative figures for 2016
(in thousands of dollars)**

	2017 Budget	2017	2016
	(notes 2(h) and 13)		Recast (note 14)
Annual surplus (deficit)	\$ (700)	\$ 41,134	\$ 19,172
Acquisition of tangible capital assets	(74,911)	(27,488)	(27,419)
Non-cash developer contributed assets and found assets	-	(15,747)	(10,968)
Proceeds on sale of tangible capital assets	-	9,128	256
Depreciation of tangible capital assets	13,600	13,967	13,464
Loss (gain) on disposition of tangible capital assets	-	(2,733)	827
	<u>(61,311)</u>	<u>(22,873)</u>	<u>(23,840)</u>
Acquisition of inventories		(1,123)	(1,126)
Acquisition of prepaid expenses	-	(1,983)	(2,310)
Use of inventories	-	1,072	991
Use of prepaid expenses	-	2,837	1,473
	<u>-</u>	<u>803</u>	<u>(972)</u>
Increase (decrease) in net financial assets	(62,011)	19,064	(5,640)
Net financial assets, beginning of year	<u>112,092</u>	<u>112,092</u>	<u>117,732</u>
Net financial assets, end of year	<u>\$ 50,081</u>	<u>\$ 131,156</u>	<u>\$ 112,092</u>

See accompanying notes to the consolidated financial statements

**The Corporation of the City of North Vancouver
Consolidated Statement of Cash Flows
Year ended December 31, 2017 with comparative figures for 2016
(in thousands of dollars)**

	2017	2016
		Recast (note 14)
Cash provided by (used for):		
Operating Transactions		
Annual surplus	\$ 41,134	\$ 19,172
Items not involving cash:		
Depreciation expense	13,967	13,464
(Gain) loss on disposal of tangible capital assets	(2,733)	827
Non-cash developer contributed assets and found assets	(15,747)	(10,968)
Lonsdale Energy Corp. income	(800)	(19)
Changes in non-cash operating items:	-	
(Increase) decrease in due from other governments	(432)	696
Decrease (increase) in accounts receivable	403	(275)
Increase in loan to Lonsdale Energy Corp.	(4,197)	(1,394)
Increase in interest receivable	(1,315)	(1,040)
(Decrease) increase in accounts payable and accrued liabilities	(4,349)	9,041
Increase (decrease) increase in deferred revenue	3,984	(2,446)
Increase (decrease) in deferred development cost charges	909	(5,384)
(Decrease) increase in accrued employee future benefits	(93)	186
Decrease in advances and other liabilities	871	2,020
Increase in inventories	(51)	(135)
Decrease (increase) in prepaid expenses	854	(837)
	32,405	22,908
Capital Transactions		
Cash used to acquire tangible capital assets	(27,488)	(27,419)
Proceeds from sale of tangible capital assets	9,128	256
	(18,360)	(27,163)
Investing Transactions		
Increase in temporary investments	(1,340)	(918)
Decrease (increase) in portfolio investments	(11,479)	6,227
	(12,819)	5,309
Financing Transactions		
Repayment of long-term debt	(195)	(187)
Increase in cash	1,031	867
Cash, beginning of year	6,716	5,849
Cash, end of year	<u>\$ 7,747</u>	<u>\$ 6,716</u>

See accompanying notes to the consolidated financial statements

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

1. OPERATIONS

The City of North Vancouver (the "City") was incorporated in 1907 and operates under the provisions of the Community Charter and the Local Government Act of British Columbia. The City's principal activity is the provision of local government services to residents of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water and sanitary services.

2. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the City have been prepared in accordance with Canadian public sector accounting standards, as prescribed by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants Canada. The significant accounting policies are summarized below:

(a) Basis of Presentation

The consolidated financial statements include the accounts of all the funds of the City, the accounts of the North Vancouver City Library, which is controlled by the City, the City's 33% proportionate share of the operations of the North Vancouver Recreation Commission, and the City's 50% proportionate share of the operations of the North Vancouver Museum and Archives Commission. The City's investment in Lonsdale Energy Corporation ("LEC"), a wholly owned government business enterprise, is accounted for using the modified equity method.

The City participates with the District of North Vancouver in the operation and management of the North Vancouver Recreation Commission, and the City includes its proportionate share in the City's consolidated financial statements. The current agreement specifies that the operating costs shall be paid 33% (2016 – 33%) by the City and 67% (2016 – 67%) by the District of North Vancouver. Each municipality is responsible for its own facilities and pays 100% of all capital costs relating to improvement, expansion and replacement of buildings or facility equipment.

The City also participates with the District of North Vancouver in the operation and management of the North Vancouver Museum and Archives Commission, and the City includes its proportionate share in the City's consolidated financial statements. The current agreement specifies that the operating costs shall be paid 50% (2016 – 50%) by the City and 50% (2016 – 50%) by the District of North Vancouver. Each municipality is responsible for its own facilities and pays 100% of all capital costs relating to improvement, expansion and replacement of buildings or facility equipment.

(b) Basis of Accounting

Revenue is recorded on an accrual basis and recognized when earned. Expenses are recognized as they are incurred and measurable as a result of the receipt of goods and services.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

2. SIGNIFICANT ACCOUNTING POLICIES (con't)

(c) Revenue Recognition

Taxes are recognized as revenue in the year they are levied. Through the British Columbia Assessments appeal process, taxes may be adjusted by way of supplementary roll adjustments. The effects of these adjustments on taxes are recognized at the time they are awarded. Any additional adjustments required over that estimated are recognized at the time they are awarded. Levies imposed by other taxing authorities are not included as taxes for municipal purposes. Levies imposed for Regional District services and other taxing authorities are not included.

Charges for sewer, water and solid waste usage are recorded as user fees. Connection fees revenues are recognized when the connection has been established.

Sale of service and other revenue are recognized on an accrual basis.

(d) Deferred Revenue

Deferred revenue consists of prepaid property taxes, prepaid business licenses, and fees paid in advance for services yet to be provided.

(e) Development Cost Charges

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

(f) Temporary Investments

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

(g) Portfolio Investments

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

(h) Budget Figures

The budget figures are based on the ten year financial plan adopted on April 10, 2017.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

2. SIGNIFICANT ACCOUNTING POLICIES (con't)

(i) Government Transfers

Unrestricted government transfers are recognized as revenue in the year that the transfer is authorized by the issuing government and any eligibility criteria have been met. Restricted government transfers, in the way of grants or other transfers, are recognized as revenue in the year in which any stipulations that create liabilities are met.

(j) Employee Future Benefits

The City and its employees make contributions to the Municipal Pension Plan. As this plan is a multi-employer plan, contributions are expensed as incurred.

Sick leave and post-employment benefits also accrue to the City's employees. The liabilities related to these benefits are actuarially determined based on services and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefits plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(k) Long-term Debt

Long-term debt is recorded in the consolidated financial statements net of repayments and sinking fund adjustments.

(l) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They may have useful lives extending beyond the current year and are not intended for sale in the ordinary course of business.

(i) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost less residual value of the tangible capital assets, excluding land, is amortized on a straight line basis over their estimated useful lives as follows:

Land improvements	Straight line over useful life of each asset unit	10 – 100 years
Parks	Straight line over useful life of each asset unit	10 – 75 years
Buildings	Straight line over useful life of each asset unit	10 – 100 years
Machinery & equipment	Straight line over useful life of each asset unit	3 – 25 years
Vehicles	Straight line over useful life of each asset unit	6 – 25 years
Infrastructure	Straight line over useful life of each asset unit	7 – 100 years
Library materials	Straight line over useful life of each asset unit	2 – 5 years
Work in progress	Not depreciated until put into use	

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

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

(ii) Contributions of Tangible Capital Assets

Tangible capital assets received as contributions or transfers from developers are recorded at their estimated fair value at the date of receipt and also are recorded as revenue.

(iii) Works of Art and Historic Assets

Works of art and historic assets are not recorded as assets in these consolidated financial statements.

(iv) Natural Resources

Horticultural assets such as treed areas, grassy areas and gardens are not recognized as assets in the consolidated financial statements.

(v) Interest Capitalization

The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

(vi) Leased Tangible Capital Assets

Leases that transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the payments are charged to expenses as incurred.

(vii) Inventories

Inventories held for consumption are recorded at the lower of weighted average cost and replacement cost.

(m) Estimates

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts in the consolidated financial statements and the disclosure of contingent liabilities. Areas requiring significant estimation are post-employment benefits, compensated absences and termination benefits and estimated useful life of tangible capital assets. Actual results could differ from these estimates.

(n) Segment Disclosure

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information related to expenses. See note 12.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

2. SIGNIFICANT ACCOUNTING POLICIES (con't)

(o) Contaminated Sites

A liability for contaminated sites is recognized when a site is not in productive use or an unexpected event has occurred and the following criteria are met:

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

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

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

3. INVESTMENTS

(a) Temporary Investments

The fair value of temporary investments at December 31, 2017 was \$45,656,327 (2016 - \$44,179,066). These investments range in maturity date from January 5, 2018 to December 11, 2018, and range in yield from 1.20% to 5.91%.

(b) Portfolio Investments

The fair value of portfolio investments at December 31, 2017 was \$130,643,198 (2016 - \$120,305,984). These investments range in maturity from March 21, 2019 to May 15, 2031, and range in yield from 1.82% to 7.52%.

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

The City owns all the issued and outstanding shares of LEC, which was incorporated under the British Columbia Company Act on July 7, 2003. LEC operates a district energy system providing hydronic energy to residential, institutional and commercial buildings in the Lonsdale and Marine Drive – Harbourside areas of the City of North Vancouver.

Summarized financial information relating to LEC is as follows:

	2017	2016
Cash and accounts receivable	\$ 2,701	\$ 1,001
Tangible capital assets	26,517	22,654
Other assets	520	461
Total assets	\$ 29,738	\$ 24,116
Accounts payable and accrued liabilities	\$ 1,496	\$ 1,284
Deferred contributions	6,368	5,760
Debt	20,340	16,338
Total liabilities	\$ 28,204	\$ 23,382
Shareholder's equity	\$ 1,534	\$ 734
Total revenue	\$ 4,300	\$ 3,127
Total expenses	3,500	3,108
Net income	\$ 800	\$ 19

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

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

Included in the City's consolidated statement of financial position is "Investment in Lonsdale Energy Corp." in the amount of \$1,534,000 (2016 - \$734,000) and a loan receivable, see note 5. Also, included in accounts receivable in the City's consolidated statement of financial position are receivables from LEC in the amount of \$416,000 (2016 - \$332,000).

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

The loan receivable balance of \$19,241,926 (2016 - \$15,045,195) consists of the following interest bearing promissory notes:

On December 16, 2013, the City converted amounts due from LEC to a 5-year demand term loan bearing interest at 2.1%. Additional funding may be made available to LEC under the terms of the agreement to a maximum of \$12,000,000. The funding was fully used in the year and LEC has made a first re-payment of \$450,000 on the term loan. The balance owing at December 31, 2017 is \$11,550,000 (2016 - \$11,983,000).

On July 8, 2015, LEC issued a promissory note to the City in the amount of \$2,000,000. On November 25, 2015, LEC issued a promissory note to the City in the amount of \$612,000. Both notes were fully drawn. During the year LEC issued additional promissory notes, that have been partially drawn upon, to the City with a balance owing at December 31, 2017 of \$5,080,000 (2016 - \$3,062,000).

All loans are due on demand and bear interest at 2.1%. Interest revenue of \$351,790 (2016 - \$296,900) has been included in the consolidated statement of operations.

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

6. LONG-TERM DEBT

The City has financed the expansion of LEC by assuming debt on behalf of LEC through the Municipal Finance Authority in accordance with the Community Charter. Debt principal is reported net of repayments and actuarial adjustments. The City carries no other long-term debt. The total debt issued and outstanding as at December 31, 2017 was \$1,097,739 (2016 - \$1,292,616).

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

6. LONG-TERM DEBT (con't)

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

	<u>2017</u>
2018	\$ 202,672
2019	210,779
2020	219,210
2021	227,979
2022	<u>237,099</u>
	<u>\$ 1,097,739</u>

Interest expense of \$6,000 (2016 - \$6,000) has been included in the Consolidated Statement of Operations. The interest rate on long-term debt is 0.3% per annum.

7. EMPLOYEE FUTURE BENEFITS

(a) Sick and Severance

Employees of the City are entitled to payments related to unused sick leave and severance upon retirement or resignation after ten years of service. The amount recorded for these benefits is based on an actuarial valuation done by an independent firm of actuaries using a projected benefit actuarial valuation method pro-rated on services. The most recent actuarial valuation of the City's future benefits was completed as at December 31, 2017.

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

	<u>2017</u>	<u>2016</u>
Benefit obligation - beginning of the year	\$ 7,380	\$ 7,867
Add: Current service costs	607	607
Interest on accrued benefit obligation	254	246
Less: Actuarial (gain) loss	495	(665)
Benefits paid	<u>(874)</u>	<u>(875)</u>
Benefit obligation - end of the year	\$ 7,862	\$ 7,380
Add: Unamortized actuarial gain	<u>396</u>	<u>971</u>
Accrued benefit liability - end of the year	<u>\$ 8,258</u>	<u>\$ 8,351</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

7. EMPLOYEE FUTURE BENEFITS (con't)

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

	2017	2016
Discount rates	2.90%	3.30%
Expected future inflation rates	2.50%	2.50%
Expected wage and salary increases	2.58% to 4.63%	2.58% to 4.63%

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

(b) Council Retirement Stipend

Starting 2005, Council Members are entitled to a retirement stipend based on 10.06% of the individual's total indemnity received subsequent to 2002. These amounts are accrued as earned and recorded in accounts payable and accrued liabilities.

8. TANGIBLE CAPITAL ASSETS

2017	Land	Land Improvements	Parks	Buildings	Machinery & Equipment	Vehicles	Infrastructure	Library Materials	Work in Progress	Total
Costs										
Balance beginning of year	\$ 30,251	\$ 50,259	\$ 38,822	\$ 116,849	\$ 17,476	\$ 9,241	\$ 223,757	\$ 943	\$ 34,443	\$ 522,041
Additions	5,885	5,554	4,515	11,352	2,317	2,044	6,123	211	36,402	74,203
Disposals	571	-	571	5,144	568	203	2,313	218	30,971	40,559
Balance end of year	<u>\$ 35,365</u>	<u>\$ 55,813</u>	<u>\$ 42,766</u>	<u>\$ 123,057</u>	<u>\$ 19,225</u>	<u>\$ 11,082</u>	<u>\$ 227,567</u>	<u>\$ 936</u>	<u>\$ 39,874</u>	<u>\$ 555,685</u>
Accumulated Depreciation										
Balance beginning of year	\$ -	\$ 8,934	\$ 11,438	\$ 47,719	\$ 11,441	\$ 5,476	\$ 77,496	\$ 471	\$ -	\$ 162,975
Depreciation	-	1,524	1,447	4,657	1,554	542	4,025	218	-	13,987
Disposals	-	-	372	24	568	159	1,855	218	-	3,196
Balance end of year	<u>\$ -</u>	<u>\$ 10,458</u>	<u>\$ 12,513</u>	<u>\$ 52,352</u>	<u>\$ 12,427</u>	<u>\$ 5,859</u>	<u>\$ 79,666</u>	<u>\$ 471</u>	<u>\$ -</u>	<u>\$ 173,746</u>
Net Book Value	<u>\$ 35,365</u>	<u>\$ 45,355</u>	<u>\$ 30,253</u>	<u>\$ 70,705</u>	<u>\$ 6,798</u>	<u>\$ 5,223</u>	<u>\$ 147,901</u>	<u>\$ 465</u>	<u>\$ 39,874</u>	<u>\$ 381,939</u>
2016 Recast (note 14)										
Costs										
Balance beginning of year	\$ 27,530	\$ 49,874	\$ 38,254	\$ 110,982	\$ 16,758	\$ 9,024	\$ 210,578	\$ 949	\$ 23,805	\$ 487,754
Additions	2,722	385	675	5,867	1,291	420	16,161	227	34,443	62,191
Disposals	1	-	107	-	573	203	2,982	233	23,905	27,904
Balance end of year	<u>\$ 30,251</u>	<u>\$ 50,259</u>	<u>\$ 38,822</u>	<u>\$ 116,849</u>	<u>\$ 17,476</u>	<u>\$ 9,241</u>	<u>\$ 223,757</u>	<u>\$ 943</u>	<u>\$ 34,443</u>	<u>\$ 522,041</u>
Accumulated Depreciation										
Balance beginning of year	\$ -	\$ 7,559	\$ 10,158	\$ 43,431	\$ 10,456	\$ 5,126	\$ 75,316	\$ 483	\$ -	\$ 152,529
Depreciation	-	1,375	1,359	4,288	1,558	523	4,137	221	-	13,461
Disposals	-	-	79	-	573	173	1,957	233	-	3,015
Balance end of year	<u>\$ -</u>	<u>\$ 8,934</u>	<u>\$ 11,438</u>	<u>\$ 47,719</u>	<u>\$ 11,441</u>	<u>\$ 5,476</u>	<u>\$ 77,496</u>	<u>\$ 471</u>	<u>\$ -</u>	<u>\$ 162,975</u>
Net Book Value	<u>\$ 30,251</u>	<u>\$ 41,325</u>	<u>\$ 27,384</u>	<u>\$ 69,130</u>	<u>\$ 6,035</u>	<u>\$ 3,765</u>	<u>\$ 146,261</u>	<u>\$ 472</u>	<u>\$ 34,443</u>	<u>\$ 359,066</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

8. TANGIBLE CAPITAL ASSETS (con't)

(a) Work in Progress

Work in progress having a value of \$ 39,874,000 (2016 - \$34,443,000) has not been amortized. Amortization of these assets will commence when the asset is in service.

(b) Developer Contributed Tangible Capital Assets and Other Transfers

Developer contributed tangible capital assets and other transfers have been recognized at their estimated fair value at the date of contribution. Developer contributed tangible capital assets and other transfers of \$15,747,000 (2016 - \$10,968,000) have been recognized during the year.

(c) Works of Art and Historic Assets

The City manages and controls various works of art and non-operational historic assets including buildings, artifacts, paintings and sculptures located at City sites and public display areas. These assets are not recorded in the consolidated financial statements of the City.

(d) Write-Down of Tangible Capital Assets

There were no write-downs of tangible capital assets during the current or prior year.

9. ACCUMULATED SURPLUS

	2017 Actual	Recast 2016 Actual
Current Funds - general, water and sewer	\$ 30,826	\$ 27,435
Reserve fund	91,918	79,047
Capital fund	392,524	367,652
Accumulated surplus, end of year	<u>\$ 515,268</u>	<u>\$ 474,134</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

9. ACCUMULATED SURPLUS (con't)

(a) Current Funds - general, water and sewer

	2017	2016
Appropriated:		
General funds	\$ 11,781	\$ 12,075
Water fund	761	61
Sewer fund	9,197	8,287
Unappropriated:		
General funds	8,273	6,198
Sewer fund	814	814
	<u>\$ 30,826</u>	<u>\$ 27,435</u>

(b) Reserve Funds

	Balance December 31, 2016	Contributions & Transfers	Earnings	Less Expenditures	Balance December 31, 2017
Machinery and Equipment					
Engineering	\$ 3,274	\$ 400	\$ 123	\$ 220	\$ 3,577
Fire	1,211	350	20	1,406	175
General	188	-	8	93	103
Computer	1,886	42	44	893	1,079
Building	1,491	-	34	705	820
Local Improvements	759	5	23	5	782
Affordable Housing	2,907	1,298	105	11	4,299
Tax Sale Lands	30,450	-	5,551	2,333	33,668
Waterworks	6,484	-	186	441	6,229
Parking	243	-	246	84	405
Civic Amenity	23,874	12,684	5,556	6,153	35,961
Justice Administration Accommodation	155	-	4	8	151
Streets DCC	-	234	-	234	-
Parks DCC	4	840	(3)	841	-
Lower Lonsdale Amenity	1,823	-	38	1,315	546
Lower Lonsdale Legacy	2,584	-	77	-	2,661
Infrastructure	336	66	205	534	73
Public Art	342	143	11	59	437
Marine Drive Community Amenity	326	-	10	-	336
Sustainable Transportation	341	88	8	153	284
Carbon Fund	369	91	10	138	332
Water DCC	-	-	-	-	-
Sanitary DCC	-	-	-	-	-
Drainage DCC	-	-	-	-	-
Total	<u>\$ 79,047</u>	<u>\$ 16,241</u>	<u>\$ 12,256</u>	<u>\$ 15,626</u>	<u>\$ 91,918</u>

(c) Capital Fund

	2017	Recast 2016
Capital fund		
Invested in tangible capital assets	\$ 381,939	\$ 359,066
Appropriated Capital funds	10,585	8,586
	<u>\$ 392,524</u>	<u>\$ 367,652</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

10. COMMITMENTS AND CONTINGENCIES

(a) Property Taxes

The City is obliged to levy, collect and remit property taxes on behalf of, and to finance the arrears of property taxes of, other bodies as follows:

Collections for and remittances to other bodies	2017	2016
Provincial Government - Schools	\$ 34,368	\$ 32,707
Greater Vancouver Regional District	1,152	1,094
Greater Vancouver Transportation Authority	7,572	7,344
British Columbia Assessment Authority	1,300	1,225
Municipal Finance Authority	5	4
BIA Lower Lonsdale Society	507	-
	<u>\$ 44,904</u>	<u>\$ 42,374</u>

(b) Pension Liability

The employer and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2016, the plan has about 193,000 active members and approximately 90,000 retired members. Active members include approximately 38,000 contributors from local governments.

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

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, \$1,927 million was transferred to the rate stabilization account and \$297 million of the surplus ensured the required contribution rates remained unchanged.

The City paid \$3,895,000 (2016 - \$3,784,000) for employer contributions to the plan in fiscal 2017.

The next valuation will be as at December 31, 2018, with results available in 2019.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

(b) Pension Liability (con't)

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

(c) Contingent Liabilities

The City is currently engaged in or party to certain legal actions, assessment appeals and other existing conditions involving uncertainty which may result in material loss. A reasonable estimate of these future liabilities has been made where possible and is recorded in the financial statements as a liability. Where the outcomes of amounts or losses are uncertain, no amounts have been recorded.

(d) E-Comm

The City is a member of Emergency Communications for British Columbia, Incorporated ("E-Comm"), an organization comprised predominately of member municipalities, for the purpose of providing emergency dispatch services. The City is represented on the board and as a class "A" shareholder has voting rights should the organization want to incur additional debt.

The E-Comm facility was constructed using debt as a financing mechanism and members are liable for a proportionate share of that debt. This debt is repaid by members through annual fees charged by E-Comm. Should E-Comm dissolve, the members would be liable for a proportionate share of any residual debt. Alternatively, should members choose to opt out of E-Comm they would be liable for a proportionate share of debt at the time of withdrawal.

The City holds 2 class "A" shares and one class "B" share.

(e) Contractual Obligations

During 2014 the City, in conjunction with the District of North Vancouver and the District of West Vancouver, entered into a new contract for recyclables collection for a period of five years commencing July 1, 2015. The City's portion of the annual contract costs is expected to be approximately \$1,100,000 for the years 2015 to 2020. The City is also eligible to receive an incentive from Multi-Materials BC (MMBC) of approximately \$62,000 per month (\$740,000 annually).

11. TRUST FUNDS

Certain assets have been conveyed or assigned to the City to be administered as directed by an agreement or statute. The City holds the assets for the benefit of, and stands in a fiduciary relationship to, the beneficiary. The Cemetery Trust Fund, totaling \$2,750,000 (2016 - \$2,584,000), which is administered by the City, has not been included with the City's accounts.

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

12. SEGMENTED INFORMATION

The City is a diversified municipal government entity in the Province of British Columbia that provides a wide range of services to its citizens. Certain functional areas have been combined and separately disclosed in the segmented information. The segments and the services they provide are as follows:

General Government

General Government provides the administrative and legislative services that support the various sectors of the City. Functions include financial planning and reporting, economic development and legislative services.

Transportation and Transit

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

Health, Social Services and Housing

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

Development Services

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

Protective Services

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

Parks, Recreation and Culture

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

Water Utilities

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

Sewer Utilities

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

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

12. SEGMENTED INFORMATION (con't)

Solid Waste

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

	Revenues	Expenses					Total	Annual Surplus(Deficit)
		Wages & Benefits	Goods & Supplies	Services	Depreciation	Capitalized		
General government	\$ 99,468	\$ 11,619	\$ 3,771	\$ 7,050	\$ 4,243	\$ (9,862)	\$ 16,821	\$ 82,647
Transportation and transit	2,165	2,865	659	5,322	2,642	(4,327)	7,161	(4,996)
Health, social services and housing	423	432	81	2,237	-	(32)	2,718	(2,295)
Development services	6,846	4,326	24	866	-	-	5,216	1,630
Protective services	1,583	16,670	2,071	6,774	591	(1,489)	24,617	(23,034)
Parks, recreation and culture	9,150	13,206	1,235	18,139	4,915	(11,006)	26,489	(17,339)
Water utilities	11,666	1,995	7,399	2,090	817	(2,292)	10,009	1,657
Sewer utilities	10,799	1,527	304	7,605	710	(1,742)	8,404	2,395
Solid waste	4,414	1,408	71	2,417	49	-	3,945	469
2017	<u>\$ 146,514</u>	<u>\$ 54,048</u>	<u>\$ 15,615</u>	<u>\$ 52,500</u>	<u>\$ 13,967</u>	<u>\$ (30,750)</u>	<u>\$ 105,380</u>	<u>\$ 41,134</u>
2016	<u>\$ 123,200</u>	<u>\$ 53,287</u>	<u>\$ 20,484</u>	<u>\$ 47,792</u>	<u>\$ 13,464</u>	<u>\$ (30,999)</u>	<u>\$ 104,028</u>	<u>\$ 19,172</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

13. BUDGET FIGURES

The budget figures presented in these consolidated financial statements are based upon the financial plan approved by Council as the Financial Plan for the Years 2017 to 2026 Bylaw, 2017, No. 8547 April 10, 2017. The table below reconciles the approved budget to the budget figures reported.

	Financial Plan Bylaw
Revenue per Statement of Operations	\$ 103,170
Less:	
Budget Adjustments for Consolidation	\$ (955)
Budget Adjustments	(329)
Transfers from Reserve	(1,429)
Interagency Funds	(4,519)
	<u>(7,232)</u>
Revenue per financial plan bylaw 8547	<u>95,938</u>
Expenses per Statement of Operations	103,870
Add:	
Transfer to other funds	(1,906)
Less:	
Budget Adjustments	(329)
Budget Adjustments for Consolidation	2,063
Interagency payments	(4,519)
	<u>(2,785)</u>
Expenses per financial plan bylaw 8547	<u>99,179</u>
Deficit for the year	(3,241)
Reserves and capital:	
Capital expenditures	(74,911)
Depreciation	13,600
Equity	(7,544)
Transfers from reserves	53,076
External contributions	19,020
Annual budgeted Surplus per financial plan bylaw	<u>\$ -</u>

**The Corporation of the City of North Vancouver
Notes to Consolidated Financial Statements
Year ended December 31, 2017
(tabular amounts in thousands of dollars)**

14. PRIOR PERIOD RECAST

During 2017, the City revised its valuations for its sidewalks assets included in the infrastructure and land improvements categories of tangible capital assets. As a result the following amounts have been recast to reflect these immaterial adjustments:

	As at January 1, 2016	
	<u>Accumulated Surplus</u>	
As previously reported	\$	445,900
Adjustment to tangible capital asset cost at January 1, 2016		13,770
Adjustment to accumulated depreciation at January 1, 2016		(4,708)
As recast	<u>\$</u>	<u>454,962</u>

	As at December 31, 2016	
	<u>Accumulated Surplus</u>	<u>Tangible Capital Assets</u>
As previously reported	\$ 465,312	\$ 350,244
Adjustment to tangible capital asset cost at January 1, 2016	13,770	13,770
Adjustment to accumulated depreciation at January 1, 2016	(4,708)	(4,708)
Adjustment to depreciation expense	(240)	(240)
As recast	<u>\$ 474,134</u>	<u>\$ 359,066</u>

	Year Ended December 31, 2016	
	<u>Depreciation Expense</u>	<u>Annual Surplus</u>
As previously reported	\$ 13,224	\$ 19,412
Adjustment to depreciation expense	240	(240)
As recast	<u>\$ 13,464</u>	<u>\$ 19,172</u>

Permissive Tax Exemptions for the Year Ended December 31, 2017

ORGANIZATION	PROPERTY ADDRESS	MUNICIPAL TAXES EXEMPT PORTION
Anavets Senior Citizens' Housing	245 3rd St. East	\$39,603
Army, Navy Air Force Veterans in Canada	119 East 3rd Street	\$17,295
The Auxiliary to the Lions Gate Hospital	128 15th Street West	\$10,750
BC Photography and Media Arts Society	105 Carrie Cates Court	\$103,392
Canadian Mental Health Association	300-1835 Lonsdale Ave	\$14,661
The Cascadia Society for Social Working	325 West 19th Street	\$3,705
The Cascadia Society for Social Working	351 West 19th Street	\$3,501
The Cascadia Society for Social Working	348 West 19th Street	\$3,269
Community Living Society	317 & 319 East Keith Road	\$3,964
Community Living Society	1003-555 West 28th Street	\$1,018
City of North Vancouver (Pipe Shop)	115 Victory Ship Way	\$32,615
Family Services North Shore	1109-1117 Lonsdale Avenue	\$20,222
Fraternal Order of Eagles, North West Aerie 2638	170 West 3rd Street	\$12,725
Hollyburn Family Services Society	210 West 13th Street	\$5,259
HYAD Housing for Young Adults with Disabilities	2130 Chesterfield Avenue	\$7,068
Kiwanis North Shore Housing Society	170 West 2nd Street	\$38,119
Kiwanis North Shore Housing Society	1215 St. Georges Avenue	\$13,489
Kiwanis North Shore Housing Society	1480 St. Andrews	\$13,528
Lighthouse Harbour Ministries	1 - 260 East Esplanade	\$3,486
The Lonsdale Creek Daycare Society operating in Lonsdale Annex Elementary School	230 West 21st Street	\$26,795
Lookout Emergency Aid Society, NS Shelter	705 West 2nd Street	\$12,325
Marineview Housing Society	1415 Chesterfield Ave	\$8,582
Marineview Housing Society	1057 Cloverley St	\$2,734
Metro Vancouver Philippine Arts & Culture Exposition Society	111 East 3rd St.	\$4,712
North Shore Connexions Society	1924 Jones Avenue	\$2,641
North Shore Crisis Services Society	c/o 212-145 East 1st Street	\$3,581
The North Shore Disability Resource Centre Association	2412 Wilding Way	\$2,923
North Shore Multicultural Society	123 East 15th Street, Units 202,203,204,204A,205,207,302,303,305 only	\$53,694
North Shore Neighbourhood House	225 East 2nd Street	\$44,137
North Shore Neighbourhood House (Community Garden)	207 East 2nd Street	\$4,453
North Vancouver Chamber of Commerce	102-124 West 1st Street	\$6,241
North Vancouver Lawn Bowling Club	2160 Lonsdale Avenue	\$113,311
North Vancouver Masonic Temple	1140 - 1144 Lonsdale Avenue	\$7,554
Presentation House Cultural Society	333 Chesterfield Avenue	\$65,474
North Vancouver Royal Canadian Legion	121/123 West 15th Street	\$15,480
Silver Harbour Centre	144 East 22nd Street	\$21,249
St. Edmund's Parish	613 Mahon Avenue	\$6,799
St Leonard's Society of North Vancouver	312 Bewicke Avenue	\$2,444
Vancouver Coastal Health Authority- Magnolia House Residential Mental Health	720 East 17th Street	\$3,119
Vancouver Coastal Health Authority- Margaret Fulton Adult Day Care	1601 Forbes Avenue	\$31,618
Assembly of Christians (Gospel Hall)	133 East 4th Street	\$3,351
North Shore Bethel Christian Mennonite Brethern Church	185 East Keith Road	\$2,146
Holy Trinity Catholic Church	2705 Lonsdale Avenue	\$2,156
North Shore Alliance Church	201 East 23rd Street	\$24,629
King's Temple Missionary Society (N S Christian Centre)	1400 Sutherland Avenue	\$2,304
Parish of St. Agnes Anglican Church	530 East 12th Street	\$872
Parish of St. John The Evangelist Anglican Church	209 West 13th Street	\$14,057
Salvation Army North Vancouver Community Church	105 West 12th Street	\$9,303
St. Andrew's & St. Stephen's Presbyterian Church	2641 Chesterfield Avenue	\$5,609
St. Andrew's United Church	1044 St. Georges Avenue	\$3,524
Sutherland Church	630 East 19th Street	\$5,083
Total		\$860,569

Declaration of Council Disqualifications

No Councillors were disqualified from holding office in 2017 under the provisions set out in the Community Charter.



city
of north
vancouver

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

**T. 604.985.7761
F. 604.985.9417**

**cnv.org
info@cnv.org**