



# 2020

## ANNUAL REPORT

The 2020 Annual Report addresses activity and performance for the fiscal year ending December 2020 and is representative of the impacts of the COVID-19 pandemic on our community and our organization during that time. The full extent of these impacts, however, is not yet known. Much of the forward-looking work articulated throughout may in time require reconsideration, and those changes will be reflected in subsequent reporting.

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# ABOUT THE DISTRICT OF NORTH VANCOUVER



## *Inspired by nature. Enriched by people.*

Located on Metro Vancouver's North Shore, the District of North Vancouver extends from the Capilano River in the west, to Indian Arm in the east, and from Burrard Inlet northwards to the Coast Mountains. With a population of just over 85,000 and a total land area

of just over 16,000 hectares (63 square miles), the District is the largest of the three North Shore municipalities. With its naturally beautiful surroundings, high quality of life, and close proximity to downtown Vancouver, it is one of Canada's most

desirable places to live, work and play. The District's unique geography and location combine to offer the benefits of simultaneously being part of a dynamic metropolitan region, while living next door to a vast natural wilderness.

# INTRODUCTION

As required by the Community Charter, the 2020 Annual Report provides all of the elements of annual reporting which include: audited financial statements, permissive tax exemptions, progress reporting on previously stated objectives, a statement of objectives that will measure performance for the current and following year, and information on municipal services and operations.

The Community Charter also requires reporting of any declarations of disqualifications of Councillors, if any had occurred, made in the previous year.

The format, statutory content and activity measures presented here are consistent with past years.

This year's Annual Report is offered online in PDF format, for pick up at District Hall by appointment, and at North Vancouver District Public Libraries.



# MESSAGE FROM THE MAYOR



**Mike Little**

This year was a time of both global and local upheaval. The pandemic of 2020 brought forth a new level of pressures on our businesses and institutions and impacted all areas of the District's operations and services. Despite this, we made progress on many of our Council's stated priorities over the past year, and I am confident in our ability to continue advancing these priorities through to 2022.

As I reflect on the impact the pandemic had on the District of North Vancouver in this unprecedented year, our subsequent response to it demonstrates our community's ability to navigate through challenging times together.

The reality of the pandemic was realized in the District early, as ours was the first community to experience a death related to COVID-19 in Canada, and the outbreak at the Lynn Valley Care Centre followed. Our thoughts and

sympathies continue to be with those who have lost loved ones over the course of the pandemic. As COVID-19 impacted most aspects of our daily life, Council and staff adapted to continue to provide services and programs, and to ensure the health and safety of our public and our staff. We moved to offering more services online and by telephone, hosted virtual Council meetings, increased our presence and resources in our parks and trails to ensure provincial health measures were followed, and implemented a number of programs to support our local businesses, which were hit especially hard by the impacts of COVID-19.

Even with these tremendous changes and the efforts required to respond, I am pleased to state that we made significant progress on a number of Council priorities this year.

# MESSAGE FROM THE MAYOR

In 2020, several major transportation and mobility improvements were implemented, including the launch of the R2 RapidBus, the completion of Stage 2 of the Burrard Inlet Rapid Transit and Companion Economic Study, the launch of ride-sharing on the North Shore, and continued work on the Lower Lynn Interchanges project.

After a necessary pause, we also continued to advance work on the Targeted Review of our Official Community Plan (OCP) through the White Papers, and engaged various stakeholders and subject matter experts throughout 2020. This review will take into account new challenges that have emerged for our community, and an Action Plan slated for Council consideration in 2021 will provide an updated perspective to help guide us in future years.

As I look ahead to the remainder of this term, I am confident in our Council's commitment to provide the leadership necessary to maintain the good financial, social, and environmental prosperity that we enjoy as residents and business owners in the District of North Vancouver.

Council's priorities of addressing affordability, taking action on climate change, and supporting a vibrant economy were also advanced in 2020. This past year, in response to a clear desire communicated by the community, we continued to prioritize social housing projects and staff began a process of reviewing land holdings to consider opportunities for more affordable rental housing through partnership models. We also made efforts to address the climate emergency through such measures as

establishing funding for a Climate Action, Natural Systems and Biodiversity Office and modifying our construction bylaws. To support a diverse local economy, we continued to work collaboratively with the Province, Port and Metro Vancouver regarding fairness in taxation and fees.

While this past year certainly brought forward challenges, I am pleased to share this report with you as it highlights the progress made toward many of the issues that matter most to our community. On behalf of Council, thank you for your efforts to keep yourselves, your loved ones, and the community safe and healthy during the pandemic.

Sincerely,

**Mike Little**

Mayor, District of North Vancouver





**Left to right:** Jordan Back, Lisa Muri, Mathew Bond, Betty Forbes, Mayor Mike Little, Megan Curren, Jim Hanson



# MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



**David Stuart**

I am both pleased and humbled to present our 2020 Annual Report. While it is not generally my practice in the Annual Report to comment on activities outside of previously stated objectives, in the spirit of transparency, this year's report details the immense disruption the pandemic had on our community and our business operations in 2020, as well as the response efforts this emergency required of us.

This report is reflective of our organization's ability to be nimble in the face of change, as we adapted to providing services safely while also advancing a number of corporate goals and priorities. Overall, despite the extraordinary challenges faced in 2020, the actions we took throughout the year remained in alignment with our mission: to provide leadership and exemplary service that supports our community's needs today and aspirations for tomorrow.

At the early stages of the pandemic, as local government we were left to decide on a course of action to best protect the wellbeing of our citizens, businesses and staff. Out of an abundance of caution, we made the difficult decision to close recreation facilities such as play-grounds, sports courts, and community and rec centres.

Concerns about indoor activities and unusually warm weather throughout parts of the year brought people to our parks and trails in record numbers. Across Metro Vancouver, 16.5 million people visited regional parks in 2020, a 39 per cent increase from the previous year. This high demand required modifying parking restrictions and implementing other demand management strategies, as well as increasing ranger, sanitation and management services throughout the District. We also decided to close popular destinations such as Quarry Rock and Lynn Canyon suspension bridge when we received reports of overcrowding, and people were not able to maintain proper distancing.

# MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



To ensure the safety of our customers and staff, we pivoted to offer more of our services digitally rather than in-person wherever possible. Council meetings, workshops and public hearings were suspended for a time, and then reinstated as either virtual, or a combination of in-person and virtual meetings when health orders allowed.

Our business community was hit especially hard by the pandemic, and we introduced a suite of new programs in 2020 in an effort to support the local economy. To allow for local businesses to adapt to new ways of operating, we implemented the Temporary Outdoor Business Area program to accommodate temporary outdoor business areas in the form of patios and retail spaces. In Deep Cove, we piloted the Deep Cove/Gallant Avenue expanded pedestrian zone and secured 35 underground parking spaces in Edgemont Village, in order to support local businesses in ways that worked best for those neighbourhoods.

# MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

Throughout 2020, we made a number of other efforts to respond to and alleviate COVID-19 impacts in our community. These are presented in detail throughout this report.

All of this work could not have been accomplished without the support of our staff. As essential workers, our staff demonstrated flexibility, compassion and professionalism to continue to meet the needs of the community during this challenging year. This included adapting quickly, working remotely and leveraging digital tools to transform how services are delivered to the community. There is no doubt that the pandemic changed how we work and we will continue to evolve the workplace in response, ensuring excellent service delivery into the future. Despite such significant disruptions, the District was named one of BC's Top Employers in 2021 in recognition of our organization's resiliency, culture, and actions in 2020.

We are also committed to sharing the progress we were able to make towards previously stated objectives in 2020, as circumstances allowed. In September of 2020, our organization published the 2019-2022 Corporate Plan. While publication was delayed due to COVID-19, the Corporate Plan presents five goals and a number of supporting objectives that bring together Council's directions for its four-year term with the long-term corporate goals envisioned in strategic documents such as the Official Community Plan and long-term Financial Plan.

Our five goals are to: enhance livability and mobility, foster community safety, health and resiliency, lead in climate emergency action and environmental management, achieve a balanced and fair economy and support a sustainable and service-oriented organization.

These goals not only prioritize investments in issues that matter most to our community, but also provide our organization with the direction necessary to measure performance across these four years, and into the future. We also acknowledge that our previously stated supporting objectives, many of which are included in this report, were written in a particular time and place, and may need to be refined or adapted to adjust to current and changing circumstances.

Finally, I must note that all of the responses and adaptations our organization made throughout 2020 would not have been possible without a solid foundation of financial policies and decision-making practices, sound guidance from Council, and strong support from staff.

Sincerely,

**David Stuart**

Chief Administrative Officer,  
District of North Vancouver



# EXECUTIVE TEAM



**Michael Andrews,**  
*Director (Acting), North  
Shore Emergency  
Management*



**Ghalib Bhayani,**  
*Superintendent,  
RCMP*



**Charlene Grant,**  
*General Manager,  
Corporate Services*



**Brian Hutchinson,**  
*Chief, Fire & Rescue  
Services*



**Gavin Joyce,**  
*General Manager,  
Engineering, Parks &  
Facilities*



**Dan Milburn,**  
*General Manager,  
Planning, Properties &  
Permits*



**David Stuart,**  
*Chief Administrative  
Officer*



**Heather Turner,**  
*Director, Recreation &  
Culture*



**Jacqueline van Dyk,**  
*Director, Library  
Services*



**Saira Walker,**  
*Manager, Human  
Resources*



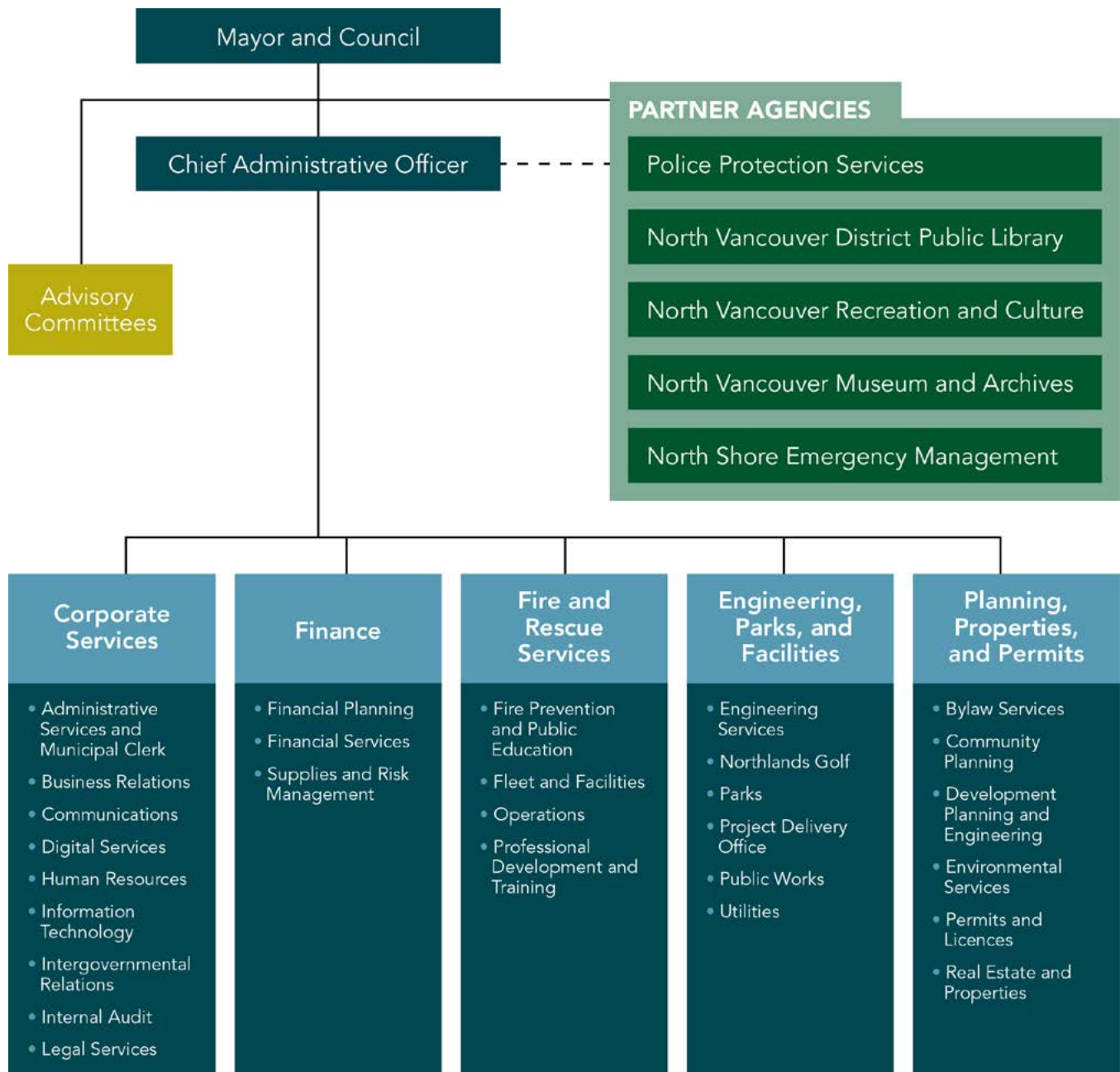
**Andy Wardell,**  
*General Manager of  
Finance and Chief  
Financial Officer*



**Wes Wenhardt,**  
*Director, North  
Vancouver Museum &  
Archives*



# ORGANIZATIONAL CHART



# MESSAGE FROM THE CHIEF FINANCIAL OFFICER



**Andy Wardell**

**Mayor Mike Little  
and Members of  
Council**

I am pleased to provide the Corporation of the District of North Vancouver's ("District") audited Consolidated Financial Statements (the "Financial Statements") for the year ended December 31, 2020.

As we all experienced, the pandemic changed how we move, work, live, and allocate resources starting early in 2020 and continuing through to the present day. These changes occurred in our households and across all levels of business and governments. The District took action early on, taking steps to protect public health and the safety of employees and to mitigate the financial impacts of the pandemic. Revenue shortfalls due to facility closures and COVID-19 restrictions were offset by cost containment efforts which left the District in a positive financial position that will help navigate through the next two years. Impacts to District facilities and services continue to change based on public health orders, with most facilities and services either closed or partially open for the public at the time of this report.

While supports for residents and businesses from senior government have improved, there is still uncertainty about the future and some local businesses continue to see revenues in decline. As legislation limits what local governments can do to support these businesses, we are leading discussions in the region on municipal tax reform to improve the tools local governments have to navigate challenging times like these, to address fiscal inequalities and bring stability to the property tax system.

## About the Financial Statements

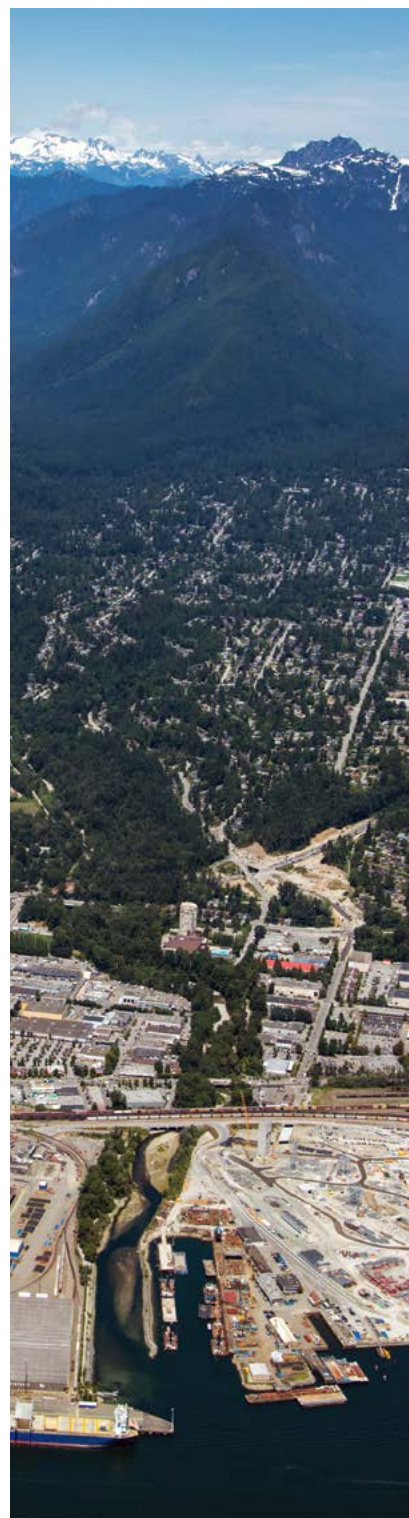
These Financial Statements have been prepared in accordance with Canadian public sector accounting standards. The Financial Statements have been audited by KPMG LLP, Chartered Professional Accountants who have expressed an unqualified audit opinion on the fairness of the financial information being presented.

These Financial Statements include the entire operations of the Municipality and the Municipal Public Library and a proportionate interest in a number of joint services with other North Shore municipalities. The District shares in the provision of services where it makes economic or operational sense. Services such as recreation and culture, museum and archives and emergency preparedness are not under the sole control of the District but have

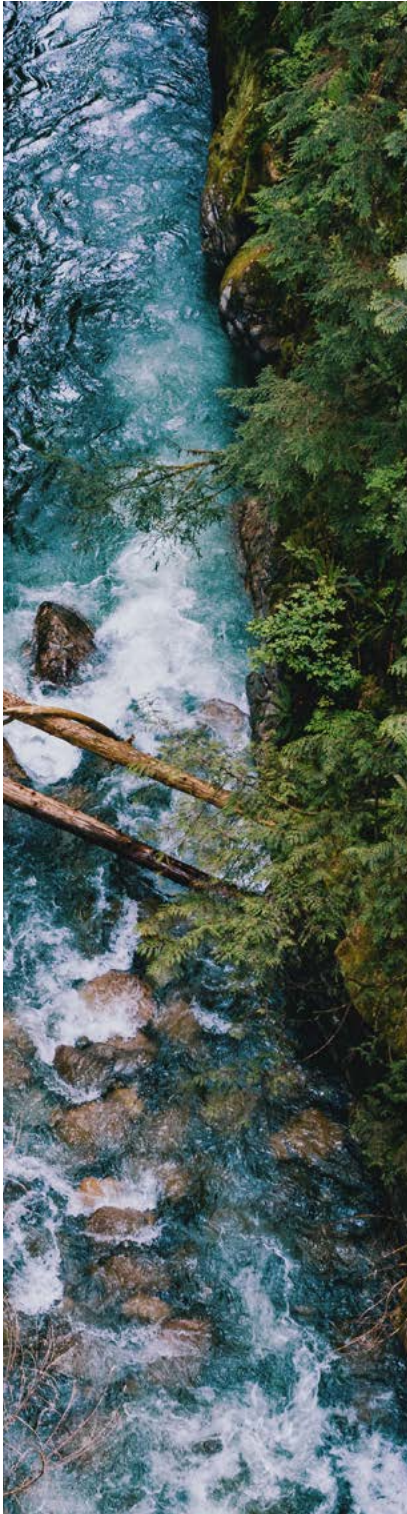
multiple accountabilities, reporting lines and funding partners. The Financial Statements reflect the District's share of these arrangements.

The Notes to the Financial Statements are an integral part of the District's financial information and, as such, I encourage you to read them thoroughly. The Notes describe the accounting policies followed by the District and provide additional disclosure of the more significant financial statement items, commitments and contingencies.

The District maintains a system of internal controls designed to provide reasonable assurance for the safeguarding of assets and the reliability of financial records. This system is routinely evaluated and revised to ensure effective controls are operating as intended. The monitoring and assessment of the system of internal controls is a joint effort between the Chief Financial Officer and the External Auditor within the scope of their engagement.







## *Financial Results*

The Consolidated Statement of Financial Position shows net financial assets of \$164.2 million, an increase of \$12.7 million over 2019. This amount is related primarily to delays in the timing of capital expenditures.

The Consolidated Statement of Operations reports a surplus of \$44.5 million. This surplus is a matter of financial presentation. First, the District raises revenues based on the current replacement value of assets while expenses reflect depreciation of existing assets at historical cost. It is this surplus that funds renewal, upgrade and new assets within our capital plans.

Revenues are lower than budget by \$12.3 million due to the Seaspam tax reassessment recognition (\$6.8 million), COVID-19 related revenue decline (\$8.3 million), grant revenues due to delayed projects (\$3.5 million) offset by higher development and permit fees (\$1.9 million)

and timing of developer contributions (\$4.4 million).

Actual expenses, excluding depreciation of \$20.9 million, are lower than budget by \$21 million. Parks, recreation and culture services expenses declined due to facility closures and workforce adjustments offset by investments in safety (\$9.0 million). General Government expenses were lower due to a shift in project priorities and a general slowdown in activity offset by investments to create a safe work environment (\$7.1 million). Other notable expenses which declined include water purchases and capital maintenance in utility services (\$2.2 million), police and fire services (\$1.1 million) and other areas experiencing delayed work as a result of the pandemic (\$1.4 million). The District budget is based upon Provincial legislation that excludes asset depreciation. Canadian public sector accounting standards however require depreciation. Note 16 to the Financial Statements explains further the reconciling items between the District's



# MESSAGE FROM THE CHIEF FINANCIAL OFFICER

budget based on Provincial legislation and the budget reported following Canadian public sector accounting standards.

## **Accumulated Surplus (Note 11)**

### **Operating and Risk Management**

The Operating and Risk Management reserves (\$28.6 million) are comprised of general surplus and operating reserves which are discretionary appropriations of surplus. The amount to retain in each operating reserve is determined based on risk analysis, historical claim patterns and existing uncertainty with respect to operating contingencies. While the reserve balance is largely unchanged in total, use of funds in the assessment appeal and property tax reserve (\$7 million) was offset by the establishment of utility working capital funds (\$3.9 million) and the addition of remaining COVID-19 safe restart funds (\$3.3 million).

### **Existing Capital**

The District uses these reserves for the management of infrastructure and equipment. These reserve funds are the mechanisms by which the District replaces existing capital assets and stabilizes future property tax rates and utility user fees. The principles embodied in this framework are the prioritized replacement of existing assets and providing services at stable rates. Compared to last year, the total reserve fund has decreased by \$11.3 million to \$67.8 million (\$79.1 million 2019). This decrease is due to draws for major capital projects such as the Gallant Avenue Storm Sewer Replacement (\$5.2 million).

### **New Capital, Initiatives and Growth**

These reserve funds have been established to support new investments in transportation and mobility, community health and safety, climate mitigation and innovation and

to fund financial impacts as the community grows. While the total fund balance is largely unchanged from prior year at \$30.7 million, new reserve funds were created in this section to clarify the purpose of the funds and align them with Council priorities and long-term strategic directions.

### **Land and Housing**

These reserves are used by the District to preserve the value of District lands and support investments in social and supportive housing. Careful consideration is given to any new additions to our portfolio and to the preservation of the value of our land base. While the total fund balance is largely unchanged from prior year at \$10.5 million, draws on the housing reserve fund (\$3.1 million) supported investments in social housing initiatives and the establishment of a land income fund now directs income earned from real property to future investments in land and improvements.

# MESSAGE FROM THE CHIEF FINANCIAL OFFICER

## **Capital Projects in Progress**

These funds are committed to capital projects in progress and ending balances are driven by the level of asset acquisition and construction activity during the year. In 2020, COVID-19 impacted the supply chain and staff's ability to implement projects, increasing the fund balance to \$62.3 million, an increase of over 50% from 2019. As COVID-19 continues to impact the delivery of capital projects, staff will be reassessing the capital plan and updating Council on revised plans for the next two years.

## **Tangible Capital Assets (Note 10)**

The historical value of the District's tangible capital assets represents our investment in infrastructure and facilities over time. Historical value is \$1.1 billion with accumulated depreciation of \$374.5 million for a net book value of \$733.4 million. The District owns 95% of its tangible capital

assets free of long term debt. Replacement value is approximately \$2.3 billion.

## **Cash Equivalents and Investments (Notes 2, 4)**

Cash equivalents increased by \$97.2 million to \$159.7 million (\$62.5 million 2019) and the investment portfolio decreased \$45.4 million to \$204.8 million (\$250.2 million 2019) earning an average rate of return of 1.99% for the year (2.73% 2019). A large portion of the increase in cash equivalents relates to the province delaying the District's payment of school taxes collected (\$39.0 million) to January 2021. The remainder relates to a shift in strategy due to the unprecedented nature of the pandemic. District staff continue to rebalance the investment portfolio increasing diversification and focusing on preservation of capital.

In conclusion, I would like to acknowledge the members of the Finance and Audit Standing Committee of

Council, all municipal staff and in particular the staff of the Finance Division for their due diligence in governing and managing the financial affairs of the municipality. The Financial Statements are a useful tool in understanding the past performance of the municipality and assessing its financial resilience.

As we look forward to the future, there's no doubt the pandemic has left an impact on government finances and the shock of the event tested the District, our strong financial framework and resiliency. It has led to more meaningful discussions in the region, such as municipal tax reform, as we aim to improve the tools local government has to navigate challenging times, address fiscal inequalities, and support sustainable service delivery in our communities.

**Andy Wardell,**  
CPA CGA, MA  
General Manager of Finance  
and Chief Financial Officer

# CONSOLIDATED FINANCIAL STATEMENTS

The Consolidated Financial Statements are prepared on an entity basis. The reporting entity is comprised of all organizations accountable to the District for the administration of their affairs and resources, and are owned or controlled by the District. These financial statements include the entire operations of the Municipality, the Municipal Public Library and a proportionate interest in a number of joint services

with other North Shore municipalities. The Municipality shares in the provision of services where it makes economic or operational sense. Services such as recreation and culture, museum and archives, and emergency preparedness are not under the sole control of the District but have multiple accountability reporting lines and funding partners. These consolidated statements reflect the District's share of these arrangements.



**The Corporation of the District of North Vancouver  
Consolidated Financial Statements  
Year Ended December 31, 2020**

And Independent Auditors' Report thereon



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KPMG LLP  
PO Box 10426 777 Dunsmuir Street  
Vancouver BC V7Y 1K3  
Canada  
Telephone (604) 691-3000  
Fax (604) 691-3031

## INDEPENDENT AUDITORS' REPORT

To the Mayor and Councillors of the Corporation of the District of North Vancouver

### ***Opinion***

We have audited the consolidated financial statements of the Corporation of the District of North Vancouver (the "District"), which comprise:

- the consolidated statement of financial position as at December 31, 2020
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- notes to the financial statements, including a summary of significant accounting policies (hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the District as at December 31, 2020 and its consolidated results of operations, its consolidated changes in net financial assets, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the District in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

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## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of these 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 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the District's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the District or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the District's financial reporting process.

## ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report and includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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 District's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosure made by management.

# CONSOLIDATED FINANCIAL STATEMENTS



*The Corporation of the District of North Vancouver*  
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- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the District's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the District to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a matter that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

A handwritten signature in black ink that reads 'KPMG LLP' with a horizontal line underneath.

Chartered Professional Accountants

Vancouver, Canada

May 10, 2021



# CONSOLIDATED FINANCIAL STATEMENTS

## The Corporation of the District of North Vancouver Consolidated Statement of Financial Position As of December 31

	2020	2019
<b>Financial assets</b>		
Cash and cash equivalents (Note 2)	\$ 159,717,708	\$ 62,510,046
Taxes receivable	6,110,364	5,631,044
Accounts receivable	5,816,075	5,313,361
Due from governments (Note 3)	2,925,700	4,172,611
Investments (Note 4)	204,786,080	250,198,752
MFA debt reserve deposit (Note 13 (f))	595,522	583,515
Inventories held for resale	191,231	131,985
	<u>380,142,680</u>	<u>328,541,314</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	28,750,909	20,107,330
Due to governments (Note 5)	57,424,891	22,570,804
Restricted revenue (Note 6)	30,977,981	31,880,289
Deferred revenue (Note 7)	24,589,179	25,033,446
Debt (Note 8)	32,760,765	34,936,873
Post-employment benefits (Note 9)	10,800,096	11,133,360
Deposits and other liabilities	30,672,227	31,417,177
	<u>215,976,048</u>	<u>177,079,279</u>
<b>Net financial assets</b>	<b>164,166,632</b>	<b>151,462,035</b>
<b>Non-financial assets</b>		
Prepaid expenses	1,600,315	1,334,128
Inventories held for consumption	1,396,906	1,204,643
Tangible capital assets (Note 10)	733,439,086	702,089,266
Other assets	55,157	99,576
	<u>736,491,464</u>	<u>704,727,613</u>
<b>Accumulated surplus (Note 11)</b>	<b>\$ 900,658,096</b>	<b>\$ 856,189,648</b>
<b>Commitments and contingencies (Note 13)</b>		

  
Andy Wardell, CPA, CGA, MA  
GM, Finance & CFO

See accompanying notes to consolidated financial statements

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# CONSOLIDATED FINANCIAL STATEMENTS

## The Corporation of the District of North Vancouver Consolidated Statement of Operations Year Ended December 31

	2020 Budget (Note 16)	2020	2019
<b>Revenue</b>			
Taxation (Note 12)	\$ 111,028,728	\$ 104,703,219	\$ 111,521,856
Sales, fees, and user charges			
Water	29,506,405	28,980,942	27,739,568
Sewer	26,863,050	24,497,227	23,854,209
Solid waste	7,919,577	7,867,638	7,633,345
Parks, recreation and culture	14,562,075	7,844,239	14,568,324
Other	26,931,616	28,901,903	29,003,072
Transfer from governments			
Federal Government	1,321,463	-	473,369
Provincial Government	7,578,752	8,446,059	1,732,782
Regional Government	3,908,867	770,191	1,917,005
Investment income	4,549,339	5,931,940	7,444,115
Land sales and other contributions	11,281,785	15,231,172	6,653,235
	<u>245,451,657</u>	<u>233,174,530</u>	<u>232,540,880</u>
<b>Expenses (Note 15)</b>			
General government	28,045,819	41,765,248	41,808,286
Protective services	50,336,564	49,232,455	48,661,859
Solid waste removal services	8,233,639	7,858,789	7,972,282
Social services	3,489,621	3,002,340	2,749,330
Development services	5,180,467	4,607,849	4,447,143
Transport and other services	10,272,608	10,327,086	11,352,917
Parks, recreation and cultural services	43,014,452	33,943,741	39,860,145
Water utility services	21,512,207	19,758,812	19,582,836
Sewer utility services	18,679,139	18,209,762	17,274,212
	<u>188,764,516</u>	<u>188,706,082</u>	<u>193,709,010</u>
Annual surplus	<u>\$ 56,687,141</u>	<u>44,468,448</u>	<u>38,831,870</u>
Accumulated surplus, beginning of year		<u>856,189,648</u>	<u>817,357,778</u>
Accumulated surplus, end of year (note 11)		<u>\$ 900,658,096</u>	<u>\$ 856,189,648</u>

See accompanying notes to consolidated financial statements

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# CONSOLIDATED FINANCIAL STATEMENTS

## The Corporation of the District of North Vancouver Consolidated Statement of Cash Flows Year Ended December 31

	2020	2019
Operating transactions		
Annual surplus	\$ 44,468,448	\$ 38,831,870
Non-cash items:		
Depreciation	20,933,021	20,142,397
Loss on disposal of tangible capital assets	315,402	752,150
Amortization of other assets	44,419	49,631
Contributed tangible capital assets	(12,279,481)	(1,248,066)
Changes in operating assets and liabilities	40,808,051	21,001,721
Cash provided by operating transactions	<u>94,289,860</u>	<u>79,529,703</u>
Capital transactions		
Proceeds on sale of tangible capital assets	80,507	163,217
Cash used to acquire tangible capital assets	<u>(40,399,269)</u>	<u>(46,729,143)</u>
Cash applied to capital transactions	<u>(40,318,762)</u>	<u>(46,565,926)</u>
Investing transactions		
Net change in investments	<u>45,412,672</u>	<u>3,553,192</u>
Cash provided by investing transactions	<u>45,412,672</u>	<u>3,553,192</u>
Financing transactions		
Debt repayment	<u>(2,176,108)</u>	<u>(2,096,988)</u>
Cash applied to financing transactions	<u>(2,176,108)</u>	<u>(2,096,988)</u>
Increase in cash and cash equivalents	97,207,662	34,419,981
Cash and cash equivalents, beginning of year	<u>62,510,046</u>	<u>28,090,065</u>
Cash and cash equivalents, end of year	<u>\$ 159,717,708</u>	<u>\$ 62,510,046</u>

See accompanying notes to consolidated financial statements

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# CONSOLIDATED FINANCIAL STATEMENTS

## The Corporation of the District of North Vancouver Consolidated Statement of Changes in Net Financial Assets Year Ended December 31

	2020 Budget (Note 16)	2020	2019
Annual surplus	\$ 56,687,141	\$ 44,468,448	\$ 38,831,870
Contributed tangible capital assets (Note 10(a))	-	(12,279,481)	(1,248,066)
Acquisition of tangible capital assets	(74,296,352)	(40,399,269)	(46,729,143)
Depreciation of tangible capital assets	-	20,933,021	20,142,397
Loss on disposal of tangible capital assets	-	315,402	752,150
Proceeds on disposal of tangible capital assets	-	80,507	163,217
	<u>(74,296,352)</u>	<u>(31,349,820)</u>	<u>(26,919,445)</u>
Amortization of other assets	-	44,419	49,631
Acquisition of inventories held for consumption	-	(1,396,906)	(1,204,643)
Acquisition of prepaid expenses	-	(1,600,315)	(1,334,128)
Use of inventories held for consumption	-	1,204,643	1,194,520
Use of prepaid expenses	-	1,334,128	1,157,740
	<u>-</u>	<u>(414,031)</u>	<u>(136,880)</u>
Change in net financial assets	<u>\$ (17,609,211)</u>	12,704,597	11,775,545
Net financial assets, beginning of year		151,462,035	139,686,490
Net financial assets, end of year		<u>\$ 164,166,632</u>	<u>\$ 151,462,035</u>

See accompanying notes to consolidated financial statements

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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The Corporation of the District of North Vancouver (the District) was incorporated in 1891 and operates under the provision of the Community Charter and the Local Government Act of British Columbia. The District's principal activities include the provision of local government services to residents and businesses of the incorporated area. These include administrative, protective, transportation, environmental, recreational, water and sewer services.

The reporting entity is comprised of all organizations that are controlled by the District. The financial statements reflect the consolidation of the District's funds with the financial position and results of operations of the District of North Vancouver Municipal Public Library and the District's proportionate interest in the North Vancouver Recreation & Culture Commission, North Vancouver Museum and Archives Commission, and North Shore Emergency Management Office.

In March 2020, COVID-19 was declared a pandemic by the World Health Organization. Governments worldwide, including the Canadian federal, and provincial governments enacted emergency measures to combat the spread of the virus. The economic conditions resulting from government efforts to reduce the spread of the virus had an impact on the District's operating results and financial position in 2020. The District temporarily closed facilities including recreation and community centers, managed workforce challenges, including the implementation of systems and processes to facilitate remote work, and workforce adjustments, such as delayed hiring, reallocation of staff resources and temporary layoffs and reprioritization of projects. This affected both revenues and expenses for the District that were mitigated through selective measures to reduce the overall financial impact. The situation is still dynamic and the ultimate duration and magnitude of the impact on the economy and the financial effect on the District is not known at this time.

**1. Significant accounting policies****a) Basis of presentation**

The consolidated financial statements have been prepared in accordance with the Canadian public sector accounting standards.

**b) Basis of consolidation**

The consolidated financial statements reflect the assets, liabilities, revenues, expenses and changes in net financial assets of the reporting entity.

Inter-entity and inter-fund balances and transactions have been eliminated on consolidation.

**c) Segment disclosures**

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. Consolidated financial statements report financial activities by major service. Segment disclosures provide information on the District's services delivered by department.

**d) Revenue recognition**

Revenue is recorded on the accrual basis and is recognized when it is earned. Unearned revenue is reported on the consolidated statement of financial position as either deferred revenue or deposits and other liabilities. Property tax revenue is recognized on the accrual basis using approved tax rates and the tax class assessments related to the each year.

**e) Expense recognition**

Expenses are recognized on an accrual basis by the receipt of goods and services or the creation of an obligation to pay.

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**1. Significant accounting policies, continued****f) Fund accounting**

Funds within the consolidated financial statements consist of operating, capital and reserve funds. Transfers between funds are recorded as adjustments to the appropriate fund balance. All inter-fund assets and liabilities and financial operations have been eliminated in the consolidated financial statements. The funds consist of the following:

**i) Operating fund**

These funds include the General, Water and Sewer Operating funds as well as the operating fund of the District of North Vancouver Municipal Public Library and the District's interest in the operating fund of the North Vancouver Recreation & Culture Commission, North Vancouver Museum and Archives Commission, and North Shore Emergency Management Office. They are used to record the consolidated operating assets, liabilities, revenue and expenses of the District.

**ii) Capital fund**

These funds include the General, Water and Sewer Capital funds as well as the Capital fund of the District of North Vancouver Municipal Public Library. They are used to record the acquisition and construction costs of tangible capital assets and any related debt outstanding.

**iii) Reserve fund**

These funds have been established for a specific purpose and include the following types: 1) Existing Capital Reserves, to enable the District to maintain existing assets in a state of good repair; 2) New Capital, Initiatives and Growth Reserves, to support investments in transportation and mobility, community health and safety, climate mitigation and innovation, and to help smooth financial impacts as the community grows; 3) Land and Housing Reserves, to preserve the value of the District's lands, acquire new lands and support investments in social and supportive housing.

**g) Other taxing jurisdictions**

The assets, liabilities, taxation, other revenue and expenses with respect to the operations of other taxing jurisdictions including the provincial school system and the Metro Vancouver Regional District are not reflected in these consolidated financial statements.

**h) Cash and cash equivalents**

Cash and cash equivalents consist of cash, highly liquid money market investments and short-term investments with maturities of less than 90 days from the date of acquisition.

**i) Investments**

Investments are recorded at cost plus accrued interest receivable and net of amortized discounts or premiums.

**j) Inventories held for resale**

Inventories held for resale are valued at the lower of cost or net realizable value. Cost is determined on a weighted average basis.

**k) Restricted revenue**

Revenues which are restricted by legislation or by agreement with external parties are deferred and reported as restricted revenue. When qualifying expenses are incurred, restricted revenue is recognized as revenue at amounts equal to the qualifying expenses.

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**1. Significant accounting policies, continued**

**l) Deferred revenue**

Revenues received in advance of services to be provided are deferred until they are earned by the provision of those services.

**m) Non-financial assets**

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. They include prepaid expenses, inventories held for consumption, tangible capital assets and other assets.

**i) Inventories held for consumption**

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost. Cost is determined on a weighted average basis.

**ii) Tangible capital assets**

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

<u>Asset Category</u>	<u>Useful Lives (Years)</u>
Land improvements	5 - 100
Buildings and building improvements	2 - 50
Vehicles	2 - 25
Furniture and equipment	4 - 30
Water and waste water infrastructure	15 - 100
Road infrastructure	
- Base	75
- Surface	16 - 80
- Other infrastructure	12 - 100
Library Collection	2 - 10

Assets under construction are not depreciated until the asset is placed in service.

**a) Contributions of tangible capital assets**

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue when received.

**b) Natural resources**

Natural resources are not recognized as assets in these consolidated financial statements.

**c) Works of art and historic assets**

The District manages and controls various works of art and non-operational historical cultural assets including artifacts, paintings and sculptures located at District sites and public display areas. These assets are not recorded as tangible capital assets and are not depreciated.

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**ii) Tangible capital assets, continued****d) Leased tangible capital assets**

Leases which 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 related payments are charged to expenses as incurred.

**iii) Other assets**

Commissions, free rent and lease inducements are deferred and amortized over the first term of the lease agreement, which is typically five years. Any expenses related to a tenant that vacates prior to the end of their lease are written off immediately.

**n) Capitalization of interest**

Interest is capitalized whenever external debt is issued to finance the construction of assets. When internal funds are utilized as an interim measure prior to issuing the authorized debt, interest is capitalized based on a weighted average cost of borrowing.

**o) Contaminated Sites**

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

- i. An environmental standard exists;
- ii. Contamination exceeds the environmental standard;
- iii. The District 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. As at December 31, 2020, no liability for contaminated sites was recognized.

**p) Government Transfers**

Government transfers that are restricted are deferred as restricted revenue and then recognized as revenue as the related expenditures are incurred or the stipulations in the related agreements are met. Unrestricted transfers are recognized as revenue when received or if the amount to be received can be reasonably estimated and collection is reasonably assured.

**q) Post-employment benefits**

Post-employment benefits also accrue to the District's employees. The liabilities related to these benefits are actuarially determined based on the service and best estimates of retirement ages and expected future salary and wages increases. The liabilities under these benefits plans are accrued based on projected benefits prorated as employees render services necessary to earn the future benefits.

**r) Pension fund**

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



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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**1. Significant accounting policies, continued**

**s) Use of accounting estimates**

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Significant areas requiring the use of management estimates relate to the determination of post-employment benefits. Actual results could differ from those estimates. Adjustments, if any, will be reflected in the consolidated financial statements in the year that the change in estimate is made, as well as in the year of settlement if the amount is different.

**t) Related parties**

Transactions with organizations that are controlled by the District are recorded at the exchange amount, which is the amount of consideration established and agreed to by the related parties.

**2. Cash and cash equivalents**

	2020	2019
Cash	\$ 8,198,729	\$ 10,757,291
Business Investment Savings Account	1,359,756	1,342,835
Pooled High Interest Saving Account	150,159,223	50,409,920
	<u>\$ 159,717,708</u>	<u>\$ 62,510,046</u>

**3. Due from governments**

	2020	2019
Due from Federal Government	\$ 1,411,059	\$ 1,084,102
Due from Provincial Government	197,300	926,935
Due from Regional Government	1,317,341	2,161,574
	<u>\$ 2,925,700</u>	<u>\$ 4,172,611</u>

# CONSOLIDATED FINANCIAL STATEMENTS

## The Corporation of the District of North Vancouver Notes to Consolidated Financial Statements December 31, 2020

### 4. Investments

	2020	2019
Investments consist of:		
(average rate of return 1.99% (2019 - 2.73%))		
Bank and Credit Union notes & deposits	\$ 194,440,168	\$ 239,883,888
Provincial Government Notes	10,345,912	10,314,864
	<u>\$ 204,786,080</u>	<u>\$ 250,198,752</u>

### 5. Due to governments

	2020	2019
Due to Federal Government		
RCMP police contract	\$ 9,470,450	\$ 8,961,942
Other	113,776	31,073
	<u>9,584,226</u>	<u>8,993,015</u>
Due to Provincial Government		
Taxes collected on behalf of other jurisdictions	39,065,216	990,694
Ministry of Transportation & Infrastructure Capital Project	682,824	625,423
Workers Compensation Board	140,466	99,002
Other	214,474	8,472
	<u>40,102,980</u>	<u>1,723,591</u>
Due to Other Regional Entities		
Metro Vancouver	3,043,525	3,773,494
Due to partner organizations	2,369,128	2,464,207
School District No. 44	216,069	2,217,559
District of West Vancouver	727,791	1,436,154
City of North Vancouver	617,306	1,186,747
DCC collected on behalf of other jurisdictions	1,210,890	707,036
Taxes collected on behalf of other jurisdictions	(486,162)	45,637
Other	39,138	23,364
	<u>7,737,685</u>	<u>11,854,198</u>
	<u>\$ 57,424,891</u>	<u>\$ 22,570,804</u>

## The Corporation of the District of North Vancouver Notes to Consolidated Financial Statements December 31, 2020

### 6. Restricted revenue

- (a) Restricted revenue are comprised mainly of Development Cost Charges (DCC) that are collected to pay for the general capital and utility expenses due to development. In accordance with the Community Charter, these funds are deposited into separate accounts. When the related expenses are incurred, the DCC are then recognized as revenue.

	2020	2019
Development cost charges (1)		
Water	\$ 2,314,923	\$ 2,676,969
Sewer	3,985,201	3,801,379
Drainage	2,181,346	1,900,082
Roads	6,734,004	7,096,993
Parks	11,207,948	11,950,016
	<u>26,423,422</u>	<u>27,425,439</u>
Restricted donations and other	3,747,590	3,663,627
Community amenity contribution	515,932	505,865
Developer parkland reserve contributions	291,037	285,358
	<u>\$ 30,977,981</u>	<u>\$ 31,880,289</u>

#### (1) Development cost charges:

In accordance with section 569 of the Local Government Act, 2020 Annual Development Cost Charges include the following, reported for each purpose under section 559 (2) and (3) for which the local government imposes the DCC in the applicable year:

- The amount of DCC received;
- The expenditures from the DCC reserve funds;
- The balance in the DCC reserve fund at the start and at the end of the applicable year;
- Any waivers and reductions under section 533 (2).

	Water	Sewer	Drainage	Roads	Parks	Total
Balance, Beginning of year	\$ 2,676,969	3,801,379	1,900,082	7,096,993	11,950,016	\$27,425,439
Add:						
Interest Income	49,180	76,713	40,210	136,263	228,152	530,518
DCC collected	515,141	255,181	241,054	1,299,485	1,041,988	3,352,849
Deduct:						
Acquisition of tangible capital assets	926,367	148,072	-	1,798,737	2,012,208	4,885,384
Balance, End of year	<u>\$ 2,314,923</u>	<u>3,985,201</u>	<u>2,181,346</u>	<u>6,734,004</u>	<u>11,207,948</u>	<u>\$26,423,422</u>

No DCC Waivers were provided in 2020

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**7. Deferred revenue**

	2020	2019
Prepaid taxes	\$ 17,164,698	\$ 16,748,217
Contributions for future use	2,245,228	2,069,286
Memberships, fees and other revenue	5,179,253	6,215,943
	<u>\$ 24,589,179</u>	<u>\$ 25,033,446</u>

**8. Debt**

The District finances certain tangible capital asset acquisitions through the Municipal Finance Authority in accordance with the Community Charter. The District makes payments to sinking funds related to its debt. Sinking fund balances, managed by the Municipal Finance Authority, are netted against related debt.

	Borrowed	Sinking Fund	Net Debt 2020	Net Debt 2019
General Capital Fund	\$ 47,745,000	\$ 14,984,235	\$ 32,760,765	\$ 34,936,873

Repayments on net outstanding debt over the next five years and thereafter are as follows:

Year	
2021	\$ 2,218,250
2022	2,301,101
2023	2,387,060
2024	2,476,244
2025	2,568,774
Thereafter	20,809,336
	<u>\$ 32,760,765</u>

The District paid \$1,108,563 (2019 - \$1,108,563) in interest on long-term debt during the year. Interest rates on debt range from 2.20% to 3.30%.



## The Corporation of the District of North Vancouver Notes to Consolidated Financial Statements December 31, 2020

### 9. Post-employment benefits

As per the terms of the various collective agreements and compensation policies, the District provides its employees with sick days and certain employee benefits on termination and retirement. These include service severance pay based on years of service and a full year's vacation entitlement in the year of retirement.

The District uses an actuarial valuation to determine the estimated value of post-employment benefits. The most recent full actuarial valuation was completed as at December 31, 2020.

	2020	2019
Accrued benefit obligation:		
Balance, beginning of year	\$ 10,800,039	\$ 10,373,368
Current service cost	974,373	891,740
Interest cost	303,402	341,436
Benefits paid	(1,692,775)	(944,739)
Actuarial loss	2,225,244	138,234
Balance, end of year	<u>\$ 12,610,283</u>	<u>\$ 10,800,039</u>

Actuarial gains and losses are amortized over 8 to 10 years, being the expected average remaining service period of the related employee group, commencing the year after the gain or loss arises.

	2020	2019
Accrued benefit obligation balance, end of year	\$ 12,610,283	\$ 10,800,039
Unamortized actuarial gain (loss)	(1,830,637)	280,971
Other employee benefit liabilities	20,450	52,350
Accrued benefit liability, end of year	<u>\$ 10,800,096</u>	<u>\$ 11,133,360</u>

The significant actuarial assumptions used in estimating the District's accrued benefit obligation are as follows:

	2020	2019
Discount rate	2.10%	2.70%
Expected future inflation rates	2.50%	2.50%
Expected wage increases	2.58 - 4.63%	2.58 - 4.63%

# CONSOLIDATED FINANCIAL STATEMENTS

## The Corporation of the District of North Vancouver Notes to Consolidated Financial Statements December 31, 2020

### 10. Tangible capital assets

Cost	Balance at December 31, 2019	Additions, net of transfers	Disposals	Balance at December 31, 2020
Land and improvements	\$ 204,052,743	\$ 4,771,618	(264,655)	\$ 208,559,706
Buildings	198,814,349	8,722,451	(95,335)	207,441,465
Furniture, Equipment and vehicles	48,938,888	7,274,179	(1,425,690)	54,787,377
Roads	245,958,511	7,943,517	(1,719,809)	252,182,219
Water	143,620,081	6,749,909	(254,145)	150,115,845
Sewer	71,519,175	332,683	-	71,851,858
Drainage	117,148,015	2,333,935	(82,676)	119,399,274
Library Collection	4,505,692	549,554	(489,078)	4,566,168
Assets Under Construction	25,050,445	14,000,904		39,051,349
<b>Total</b>	<b>\$ 1,059,607,899</b>	<b>\$ 52,678,750</b>	<b>\$ (4,331,388)</b>	<b>\$ 1,107,955,261</b>

Accumulated depreciation	Balance at December 31, 2019	Depreciation for the year	Disposals	Balance at December 31, 2020
Land and improvements	\$ 38,003,551	\$ 2,117,199	(264,452)	\$ 39,856,298
Buildings	79,528,712	4,805,440	(89,313)	84,244,839
Furniture, Equipment and vehicles	26,399,047	3,571,060	(1,329,946)	28,640,160
Roads	106,696,121	6,008,189	(1,527,955)	111,176,355
Water	29,650,596	1,633,111	(241,489)	31,042,218
Sewer	30,559,036	987,966	-	31,547,002
Drainage	43,804,052	1,436,108	(75,426)	45,164,733
Library Collection	2,877,518	373,949	(406,898)	2,844,570
<b>Total</b>	<b>\$ 357,518,633</b>	<b>\$ 20,933,021</b>	<b>\$ (3,935,479)</b>	<b>\$ 374,516,175</b>

	Net book value, December 31, 2019	Net book value, December 31, 2020
Land and improvements	\$ 166,049,192	\$ 168,703,408
Buildings	119,285,637	123,196,626
Furniture, Equipment and vehicles	22,539,841	26,147,217
Roads	139,262,390	141,005,864
Water	113,969,485	119,073,627
Sewer	40,960,139	40,304,856
Drainage	73,343,963	74,234,541
Library Collection	1,628,174	1,721,598
Assets Under Construction	25,050,445	39,051,349
<b>Total</b>	<b>\$ 702,089,266</b>	<b>\$ 733,439,086</b>

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**10. Tangible capital assets, continued****a) Contributed tangible capital assets**

Contributed tangible capital assets have been recognized at fair value at the date of contribution.  
The value of contributed assets received during the year is as follows:

	2020	2019
Land and Buildings	\$ 11,593,792	\$ 184,290
Roads	422,349	372,806
Water	105,967	321,623
Sewer	74,594	169,120
Drainage	82,779	200,227
	<u>\$ 12,279,481</u>	<u>\$ 1,248,066</u>

**b) Tangible capital assets disclosed at nominal value**

Where an estimate of fair value can not be made, the tangible capital asset is recognized at a nominal value.

**c) Write-down of tangible capital assets**

The write-down of tangible capital assets during the year was \$nil (2019 - \$nil).

# CONSOLIDATED FINANCIAL STATEMENTS

## The Corporation of the District of North Vancouver Notes to Consolidated Financial Statements December 31, 2020

### 11. Accumulated surplus

a) Reserves are comprised of the following:

	2020	2019
Operating and Risk Management:		
Assessment appeal and property tax	\$ 3,572,474	\$ 10,530,991
Development stabilization	6,670,755	7,140,126
General municipal operations	6,500,000	6,775,528
Utilities – Water working capital	1,111,727	-
Utilities – Sewer working capital	2,800,000	-
COVID-19 safe restart	3,250,660	-
Human Resources	763,418	802,768
Auto, fire and liability insurance	1,248,040	1,188,657
Operating projects in progress (future expenditures)	2,184,247	2,112,818
Partner Organizations:		
District of North Vancouver Municipal Public Library	354,362	121,021
North Vancouver Recreation & Culture Commission	-	100,005
North Vancouver Museum and Archives	39,599	38,662
North Shore Emergency Management Office	143,881	45,595
	<u>28,639,164</u>	<u>28,856,171</u>
Existing Capital		
Infrastructure	32,004,770	35,603,932
Utilities – Water	8,389,285	9,467,099
Utilities – Sewer and Drainage	18,404,114	25,935,071
Utilities – Solid Waste	4,984,557	4,139,710
Vehicles and Equipment	4,003,169	3,955,669
	<u>67,785,895</u>	<u>79,101,481</u>
New Capital, Initiatives and Growth		
Transportation and Mobility	3,648,875	2,182,156
Community Health and Safety	6,203,469	6,475,291
Climate and Innovation	535,865	-
Other development charges	500,513	489,251
Community amenity contributions	16,645,101	16,840,415
Local improvement	303,997	4,110,506
Tax Growth	2,843,492	-
	<u>30,681,312</u>	<u>30,097,619</u>
Land and Housing:		
Land	4,666,103	4,575,060
Land income	3,256,068	-
Housing	2,604,484	5,696,701
	<u>10,526,655</u>	<u>10,271,761</u>
b) Capital projects in progress:		
Land and improvements	4,197,146	5,149,932
Buildings	21,669,509	17,618,829
Furniture, equipment and vehicle	10,606,681	8,411,361
Roads	6,986,087	2,026,733
Water	189,114	-
Sewer	620,953	1,276,148
Drainage	8,296,093	881,183
Future major repair and maintenance	9,150,944	4,917,650
Other	630,222	428,387
Total capital funds	<u>62,346,749</u>	<u>40,710,223</u>
c) Equity in tangible capital assets:		
Equity in tangible capital assets	700,678,321	667,152,393
Accumulated surplus	<u>\$ 900,658,096</u>	<u>\$ 856,189,648</u>



## The Corporation of the District of North Vancouver Notes to Consolidated Financial Statements December 31, 2020

### 12. Taxation

In addition to levying and collecting property tax for municipal purposes, the District is required to levy and collect taxes on behalf of other jurisdictions.

	2020 Budget	2020 Actual	2019 Actual
Gross taxes levied on property	\$ 176,780,433	\$ 170,685,861	\$ 186,843,738
Deduct:			
Taxes levied and collected on behalf of other jurisdictions			
Province of B.C. – school taxes	51,316,440	51,375,214	61,906,607
Translink	14,792,129	14,828,746	13,983,856
B.C. Assessment	2,522,309	2,527,308	2,425,436
GVRD	2,725,066	2,730,941	2,354,654
Municipal Finance Authority	10,662	10,685	11,156
	<u>71,366,606</u>	<u>71,472,894</u>	<u>80,681,709</u>
Add:			
Payment in lieu of taxes	5,614,901	5,490,252	5,359,827
Net taxes for municipal purposes	<u>\$ 111,028,728</u>	<u>\$ 104,703,219</u>	<u>\$ 111,521,856</u>

### 13. Commitments and contingencies

#### a) Contingent liabilities

As a member of the Metro Vancouver Regional District, the Greater Vancouver Sewerage and Drainage District and the Greater Vancouver Water District, the District is jointly and severally liable for the net capital liabilities of these Districts. Any liability which may arise as a result will be accounted for in the period in which the required payment is made.

#### b) Municipal Pension Plan

The District 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, 2019, the plan has about 213,000 active members and approximately 106,000 retired members. Active members include approximately 901 contributors from the District.

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.

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**b) Municipal Pension Plan, continued**

The most recent valuation for the Municipal Pension Plan as of December 31, 2018, indicated a \$2,866 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2021, with results available in 2022. 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 the individual employers participating in the plan.

The District paid \$6,802,370 (2019 - \$6,795,673) for employer contributions to the plan in fiscal 2020.

**c) Third party claims and property tax appeals**

Several claims have been initiated against the District in varying or unspecified amounts. In addition, several property tax appeals have been filed with BC Assessment and are pending at December 31, 2020. Any amounts payable in addition to the accrued amounts, if any, arising from the claims and the appeals will be recorded in the year in which the amount is determinable. Reserves have been established to fund potential additional unfavourable results.

**d) Insurance**

In the ordinary course of business, claims are asserted or made against the District, and the District is currently involved in various legal actions. The outcome of these actions cannot be determined at this time. A provision has been made in the accounts for any possible unfavourable outcome of these actions. The amount of any loss in excess of the provision and insurance coverage will be recorded when determinable.

**e) Contractual obligations**

The District has entered into an agreement with a facility manager to manage a recreational facility for a period of 5 years commencing September 1, 1998 and renewable at the option of the facility manager for further 5-year terms to August 31, 2048. As part of the agreement the District has committed to the payment of 2,800 hours of facility rental for each year ended August 31st. For the year ended December 31, 2020, the District's liability is estimated at \$632,451. For succeeding years, this amount will be adjusted by any change in the Vancouver average all-in consumer price index for the previous year.

**f) Municipal Finance Authority demand notes**

The District issues its debt instruments through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the Municipal Finance Authority as a debt reserve deposit. The District also executes demand notes in connection with each debenture whereby the District may be required to lend certain amounts to the Municipal Finance Authority. Demand notes have been executed in the amount of \$1,099,485 (2019 - \$1,099,485). These demand notes are contingent in nature and are therefore not recorded as liabilities.

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**13. Commitments and contingencies, continued****g)E-Comm Emergency Communications for British Columbia Incorporated ("E-Comm")**

The District is a shareholder and member of E-Comm Emergency Communications for British Columbia Incorporated (E-Comm), whose services include: regional 911 call centre for the Greater Vancouver Regional District, Area Wide Radio emergency communications network, dispatch operations and records management. The District holds 1 Class A share and 1 Class B share (of a total 35 Class A and 20 Class B shares issued and outstanding at December 31, 2020). As a Class A shareholder, the District is committed to paying levies for services received under a cost-sharing formula to fund operating and capital costs of the E-Comm operations. In addition, the District is contingently liable to cover its proportionate share of such costs should any member be unable to fulfill its funding obligations. Annual levy amounts fluctuate based on various factors under the cost-sharing formula, and amounted to \$309,496 during 2020 (2019 - \$310,415).

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**14. Performance deposits**

In addition to cash deposits, the District is holding irrevocable Letters of Credit in the amount of \$111,831,647 (2019 - \$93,574,827), which were received from depositors to ensure their performance of works to be undertaken within the District. These amounts are not reflected in these consolidated financial statements.

**15. Segment disclosures**

District services are provided by departments and their activities are reported in the District's funds as described in Note 1(c). The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1.

Revenues not directly attributable to a specific segment are included in General Government & Admin.

Amounts shown for operating expenses are the gross amounts including inter-fund eliminations incurred by departments for all segmented activity.

The segments include the following:

**General Government & Admin** provides internal support services to Council and the community and other departments who provide direct services to its residents. These internal departments include the City Manager's Office, Corporate Services, Financial services, Information Technology, Legal and Human Resources.

**Utility services** provide planning, design, construction and maintenance for water distribution, sewage collection, drainage, neighbourhood energy utilities and refuse removal services.

**Transportation & Engineering** provides planning, design, construction and maintenance of the District's streets, street lighting, traffic control, transportation planning, utility and communication corridors and project delivery services.

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**15. Segment disclosures, continued**

**Protective services** includes Police, fire and rescue, natural hazards mitigation, bylaws and emergency management. Emergency Management is a shared service provided by the District of North Vancouver, the District of West Vancouver and the City of North Vancouver.

**Community services** includes programs that foster sustainable, creative and inclusive communities for living and working. It also includes North Vancouver Museum and Archives Commission (NVMA) and North Vancouver Recreation & Cultural Commission (NVRC) which are shared services provided by the District of North Vancouver and the City of North Vancouver.

**Planning and Development** creates plans, programs and policies required for District wide and community planning, zoning and subdivision. It also includes Real Estate and Properties.

**Library services** includes the District of North Vancouver Municipal Public Library (the "Library") which enriches our community by connecting people, sharing knowledge and inspiring stories. The Library is a welcoming community hub that provides free access to a wide range of public resources and services to the residents of the District of North Vancouver.

# CONSOLIDATED FINANCIAL STATEMENTS

## The Corporation of the District of North Vancouver Notes to Consolidated Financial Statements December 31, 2020

### 15. Segment disclosures, continued

	General Government & Admin	Utility Services	Transportation & Engineering	Protective Services	Community Services	Planning & Development	Library Services	Eliminations	2020 Consolidated	2019 Consolidated
<b>Revenues</b>										
Taxation	104,703,219	-	-	-	-	-	-	-	104,703,219	111,521,856
Sales, fees and user charges										
Water	-	29,309,809	-	-	-	-	-	(328,867)	28,980,942	27,739,568
Sewer	-	24,588,269	-	-	-	-	-	(91,042)	24,497,227	23,854,209
Solid waste	-	8,029,355	-	-	-	-	-	(161,717)	7,867,638	7,633,345
Parks, recreation and culture	76	-	-	-	7,743,600	-	100,563	-	7,844,239	14,568,324
Other	8,299,992	661,837	249,896	1,533,636	174,352	16,594,482	-	1,387,708	28,901,903	29,003,072
Transfers from government										
Federal Government	-	-	-	-	-	-	-	-	-	473,369
Provincial Government	6,534,000	-	363,266	437,051	38,431	-	7,473,285	(6,399,974)	8,446,059	1,732,782
Regional Government	(38,394)	68,843	193,813	25,863	33,852	15,620	-	470,594	770,191	1,917,005
Investment income	6,414,013	-	-	-	54,124	-	-	(536,197)	5,931,940	7,444,115
Land, sales and other contributions	2,891,570	193,796	24,000	44,658	81,156	3,224	21,329	11,971,439	15,231,172	6,653,235
	128,804,476	62,851,909	830,975	2,041,208	8,125,515	16,613,326	7,595,177	6,311,944	233,174,530	232,540,880
<b>Operating expenses</b>										
Salaries and benefits	13,695,897	7,702,152	7,010,263	21,927,956	18,710,844	9,818,361	4,597,360	-	83,462,833	88,460,671
Goods and materials	1,297,559	1,281,994	862,076	262,493	1,066,612	91,323	-	-	4,862,057	5,112,996
Building and grounds	1,487,581	2,001,986	713,713	928,951	3,456,141	207,542	521,766	(498,265)	8,819,415	9,781,064
Equipment costs	(2,778,266)	3,164,962	984,009	907,290	1,434,518	263,021	252,592	(9,105)	4,219,021	4,056,497
Service costs	-	-	774,774	-	-	-	-	-	774,774	744,648
Administrative costs	2,754,444	1,772,738	1,147,057	1,063,240	2,909,375	1,598,978	791,826	(110,955)	11,926,703	13,081,706
Contract services	(282,076)	29,903,530	10,902	19,575,823	7,747,920	644,783	35,955	(7,208,604)	50,428,233	49,018,676
Grants	-	-	-	-	2,077,002	2,478	-	-	2,079,480	2,090,744
Debt interest	1,200,545	-	-	-	-	-	-	-	1,200,545	1,219,611
	17,375,684	45,827,362	11,502,794	44,665,753	37,402,412	12,626,486	6,199,499	(7,826,929)	167,773,061	173,566,613
<b>Depreciation</b>	7,243,323	4,548,167	5,833,681	309,146	2,482,008	-	516,696	-	20,933,021	20,142,397
	24,619,007	50,375,529	17,336,475	44,974,899	39,884,420	12,626,486	6,716,195	(7,826,929)	188,706,082	193,709,010
<b>Annual (Surplus) Deficit</b>	104,185,469	12,476,380	(16,505,500)	(42,933,691)	(31,758,905)	3,986,840	878,982	14,138,873	44,468,448	38,831,870

## The Corporation of the District of North Vancouver Notes to Consolidated Financial Statements December 31, 2020

### 16. Budget figures

The operating and capital budget figures, presented on a basis consistent with that used for actual results, were approved by Council as the "2020 - 2024 Consolidated Financial Plan Approval Bylaw 8435, 2020 Amendment Bylaw 8479, 2020 (Amendment 2)" on December 7, 2020. Depreciation was not included on development of the budget and, as such, has not been included.

	Original Budget	Amended Budget	Change
Revenue			
Taxation	\$ 112,886,528	\$ 111,907,728	\$ (978,800)
Sales, Fees, and Other User Charges	98,298,710	98,007,842	(290,868)
Developer Contributions	14,932,366	14,932,366	-
Grants and Other Contributions	5,550,542	14,330,211	8,779,669
Investment Income	4,963,076	4,963,076	-
Penalties & Interest on Taxes	825,000	825,000	-
	<u>237,456,222</u>	<u>244,966,223</u>	<u>7,510,001</u>
Proceeds from Borrowing	3,625,000	3,625,000	-
Appropriations from:			
Operating Reserves	7,692,211	7,792,211	100,000
Capital Reserves	70,688,427	79,680,602	8,992,175
	<u>78,380,638</u>	<u>87,472,813</u>	<u>9,092,175</u>
Source of Funds	<u>319,461,860</u>	<u>336,064,036</u>	<u>16,602,176</u>
Operating Expenditures			
Community Services	40,801,327	40,854,326	52,999
Planning and Development	13,084,790	14,137,063	1,052,273
Protective Services	43,938,983	43,965,224	26,241
Transportation and Engineering	9,800,814	9,344,998	(455,816)
Utilities	48,427,340	48,427,340	-
Governance and Admin	17,226,282	16,339,886	(886,396)
	<u>173,279,536</u>	<u>173,068,837</u>	<u>(210,699)</u>
Capital Expenditures	78,130,057	89,237,732	11,107,675
Debt Service	2,761,745	2,761,745	-
Contributions to:			
Operating Reserves	114,042	6,598,042	6,484,000
Capital Reserves	65,176,480	64,397,680	(778,800)
	<u>65,290,522</u>	<u>70,995,722</u>	<u>5,705,200</u>
Use of Funds	<u>\$ 319,461,860</u>	<u>\$ 336,064,036</u>	<u>\$ 16,602,176</u>



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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**16. Budget figures, continued**

The chart below reconciles the amended budget to the budget figures reported in these consolidated financial statements.

Revenue	
Operating budget	\$ 321,131,670
Capital budget	14,932,366
Total revenue per approved budget	336,064,036
Less:	
Transfers from other funds	(87,472,813)
Capital funding less repair and maintenance	
Inter-agency eliminations	485,434
Proceeds from debt	(3,625,000)
Total revenues, as reported	245,451,657
Expenses	
Operating budget	246,826,304
Capital budget	89,237,732
Total expenses per approved budget	336,064,036
Less:	
Transfers to other funds	(70,995,722)
Inter-agency eliminations	(354,264)
Capital expenses, including major repair and maintenance	(89,237,732)
Debt principal repayment	(1,653,182)
Operating repair and maintenance funded as capital expenses	14,941,380
Total expenses as reported	188,764,516
Annual surplus, per Consolidated Statement of Operations	\$ 56,687,141

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**The Corporation of the District of North Vancouver**  
**Notes to Consolidated Financial Statements**  
**December 31, 2020**

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**17. Contractual rights**

The District has entered into contracts or agreements in the normal course of operations that it expects will result in the realization of revenue and assets in future fiscal years. The District's contractual rights arise because of contracts entered into for leases, and various agreements. The following table summarizes the expected revenue from the contractual rights of the District for future assets for the next four years:

	2021	2022	2023	2024	Total
Development Agreements	\$ 17,138,478	\$ 23,379,098	\$ 5,369,922	\$ 3,030,069	\$ 48,917,567
Leases	3,102,512	1,896,094	1,300,993	837,269	7,136,868
	<u>\$ 20,240,990</u>	<u>\$ 25,275,192</u>	<u>\$ 6,670,915</u>	<u>\$ 3,867,338</u>	<u>\$ 56,054,435</u>

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**18. Comparative figures**

Certain 2020 comparative figures have been reclassified to conform with the consolidated financial statement presentation adopted in the current year.

# CONSOLIDATED FINANCIAL STATEMENTS

## BC Safe Restart Grant Received – (Unaudited)

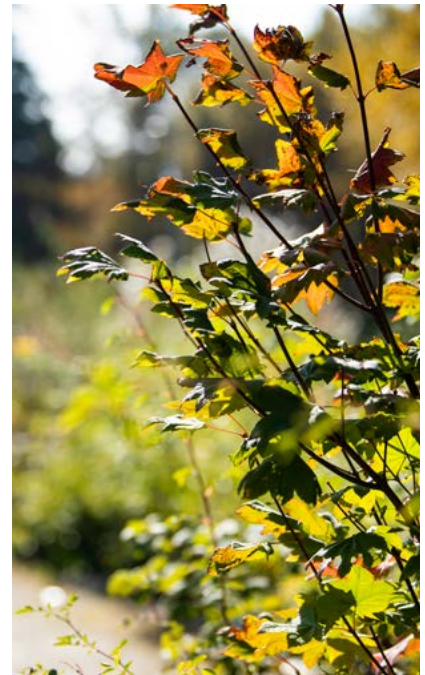
Due to the COVID-19 pandemic in 2020, the District received the BC Safe Restart Grant of \$6.4 million from the Province to help with COVID-19 financial impacts to the District's operations. The schedule below details how the District utilized the grant funds in 2020. The remainder of the funds have been placed in the COVID-19 safe restart reserve to be utilized to offset ongoing COVID-19 impacts.

COVID Safe Restart Grant	2020
Opening Balance	\$ 6,484,000
Less Operating costs:	
Communications and public safety	69,892
Cleaning Supplies & Services	130,531
Modifications to workplace and facilities	360,795
Staff Pandemic Response	137,162
	<u>698,380</u>
Less Facility and Technology Capital Costs:	
Fire equipment	105,013
IT equipment	354,215
Police equipment	24,648
	<u>483,875</u>
Less Revenue not Collected	
TransLink MRN Grant	950,750
Parks revenue decline	414,443
Sewer and Drainage revenue decline	722,800
	<u>2,087,993</u>
Add: Interest Allocation	36,908
Ending Balance	<u><u>\$ 3,250,660</u></u>

# PERMISSIVE TAX EXEMPTIONS

The Community Charter provides municipalities with the authority to exempt certain lands and/or improvements from municipal property taxation as part of a broader strategy to advance the values of the community. The Community Services Advisory Committee, an independent group comprised of District staff and citizens make the recommendations for eligibility based on guidelines endorsed by Council.

Among the numerous factors considered are the non-profit status of the applicant, its targeting of services to the residents of the municipality, volunteer participation, financial accountability, and the ability of the organization to attract funding from other sources. The municipal Annual Report must provide a listing of these exemptions, including the amount of property tax that would have been imposed had the exemption not been granted.



# PERMISSIVE TAX EXEMPTIONS

## DISTRICT OF NORTH VANCOUVER PERMISSIVE TAX EXEMPTIONS FOR THE YEAR ENDED DECEMBER 31, 2020

APPLICANT	ADDRESS	2020 MUNICIPAL TAXES EXEMPT PORTION
18th Street Society	1063 Hendecourt Road	2,609
18th Street Society	821 East 29th Street	2,810
Aga Khan Foundation Canada	1150 Gladwin Drive	41,116
Canadian Mental Health Association	1573 Arborlynn Drive	2,272
Canadian Mental Health Association	1198 Harold Road	2,077
Capilano Tennis Club	2500 Capilano Road	4,534
Change the World Foundation (Harvest Project)	1071-1091 Roosevelt Crescent	18,548
Community Living Society	2985 Newmarket Drive	4,300
Community Living Society	4537 Capilano Road	2,413
Community Living Society	3091 Paisley Road	3,143
Community Living Society	3660 Maginnis Avenue	2,362
Community Living Society	1075 Frederick Road	2,264
Community Living Society	1680 Ross Road	2,151
Community Living Society	3636 Norwood Avenue	2,576
Deep Cove Cultural Society	4360 Gallant Avenue	9,775
Deep Cove Rowing Club	2156 Banbury Road	3,455
Delbrook Partnership for Quality Child Care Association	3111 Stanley Avenue	2,171
Family Services of the North Shore	399 Seymour River Place	2,102
Forest View Early Learning Society	3592 Mountain Highway	2,526
Greater Vancouver Community Services Society	3403 Mount Seymour Parkway	2,316
Greater Vancouver Community Services Society	1693 Coleman Street	2,446
Greater Vancouver Water District	Capilano River Regional Park	13,485
Hollyburn Family Services Society	3212 Mount Seymour Parkway	5,183
Hollyburn Family Services Society	3218 Mount Seymour Parkway	7,766
Hollyburn Family Services Society	Lot F, Block G, District Lot 613, Plan 20442	6,311
Hollyburn Family Services Society	That portion of Lot A, Block 7, District Lot 193, Plan 12218	2,708
Kiwanis Seniors Citizens Homes Ltd.	2555 Whiteley Court	36,621
Lowland Senior Citizens Housing Society	1335 East 27th Street	41,148
Lynn Valley Parent Participation Preschool	3220 Mountain Highway	567
Lynn Valley Services Society	940 Lynn Valley Road	2,036
North Shore Connexions Society	2490 Edgemont Boulevard	2,550
North Shore Connexions Society	4410 Capilano Road	2,602
North Shore Connexions Society	1240 Barlynn Crescent	2,886
North Shore Connexions Society	1904 Peters Road	2,619
North Shore Crisis Services Society	That portion of Lot 2, District Lot 2087, Plan LMP 24090	3,644
North Shore Disability Resource Centre Association	104-3205 Mountain Highway	260

# PERMISSIVE TAX EXEMPTIONS

## DISTRICT OF NORTH VANCOUVER PERMISSIVE TAX EXEMPTIONS FOR THE YEAR ENDED DECEMBER 31, 2020

APPLICANT	ADDRESS	2020 MUNICIPAL TAXES EXEMPT PORTION
North Shore Disability Resource Centre Association	204-3205 Mountain Highway	260
North Shore Disability Resource Centre Association	304-3205 Mountain Highway	260
North Shore Disability Resource Centre Association	404-3205 Mountain Highway	260
North Shore Disability Resource Centre Association	750 West 23rd Street	3,065
North Shore Disability Resource Centre Association	2000 Rufus Drive	2,719
North Shore Disability Resource Centre Association	1608 Kerrstead Place	2,819
North Shore Disability Resource Centre Association	1630 Kilmer Road	2,663
North Shore Disability Resource Centre Association	3908 Loraine Avenue	3,201
North Shore Disability Resource Centre Association	5793 Nancy Greene Way	2,949
North Shore Disability Resource Centre Association	4060 Shone Road	2,974
North Shore Disability Resource Centre Association	4338 Quinton Place	4,395
North Shore Disability Resource Centre Foundation	3158 Mountain Highway	2,633
North Shore Disability Resource Centre Foundation	3140 Mountain Highway	11,904
North Shore Neighbourhood House	3361 Mountain Highway	1,882
North Star Montessori Elementary School	1325 East Keith Road	2,210
North Vancouver Community Players	815 East 11th Street	7,550
North Vancouver Museum and Archives (VIAM Holdings Ltd.)	1480 and 1482 Columbia Street	12,281
Parkgate Community Health Centre	3625 Banff Court	10,884
Parkgate Community Services Society	949 Lytton Street	6,711
RNB Dance & Theatre Arts Society	3355 Mountain Highway	15,921
RNB Dance & Theatre Arts Society	151/155 1233 Lynn Valley Road	7,088
Seymour Heights Parent Participation Preschool Association	800 Lytton Street	739
St. Pius X Church	1150 Mount Seymour Road	5,907
St. Stephen's Church	1330 East 24th Street	4,986
St. John Society (B.C. and Yukon)	106/107 - 223 Mountain Highway	9,398
St. John Society (B.C. and Yukon)	108 - 223 Mountain Highway	2,821
The Corporation of the City of North Vancouver - Parkland	DL 1620	23,089
The Corporation of the District of North Vancouver - Animal Shelter	2580 Capilano Road	5,296
The Corporation of the District of West Vancouver	Parkland	8,398
The Corporation of the District of West Vancouver	Parkland	3,290
The Corporation of the District of West Vancouver	Parkland	2,187
The Royal Canadian Legion Branch 114 Lynn Valley	1630 Lynn Valley Road	12,570
Turning Point Recovery Society	2431 Burr Place	3,760
Turning Point Recovery Society	2670 Lloyd Avenue (leased portion)	4,267
WBT Wild Bird Trust of British Columbia	2649 Dollarton Highway	1,031
<b>TOTAL</b>		<b>440,720</b>



# SUPPLEMENTAL FINANCIAL INFORMATION

The supplemental section provides information about the financial health of the District of North Vancouver. It includes graphs, charts and narratives that complement the financial statements by illustrating results over a broader time horizon. Select

measures identify trends and provide perspective on how the financial resiliency of the organization has changed over time. The narratives accompanying each illustration enhance understanding by telling the story for each selected measure.



RESULTS FROM OPERATIONS

Revenues by Source

The District of North Vancouver maintains diverse revenue streams with taxation and other revenue sources such as government grants and related investment income supporting public services, while fees and user charges target private consumption of services. Taxation, along with fees and user charges, account for 87% of the District’s revenues in 2020, 5.2 % lower than prior year.

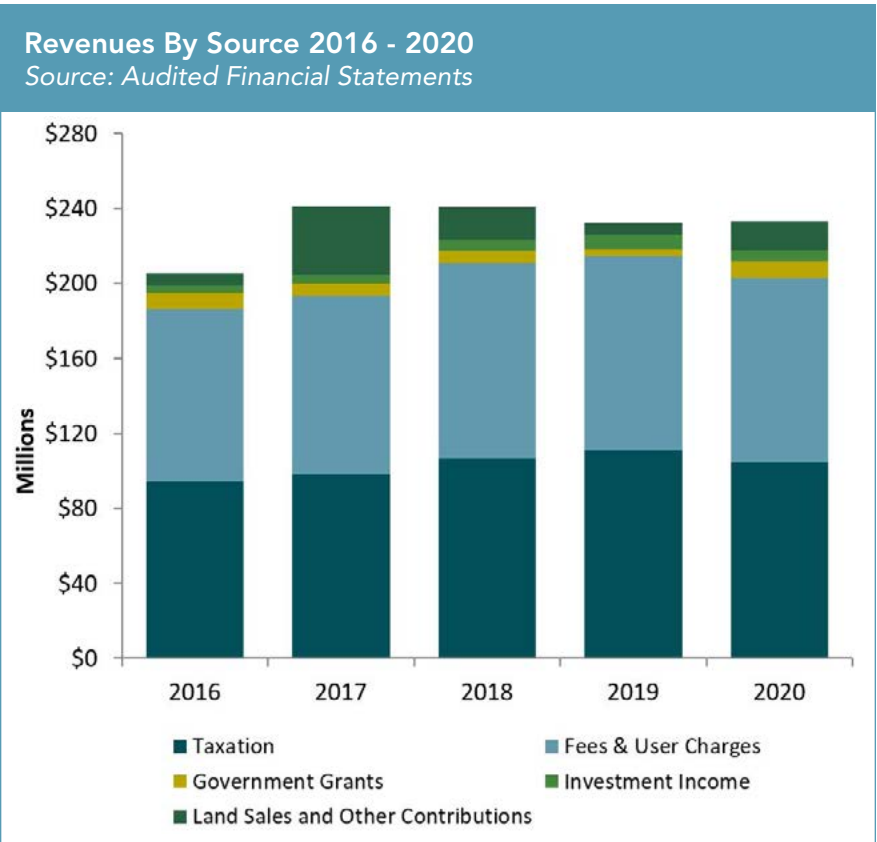
In recognition of economic hardship due to COVID-19, Council approved a reduction in the 2020 property tax levy from its established 3% increase, to 2%. After accounting for growth in the tax base and the Seaspan tax reassessment recognition (-\$6.8 million), total revenue from property taxes is 6.1% lower than 2019. Revenue from this source has increased at an average rate of 2.9% per year over the past five years, excluding the \$3.4 million levy on the “non-capped major

industrial class” in 2018 and 2019 to address tax assessment appeals risks.

Revenue from fees and user charges are \$4.7 million lower in 2020 primarily due to facility closures as a result of COVID-19. The average annual rate of growth for fees and user charges over the past five years was 1.1%, decreasing 2.4% from 2019.

The decline in taxation and user fee revenue was offset

by increases in government grant revenue and land sales and other contributions. The increase in grant revenue was primarily driven by the COVID-19 Safe Restart grant (\$6.5 million). The Lions Gate Community Centre Shell (\$11 million) was recognized into income in 2020 when ownership transferred from the developer to the District, increasing revenue from “other contributions”.



# SUPPLEMENTAL FINANCIAL INFORMATION

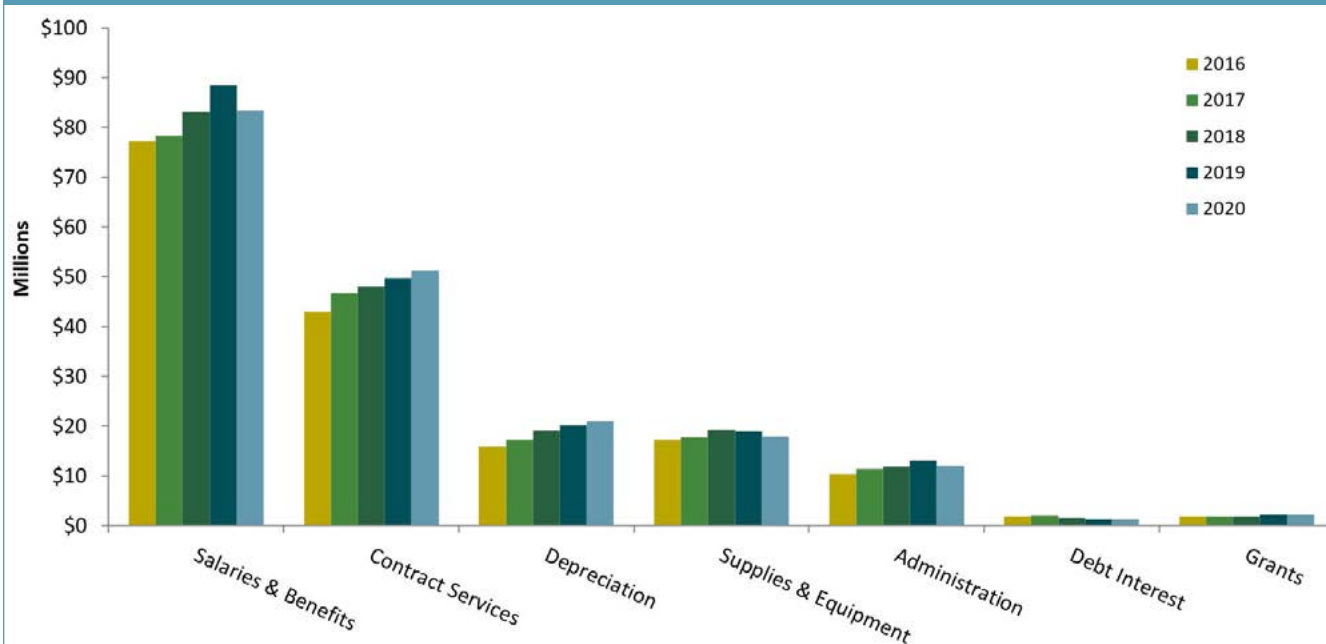
## Expenses by Object

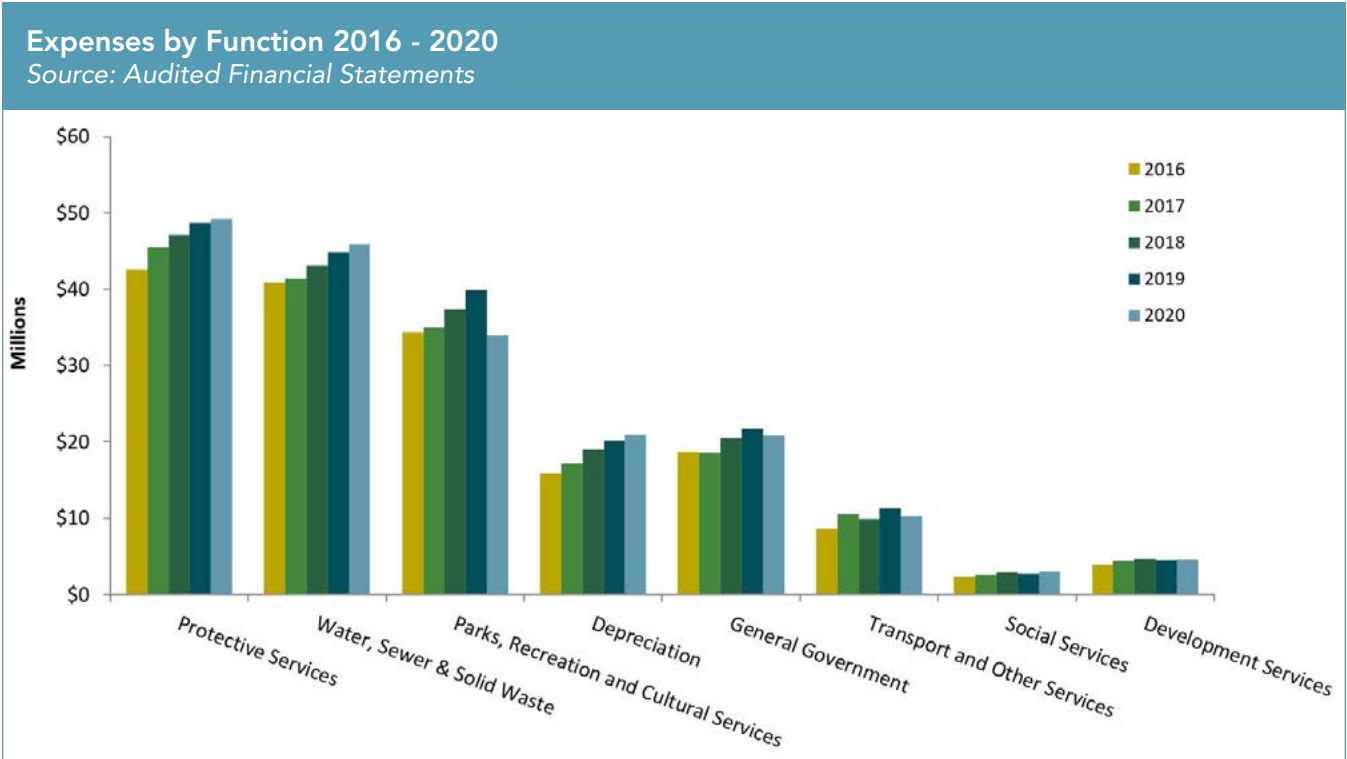
While the District's largest expenses are consistent with prior years, with Salaries and Benefits at 44.2% and Contract Services at 27.1% of total expenses, there were significant shifts within the expense categories in 2020 due to COVID-19. With the exception of Contract Services (2.9% increase) and depreciation (3.9% increase), all other expenses are lower than prior year by a combined total of 5.8%.



## Expenses by Object 2016 - 2020

Source: Audited Financial Statements





**Expenses by Function**

Protective Services and Utilities are the District’s largest expenditures and account for 50.4% of total 2020 expenses. Protective Services is comprised of Fire and Rescue, Police Services, North Shore Emergency Management, and Municipal Bylaw Enforcement.

The District provides three utility services: the Water Utility which operates, maintains, and upgrades the water distribution system, the Sewer and Drainage Utility which provides

for trouble free collection of sanitary sewage and storm water, and the Solid Waste Utility which provides weekly collection and processing of solid waste and organics. On a combined basis, utility service expenses increased at an annual average rate of 2.4% over the past five years. While expenses are projected to increase considerably over the next five years due to regional and external pressures including impacts from the new North Shore Waste Water Treatment Plant, the District’s

rate stabilization policy will mitigate these impacts.

Parks, Recreation and Cultural Services represents 18% of total expenses, decreasing \$5.9 million in 2020 as activity levels followed public health orders, starting with facility closures and temporary staff layoffs in the spring then a partial reopening and rehiring in the fall.

General Government and depreciation expenses were relatively flat in total, with increased depreciation

expenses offset by reduced support service expenses as cost containment measures, including a hiring freeze and workforce adjustments, mitigated impacts from the pandemic on the District's finances.

Transportation and Other Services decreased \$1 million in 2020, primarily due to deferred or delayed work and travel restrictions which limited the number of occupants per vehicle and increased cost recoveries included in this service.

CAPITAL PLANNING

The 2020 capital plan had a total budget of \$89.2 million, about 23% higher than 2019, and represented nearly 27% of the total use of funds in the Financial Plan. While upgrade and expansion projects increased to \$50 million (\$31 million 2019) and renewal projects decreased to \$39 million (\$42 million 2019), the total plan is very comparable to 2018 levels.

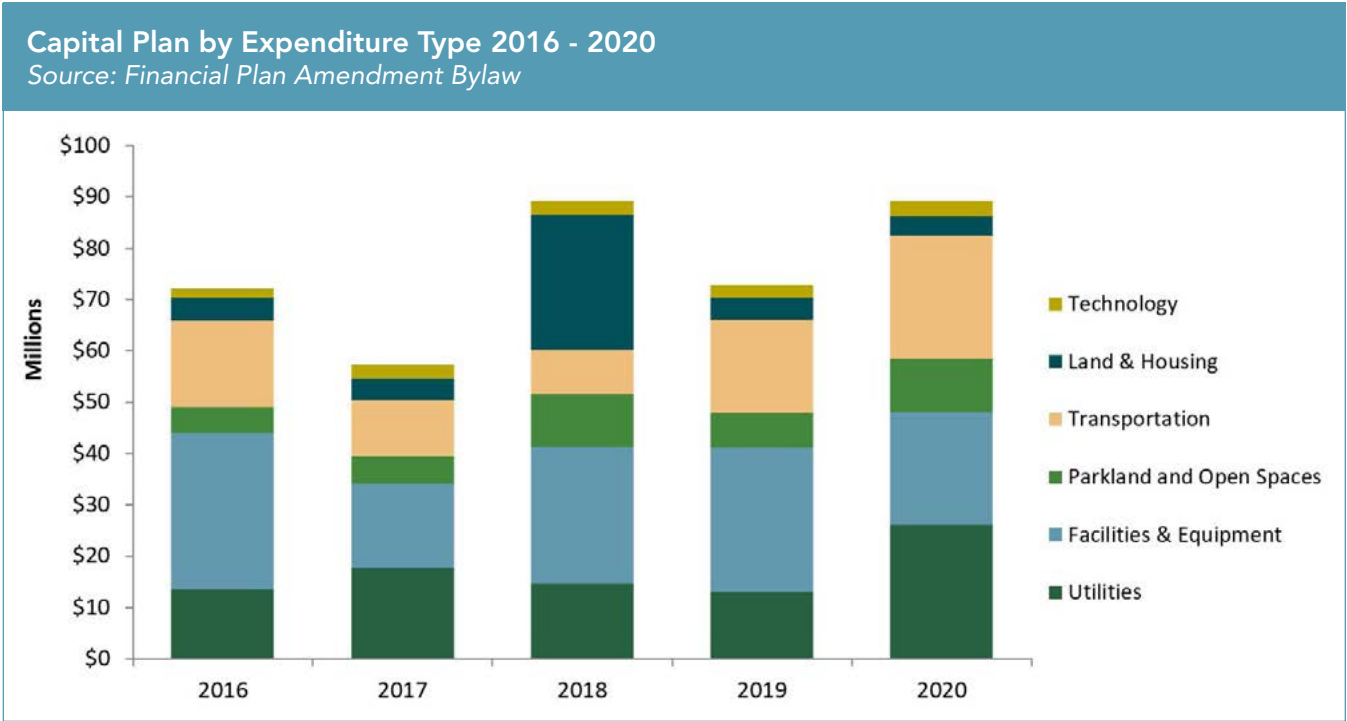


Capital Plan 2016 - 2020  
Source: Financial Plan Amendment Bylaw





# SUPPLEMENTAL FINANCIAL INFORMATION



When combined, Utilities, Transportation, and Facilities and Equipment make up more than three quarters of the plan. Major utility projects included Gallant Avenue Storm Sewer Replacement, Daylighting of

Kilmer Creek, and the Lions Gate Pressure Reducing Valve. Transportation included Ross Road Bridge and Infrastructure, Lynn Valley Road Cycling Route and the Spirit Trail section from the City of North

Vancouver border on Keith Road to Seylynn Park. Facilities and Equipment included Lynn Creek Community Centre, Lions Gate Community Centre and the Maplewood Fire and Rescue Centre.





DEBT FINANCING

The District maintains significant borrowing capacity to ensure its continued ability to meet expenditure requirements. The District uses debt strategically as one of several tools to fund its diverse infrastructure. Leveraging favourable market conditions, the District has both retired

debt to reduce high interest rate costs and issued new debt at lower interest rates.

No debt was issued or retired in 2020.

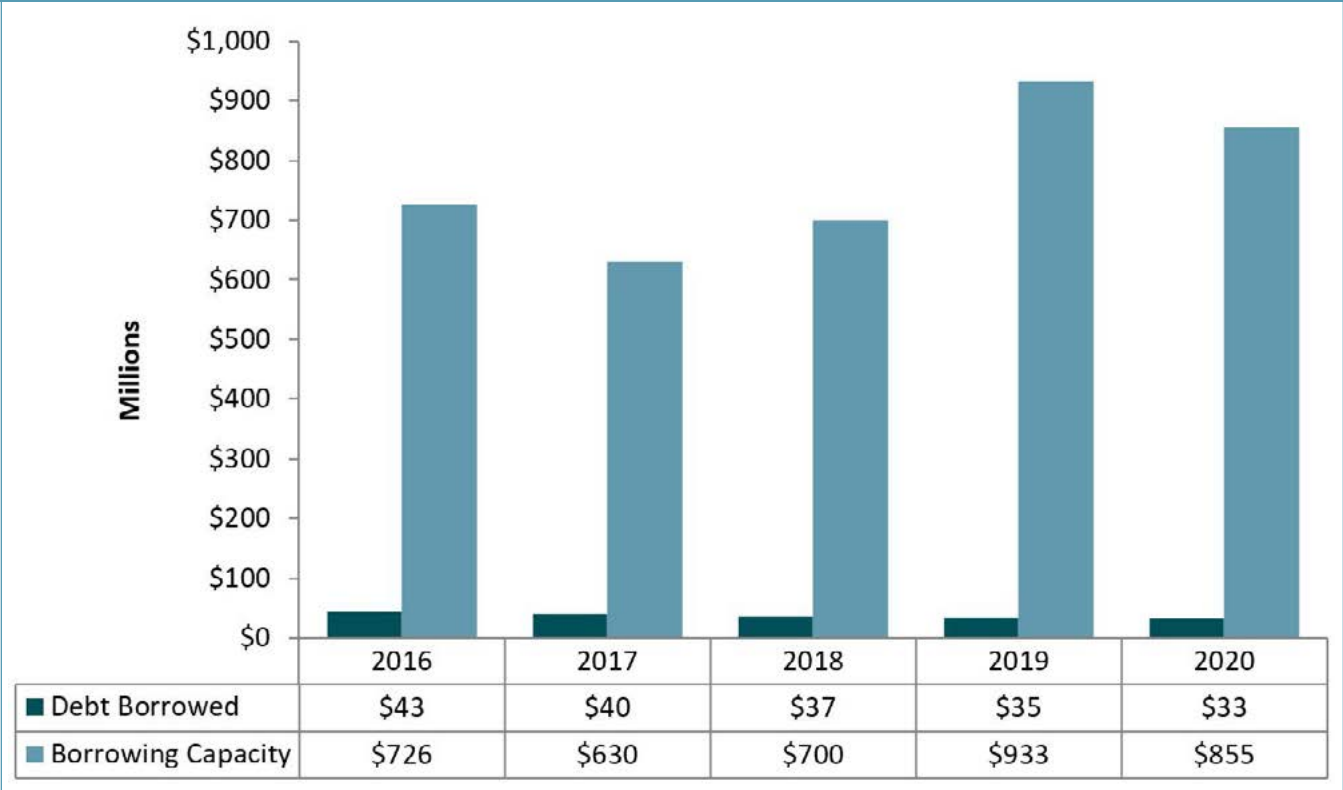
At December 31, 2020, debt borrowed totalled \$33 million or \$365 per capita and represented 3.8 % of total borrowing capacity. Total debt borrowed was for the Delbrook Community Recreation Centre

and the Lynn Valley Library and Town Centre. Debt repayments and retirements gradually reduce the total debt balance. Debt servicing costs represent 1.4% of total annual expenditures.

Debt is used strategically for select major capital projects to support steady state replacement of existing assets or to invest in new assets supported by business cases.

Debt Borrowed Relative to Borrowing Capacity 2016 - 2020

Source: Local Government Data Entry Filing (LGDE)



RESERVE FUNDS

Reserve funds are a critical element in providing long term sustainable service delivery, steady state replacement of existing infrastructure and risk mitigation. The management of reserves is based upon strategic planning decisions that support asset management and the Official Community Plan.

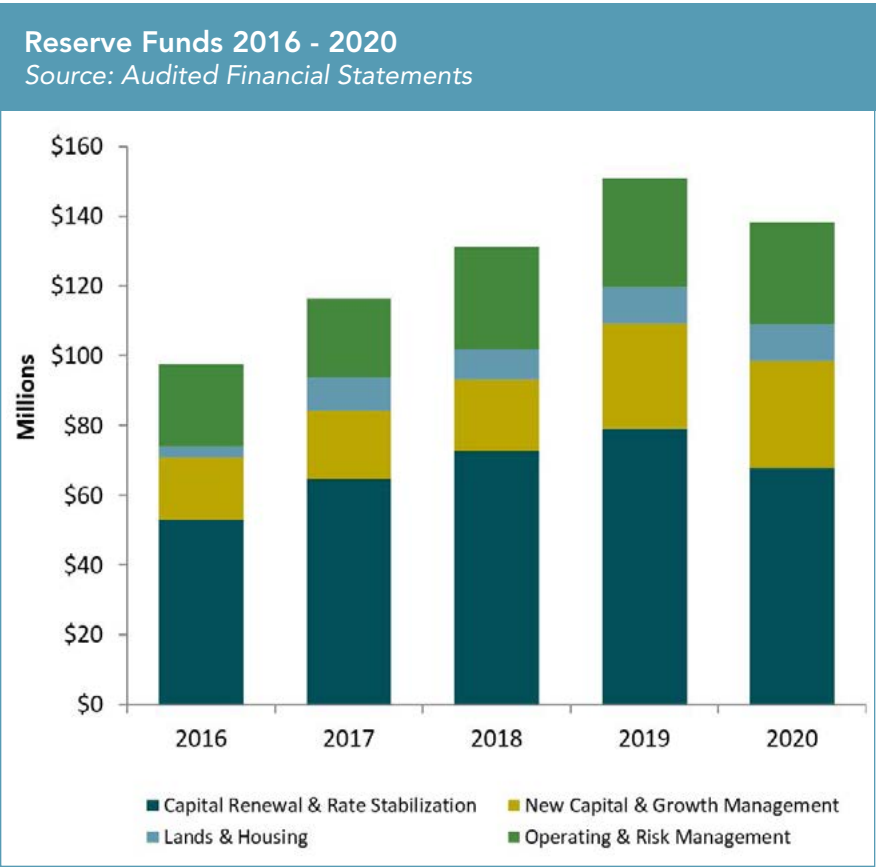
The majority of the District’s Reserve Funds (49%) are for existing capital. These funds return existing capital assets to their original service capability or replace them with ‘like for like’ or ‘modern day equivalents’. In addition to renewing existing assets, these reserves also help to smooth rate increases so they are stable and predictable over time.

New capital, growth and initiatives reserve funds are the next largest category (22.2%) and include funds set aside for new investments in transportation and mobility, community health and safety and climate and innovation initiatives. These funds also support the management of community growth and development related impacts in the District.

Operating and risk management reserves are reviewed and adjusted annually after careful assessment of operating needs and an analysis of major categories of risk.

Land and housing reserve funds support the long term preservation and enhancement of District lands and new investments in social and supportive housing.

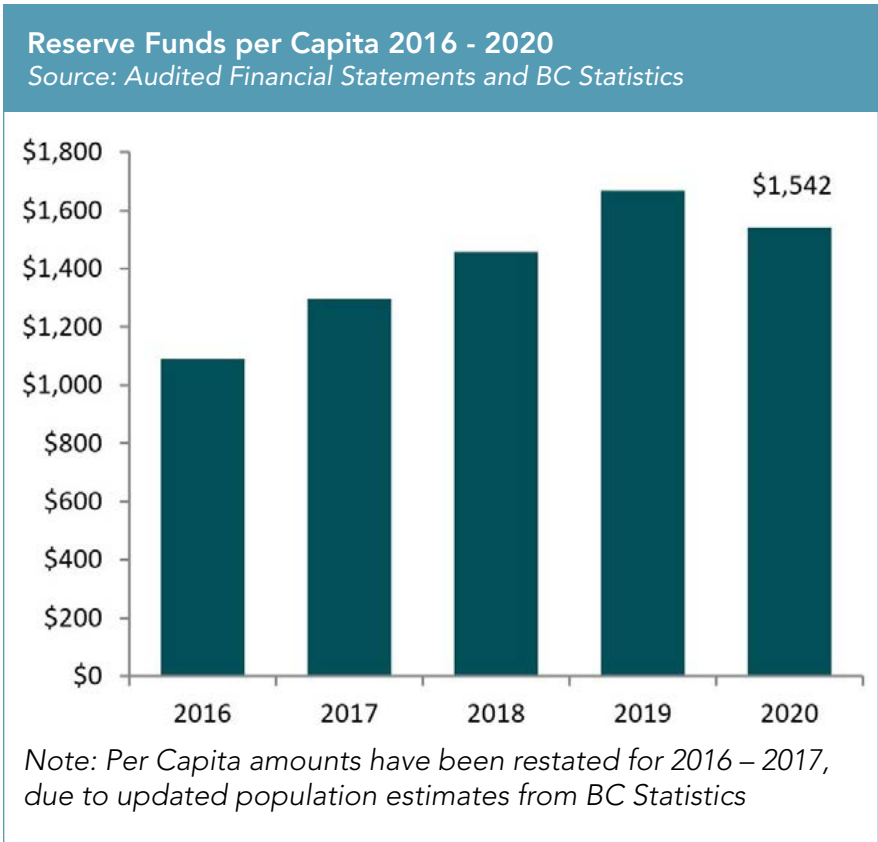
Reserve fund balances vary depending upon the timing of the District’s capital and operational requirements and risk assessments. Prudence requires minimum thresholds be maintained at all times to ensure the organization’s



# SUPPLEMENTAL FINANCIAL INFORMATION

capacity to react to unforeseen events, sustain levels of service to the community and ensure the long term financial viability of the District. Sound judgement, trend analysis and best practices are followed to establish reasonable provisions.

After trending upward for a number of years, reserve funds declined in 2020 totalling \$138.4 million (\$150.7 million 2019) and \$1,542 on a per capita basis. The primary reason for the decline was planned major capital projects, which will continue to place pressure on reserve fund balances over the next five years. COVID-19 had minimal impacts on reserve funds in 2020, as revenue losses were offset by cost mitigation measures and use of the COVID-19 Safe Restart grant.



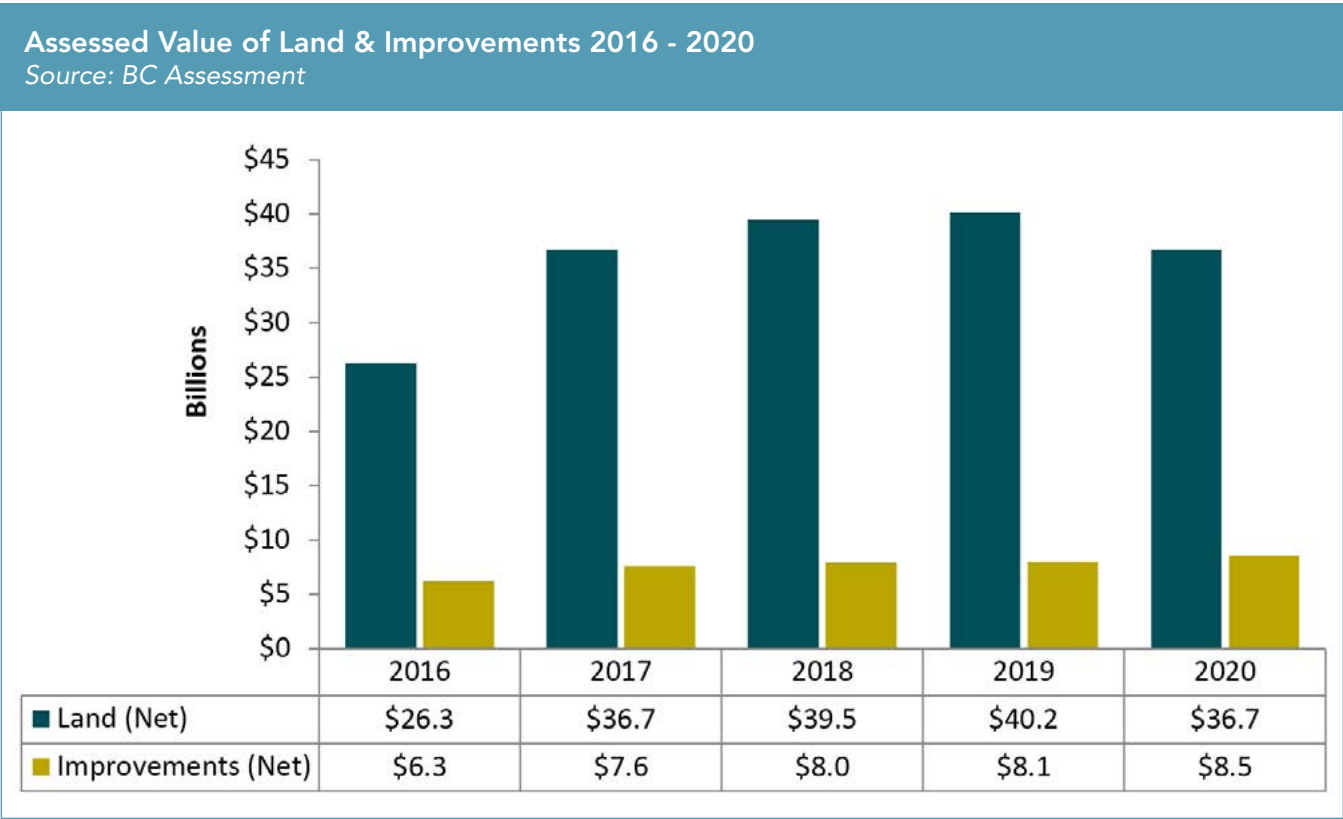
TAXATION

Assessed Value of Land and Improvements

The values of land and improvements are independently determined by BC Assessment every July. Property tax rates approved by Council and other taxing jurisdictions are then applied

to these assessed values. Total net assessed value for 2020 is \$45.2 billion, a decrease of \$3.1 billion or 6.4% over 2019. The majority of this decrease was due to a reduction in the net value of land of \$3.5 billion partially offset by an increase in net improvements (buildings) of \$0.4 billion. Changes in

land value reflect a cooling of the residential real estate market in the lower mainland since its peak in 2016-2017, partially offset by land value increases in the non-residential classes as well as increases in improvement value due to ongoing development and revitalization in the District.



# SUPPLEMENTAL FINANCIAL INFORMATION

## Assessed Value of New Construction

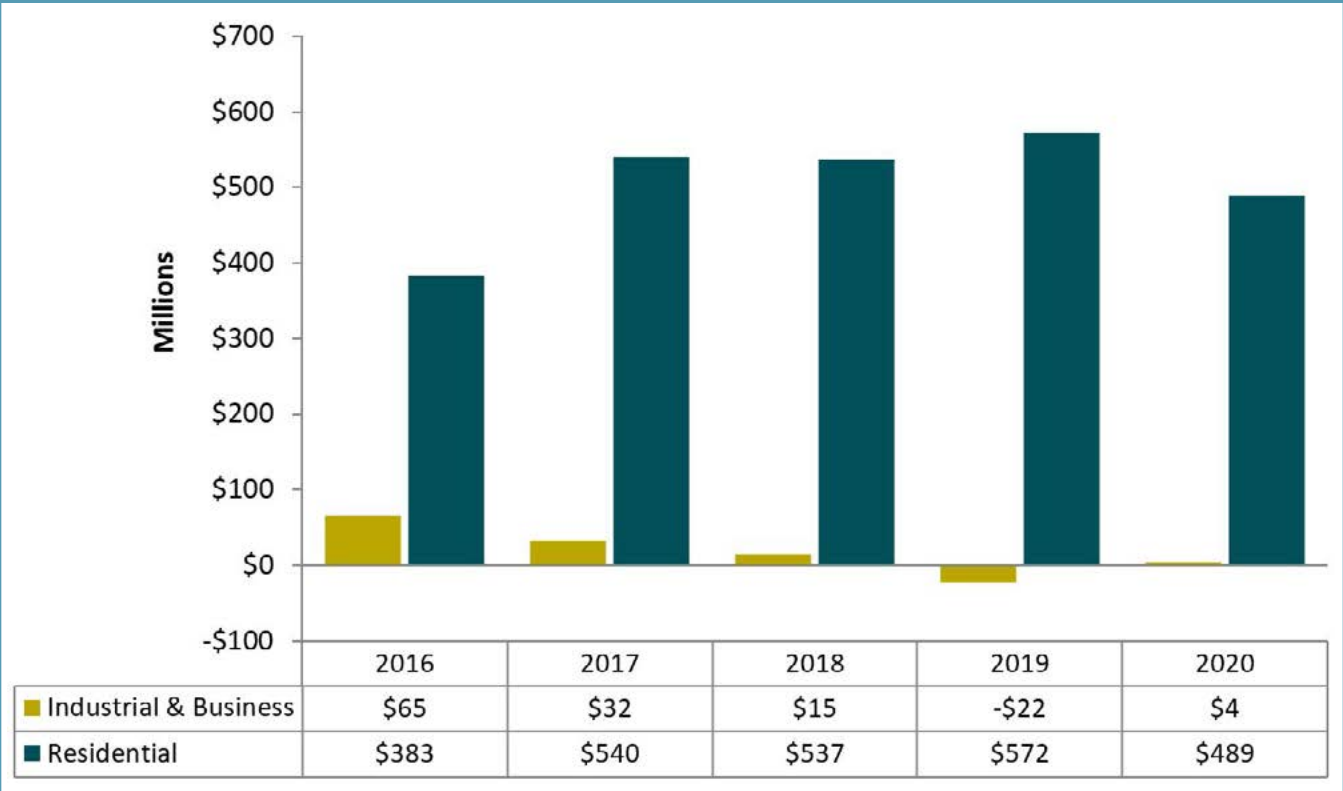
The addition of newly built structures within a community is an essential component and a useful indicator of the economic vibrancy of a municipality. Over the years building and construction activity increased as our community continued to renew itself and growth was

realized in accordance with the Official Community Plan (OCP). The community vision is to build greater residential density within town centers. However, in 2020 residential construction was tempered as the pace of development slows in the District as the OCP is revisited by Council. Growth in the Industrial & Business Classes resulted

mainly from new infrastructure being added to Burrard Inlet waterfront operations. The value for new construction (supplied by BC Assessment) is based on actual percentage of completion and is closely monitored to ensure new tax revenue supports the District’s growth management objectives.

Assessed Value of New Construction 2016 - 2020

Source: BC Assessment



# SUPPLEMENTAL FINANCIAL INFORMATION

## Municipal Property Taxes and Other Taxing Authorities

Over the past five years, taxation revenue for the District increased at an average annual rate of 2.9%. In 2020, the overall property taxes collected dropped by 8.3% from \$192.2 million in 2019 to \$176.2 million in 2020 primarily as municipalities and other government agencies revised

their 2020 requirements in light of the COVID-19 pandemic.

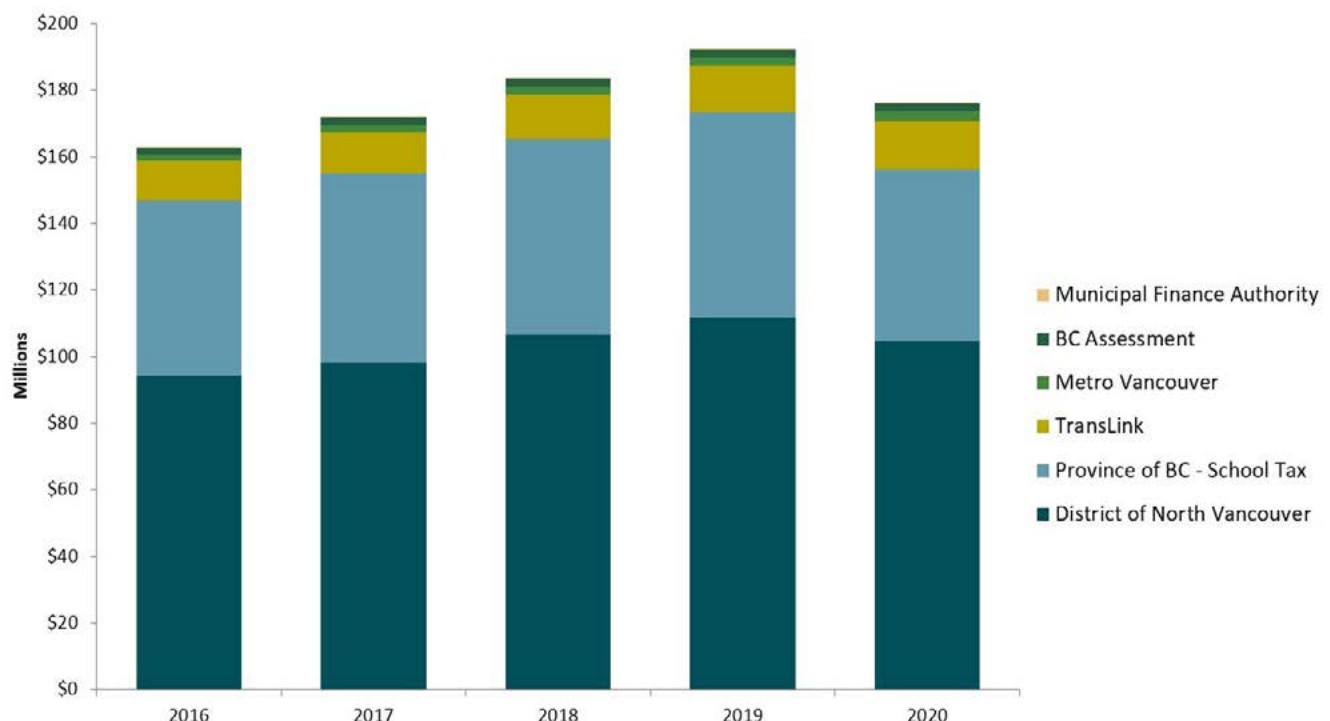
District Council elected to adjust the 2020 tax levy increase to 2% from the established 3% which typically includes 2% for inflation and 1% for Council's policy for asset management. In addition, the 2020 school tax rate was reduced by the Province to support BC businesses, non-

profits and other organizations. Finally, the Seaspan tax reassessment recognition, net of growth in the tax base, resulted in lower property taxes collected in 2020.

In 2020, 40.6% of property taxes collected were on behalf of other taxing authorities, of which 71.9% was levied on behalf of, and paid to, the Province for School Taxes.

### Municipal Property Taxes & Taxes Collected for Other Jurisdictions 2016 - 2020

Source: DNV Audited Financial Statements





The Community Charter requires that the municipal annual report describes progress in relation to objectives established for the previous year, and that it provides a statement of municipal objectives and measures for the current and following year. This means reviewing 2020 accomplishments against set goals, and updating objectives for 2021 and 2022. For consistency, and to track priorities in alignment with Council's mandate, our practice is to refer to objectives in the multi-year Corporate Plan, which integrates Council's priority directions alongside legislated and historic services and long-term strategies. The 2019 – 2022 Corporate Plan was published in September 2020 and can be found at **[DNV.org/corporate-plan](https://dnv.org/corporate-plan)**



## *The Strategic Framework and Corporate Plan*

The purpose of our strategic framework is twofold: to set directions that move the District closer to the shared vision of the community expressed in the Official Community Plan (OCP), and to fulfill the District organization's mission for service and leadership.

### **Inspired by nature, enriched by people - DNV Vision**

The vision for our community, as identified in the Official Community Plan (OCP), is the context within which the District organization works. Guided by the OCP, the District sets its mission and defines its values. The Corporate Plan is a guiding tool for the organization that defines specific work towards achieving this vision, which can be actioned within four-year periods.



The plan is shaped by three areas of input. These are the municipality's legislated and historic services, long-term strategies and planning, and Council's four-year term priorities.

Together with the Financial Plan, the Corporate Plan informs department and divisional work plans to deliver programs and services and meet the needs of the community we serve.

# CORPORATE OBJECTIVES

Following the municipal election in October 2018, Council proceeded in 2019 to establish its mandate and strategic directions. With Council's priorities articulated, staff undertook development of corresponding organizational goals and objectives in a comprehensive 2019-2022 Corporate Plan.

As an organization, our five goals, and against which we measure performance across these years are, to:

- 1 Enhance livability and mobility
- 2 Foster community safety, health and resiliency
- 3 Lead in climate emergency action and environmental management
- 4 Achieve a balanced and fair economy
- 5 Support a sustainable and service-oriented organization

These directions and goals are translated into shorter-term objectives, which staff then delivers through departmental work plans. Objectives are determined based on consideration of our mandate, strategic impact, funding availability, and organizational capacity.



## Corporate Plan Summary

Despite the pandemic, significant advancement on Corporate Plan goals and objectives was made throughout 2020. However, we also acknowledge that some the work articulated for advancement in 2020 became challenging to complete in the context of the pandemic, while other objectives took different forms when implemented. We are committed to sharing the full impacts of the pandemic on these objectives and their stated timelines as these become known.

A comprehensive summary of progress made in 2020 toward objectives and priorities within the Corporate Plan is provided in the tables which follow.

Goal	Priority	Objective	Progress made in 2020	Lead
Enhance livability and mobility	Improve transportation and mobility	Advocate for increased transit and create supportive land use and built form	Launched R2 Marine Main Rapid Bus, and Phibbs/Metro Town express bus	Engineering, Parks, and Facilities
		Participate in studies of rapid transit options across Burrard Inlet	Completed Stage 2 of Burrard Inlet Rapid Transit Study	
		Review and update District-wide parking policies including development ratios, Resident Parking Only, and time restricted and pay parking	Council endorsed District-wide On-street Parking Policy	
		Increase traffic enforcement and road safety	Increased traffic enforcement in high collision zones through the use of advanced technology such as licence plate readers and new speed determination devices	Police Services
	Focus on OCP objectives related to affordable housing and strategies supporting town centres	Identify rental and social housing opportunities	Partnered with a non-profit organization and worked on a grant application to develop 86 social housing rental units consistent with the zoning Council approved in 2019. Prepared a strategy plan for implementing the interim report of the Rental, Social, Affordable Housing Task Force	Planning, Properties & Permits
		Complete and implement a plan for the Delbrook site		
Foster safety, health and resiliency	Provide welcoming community spaces and services	Enhance the digital experience; provide opportunities for digital creation and skill-building	Accelerated an investment and shift from physical to digital collections; instituted virtual services, remote card sign-up and virtual programming; utilized StoryLab technology and staff skills to share stories during the pandemic	Library Services



# CORPORATE OBJECTIVES

Goal	Priority	Objective	Progress made in 2020	Lead
Foster safety, health and resiliency	Provide welcoming community spaces and services	Offer programming that unites our community in shared learning and facilitates community understanding of Indigenous and inter-cultural perspectives	Hosted 800 programs on a variety of topics; supported community dialogue and engagement on issues relating to racism, diversity, equity, and inclusion; co-facilitated public events featuring Bob Joseph, author of "21 Things You May Not Know About the Indian Act"	Library Services
		Reimagine and enhance Library spaces so they are welcoming for all	Completed construction on StoryLab facility; planning and procurement for design, build, and furnishings to refresh library spaces; installed new equipment and engineered spaces for COVID-19 safety	
		Meet growing demand to deliver services where and when they are needed	Implemented Library Takeout and Personal Picks services; launched Take Home Technology program to support connection and access outside of library spaces; prototyped a pandemic public computing centre in the Lynn Valley Village	
		Support delivery of the new Museum facility and enhance the distributed exhibition program	Reached 90% completion of the museum construction project by year-end. Began design phase of the Streetcar Exhibit and the Feature Exhibition "You Are Here @ The Shipyards"	Museum and Archives
	Address community facility, recreation and cultural needs	Complete and open the Lions Gate Community Recreation Centre (CRC)	Lions Gate CRC scheduled to open in fall 2021	Recreation and Culture
		Finalize planning and design for the Lynn Creek CRC	Continued development of Lynn Creek CRC planning and design	
		Commence planning for other recreation facility replacements	Completed Phase 1 assessment and planning for future of Ron Andrews and Karen Magnussen Community Recreation Centres	
		Build on the 2018 Recreation and Culture needs assessment to respond to priority needs	Focused service planning on responding to COVID-19 restrictions and maximizing offerings within Public Health restrictions. Utilized results of the needs assessment to help determine which programs and services receive priority	
	Explore opportunities for reconciliation	Implement reconciliation measures through Museum and Archives programming and perspectives	Engaged Tsleil-Waututh and Squamish Nation members in the areas of Programs, Exhibits, Policies & Practices. MONOVA's Indigenous Voices Advisory Committee continues to provide input and content review, and authentic stories are featured throughout the museum	Museum and Archives

# CORPORATE OBJECTIVES

Goal	Priority	Objective	Progress made in 2020	Lead
Foster safety, health and resiliency	Explore opportunities for reconciliation	Enhance relationships and explore reconciliation opportunities with the Tsleil-Waututh and Squamish Nations	Continued negotiations regarding existing Service Agreements and the Tsleil-Waututh's proposed Addition to Reserve lands and continued discussions regarding the renewal of the Cooperation Protocol Agreement	Corporate Services
		Update existing Service Agreements		
		Update the existing Cooperation Protocol Agreement		
		Negotiate a service agreement for the Tsleil-Waututh's proposed Addition to Reserve lands		
	Focus on OCP objectives related to social well-being	Complete a Heritage Strategy and make necessary changes to bylaws and policies	Completed update of the Heritage Register and began review of Community Heritage Grant program	Planning, Properties & Permits
	Manage outdoor recreation with an integrated approach	Actively manage demand and access to District parks and tourist attractions	Lynn Canyon pay parking pilot endorsed by Council; implementation target 2021	Engineering, Parks, and Facilities
		Work with the Province, Metro, CMHC, and the biking and hiking communities to develop a trail plan for Seymour Area	Council workshop held on proposed process for Seymour trails strategic plan	
	Promote the conditions for a safe and resilient community through planning and protection programs	Complete the Maplewood Fire Rescue Centre and reallocate resources currently deployed at Halls 1, 2 and the Training Centre	Neared completion of site remediation for Maplewood Fire Rescue Centre, with construction slated for 2021	Fire and Rescue Services
		Continue to enhance Fire Service Interoperability and Collaboration with partners	Undertook strategic and tactical level training with all partner agencies, adhering to COVID protocols to ensure ongoing interoperability	
		Increase effectiveness of apparatus deployment and staff training	Implemented demo model for North Shore-wide dispatching protocols to enhance emergency response across all three municipalities	
		Expand public education and community engagement using current fire prevention and fire operation resources	Implemented community engagement activities, following all pandemic guidelines that lead to increased citizen contacts in 2020 over previous years	



# CORPORATE OBJECTIVES

Goal	Priority	Objective	Progress made in 2020	Lead
Foster safety, health and resiliency	Promote the conditions for a safe and resilient community through planning and protection programs	Heighten police visibility and presence in the community	Used EV bicycles to conduct patrols and be visible in areas identified by the community as public safety concerns, ie; parks, waterfront areas and transit hubs	Police Services
		Improve public safety through targeted and strategic crime reduction	Launched six virtual Block Watch meetings to share trends, crime reduction initiatives with our community partners	Police Services
		Advance Operational Readiness Plan to enhance readiness to respond to disasters	Completed the roll-out of NSEM Disaster Supply Cache (DSC) initiative at six strategic locations across the North Shore	North Shore Emergency Management
		Enhance NSEM's emergency preparedness program by integrating digital technology and streamlining content for a broader reach	Completed the development of online programs for continued public delivery of preparedness education; integrated and accelerated greater use of social media messaging	
Lead in climate emergency action and environmental management	Build community and organizational capacity to respond to climate related shocks and disasters	Enhance wildfire mitigation, preparedness and response	Completed process for purchasing wildfire response vehicles to supplement current fleet, built out additional training programs, and conducted multi-agency in-person and virtual Tabletop Exercises. Built out and received approval for innovate Portable Water Supply System to increase firefighting capacity in areas with limited fire hydrant access and with wildland urban interface hazards	Fire and Rescue Services
		Prepare North Shore Resilience Strategy using the UN Sendai Framework for Disaster Risk Reduction	Advanced work on the North Shore resilience strategy through the completion of a tri-municipal workshop and report titled Setting the Stage: North Shore Resilience Strategy	North Shore Emergency Management
	Protect and enhance the environment through management programs and policy		Established funding for the Climate Action, Natural Systems and Biodiversity Office	Executive Services
	Take action on climate change by reducing emissions and updating strategies	Complete a multi-disciplinary plan to mitigate and adapt to climate change and commence implementation during this term	Adopted the collaborative Sea Level Rise Strategy that identifies actions to take over the long term to help create more resilient communities, neighbourhoods, cultural spaces, and infrastructure, and manage the financial impacts of sea level rise	Planning, Properties & Permits

# CORPORATE OBJECTIVES

Goal	Priority	Objective	Progress made in 2020	Lead
Achieve a balanced and fair economy	Advocate for fairness in taxation and fees	Work with the Province and the Port to reduce port property tax inequities and better support businesses	Set up sub-committees for the Regional Finance Officers Committee to support both Municipal Finance Reform, a review of BC Assessment's methodologies, and local, regional and provincial efforts to address inequalities and bring stability to the property tax system	Finance Services
			Continued work on the re-creation of a single major industrial tax class to address inequalities and bring assessment and property tax stability to the waterfront major industrial properties	
Support a sustainable & service-oriented organization	Ensure strong technical and administrative foundations for continued service excellence	Complete conversion to new registration and scheduling technology	Completed conversion for customer registration and programming; enhancements and upgrades continue to be implemented.	Recreation and Culture
		Enhance existing financial systems with analytic software and automated processes	Automated Human Resources and Payroll staff management, enhanced financial reporting, and expanded online services in response to COVID-19 impacts. Continued to review and improve policy and processes, including related data management and modeling	Finance Services
	Continually enhance community engagement	Complete a robust representative survey to update our baseline understanding of community issues and service needs	Completed the 2020 Community Engagement Survey to build upon the information learned during the 2016 community engagement survey, and to check in with residents about potential impacts of the pandemic	Corporate Services
	Foster an engaged and nimble public service	Update Human Resources plans that support corporate values, address training, development and succession planning	Developed DNV Leadership Competencies; launched the Engineering Rotation to support succession planning; developed pandemic workforce resiliency measures including 5 party workforce adjustment LOU with CUPE in collaboration with City of North Vancouver; developed a remote work policy, transitioned to online service delivery, supported staff with digital tools and technology to work from home, and modified the workplace to enhance occupational health and safety	
		Develop robust practices for employee engagement and internal communications	Conducted an internal staff survey to engage and support staff	

# CORPORATE OBJECTIVES

Goal	Priority	Objective	Progress made in 2020	Lead
Support a sustainable & service-oriented organization	Provide strong governance	Developed the NVMA (MONOVA) Strategic Plan and Work Plan	Launched the MONOVA 2020-2023 Strategic Plan	Museum and Archives
		Complete the targeted review of the Official Community Plan and implement the required changes	Conducted stakeholder workshops and presented white papers to Council for discussion early in 2020. Revised the further process and engagement schedule in light of the disruptions caused by the COVID-19 pandemic and progress will continue in 2021	Planning, Properties & Permits
		Identify possible improvements to the planning, operating and governance processes for recreation, arts, culture and parks	Conversations put on hold in 2020 due to the pandemic and reactivated in second quarter of 2021	Recreation and Culture
		Complete the long-term financial plan with a 10-20 year horizon to balance service delivery needs and affordability	Council adopted a new Reserve Funds Bylaw, clarifying the purpose of the funds, aligning them with strategic directions and establishing a process for regular review. Updated the Capital Plan for transportation and facilities as well as provisions for the Child Care Action Plan. Updated financial strategies, including identifying emerging strategies aimed at bringing the ten-year plan and finances into balance	Finance Services
		Develop and implement a library strategic plan for 2020-2023	Launched NVDPL's new Strategic Plan and refreshed brand; ongoing efforts will focus on delivery of actionable items identified in the Strategic Plan	Library Services

## *Looking ahead: 2021 & 2022*

Our efforts in 2020 were focused largely on corporate resiliency and organizational agility, including pivoting to embrace uncertainty while relying on sound financial planning, strategic human resources policies and programs, enhanced communication, digital transformation and a commitment to the health and safety of the DNV community.

Many of the objectives within the four-year Corporate Plan require action over several years, and may be advanced or amended due to resource considerations or unforeseen priorities or influences. Based on progress, achievements, and other impacts in 2020, we anticipate

continued advancement of the projects, plans and strategies as outlined above, which support such priorities as transportation, livability and affordability, community health and resiliency and our local economy. We also expect to see advancements in objectives that were paused in 2020, while acknowledging that this same work may require different approaches to move forward given current and future circumstances.

Further, while we are committed to sharing our goals and objectives over this timeline, it must be noted that due to the impacts of the COVID-19 pandemic much of this forward-looking work may require reconsideration as the full impacts of the pandemic on our organization and community are not yet known.



# SERVICES AND OPERATIONS



The Services and Operations section provides measures that illustrate the operational priorities and range of services delivered by the District and its partner agencies.

This year, areas of reporting are organized around the District's five corporate goals: Livability and Mobility, Safety, Health and Resiliency, Climate and Environment, Economy, and Organizational Resiliency. Services supporting these goals are referenced following each goal statement.

We continue to report on a consistent set of measures, showing five years of data year over year, in most cases, and have further aligned this section with the Corporate Plan by introducing the following measures: Social and Market Rental Housing Units Occupied, Greenhouse Gas

Emissions (District Operations), Vehicle Crash Statistics (RCMP), Online Payments and Asset Condition Ratings.



Responding to the COVID-19 pandemic required major organizational capacity adjustments and resilience in order to continue providing programs and services to the community in a safe and accessible manner. Therefore, throughout this section, we have included information about how the pandemic impacted our services and operations as well as how we responded to these challenges in 2020. From across our organization, such responses demonstrate commitment to our mission to provide leadership and exemplary services.



LIVABILITY AND MOBILITY

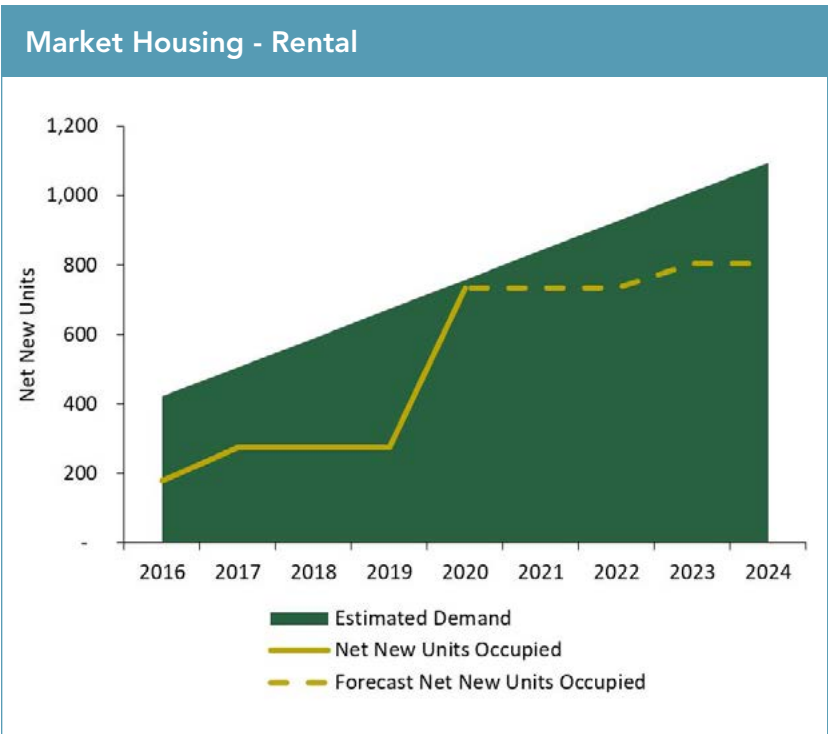
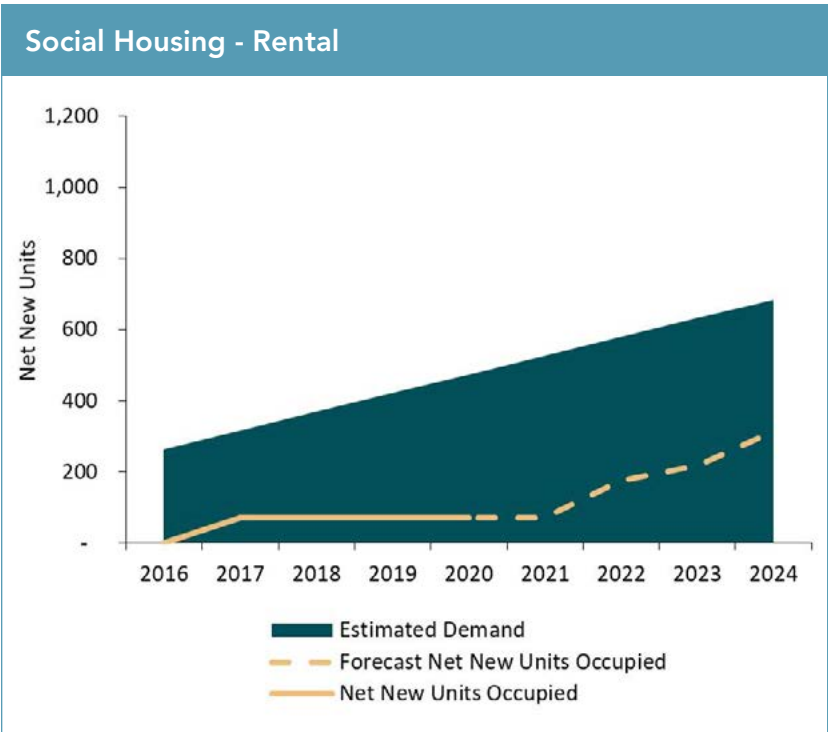
Goal statement

We envision the District as a livable, connected community with an appropriate mix of housing types. A variety of safe and sustainable transportation options promotes ease of mobility between centres.

Services supporting this goal include community and development planning, real estate and properties, and transportation. Current measures illustrating progress and the range of services delivered are reflected below.

Community and Development Planning

Planning services involve the creation of long-term integrated community, land use, environment, economic and social policy and plans. The District provides advisory and support services through management of the development process and impacts can be seen across the District’s services and operations, especially as it relates to affordability and housing.





### **Housing Strategy**

The figures on the previous page show net new rental units that have been approved for rezoning and occupied since the OCP in 2011. Occupied units are shown in the year they received occupancy from 2016 to 2020, and units not yet occupied are shown in the year they are forecast to be occupied. Units not yet occupied can include those at the Development Permit stage, approved but have not yet submitted a building permit application, under application review for a Building Permit, or Under Construction.

### **Child Care**

The Child Care Action Plan, approved by Council in December 2020, identified four goals to enhance child care services over the next ten years: increase access to child care, improve affordability, focus on quality and strengthen partnerships. The District currently supports approximately 25% of child care spaces in the community through the allocation of amenity contributions, grants, land or land and facility space.

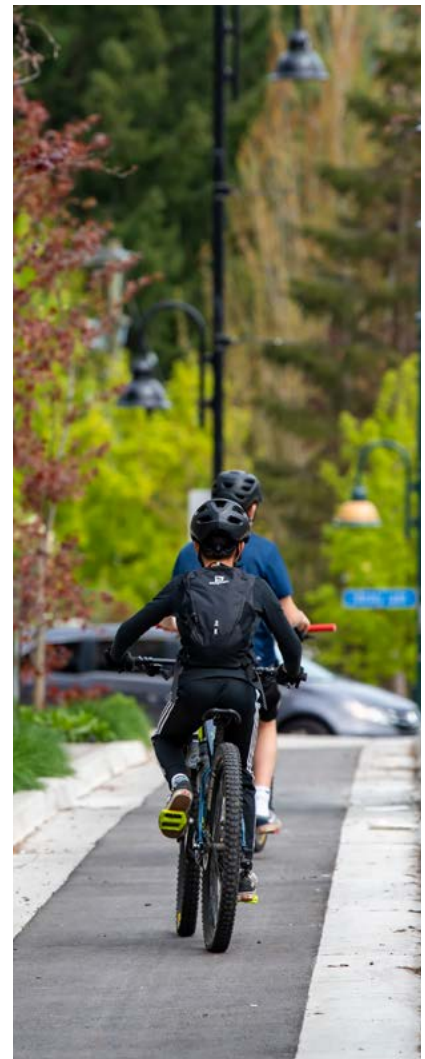
Staff will be working with senior levels of government to better define the municipal role in the provision of these important services and will include more fulsome reporting on progress towards the four goals in future reports.

### **Transportation**

The District's Engineering Department complements and supports advancing the community vision for a connected network of livable, vibrant, sustainable centres through planning, delivery, operation and maintenance of a variety of transportation infrastructure and services. Multiple travel modes and purposes are supported including transit, pedestrian, bicycling, motorist, goods/services movement and emergency response. Appropriate allocation, regulation and administration of public road space to complement envisioned land use and built form is essential in planning transportation to, through and within the new town centres in the interest of community livability, well-being, economic vibrancy and

green house gas emissions reduction.

A number of transportation initiatives are underway that will lead to more fulsome reporting on transportation progress, including on travel safety, reliability and transit services.



## Active Transportation

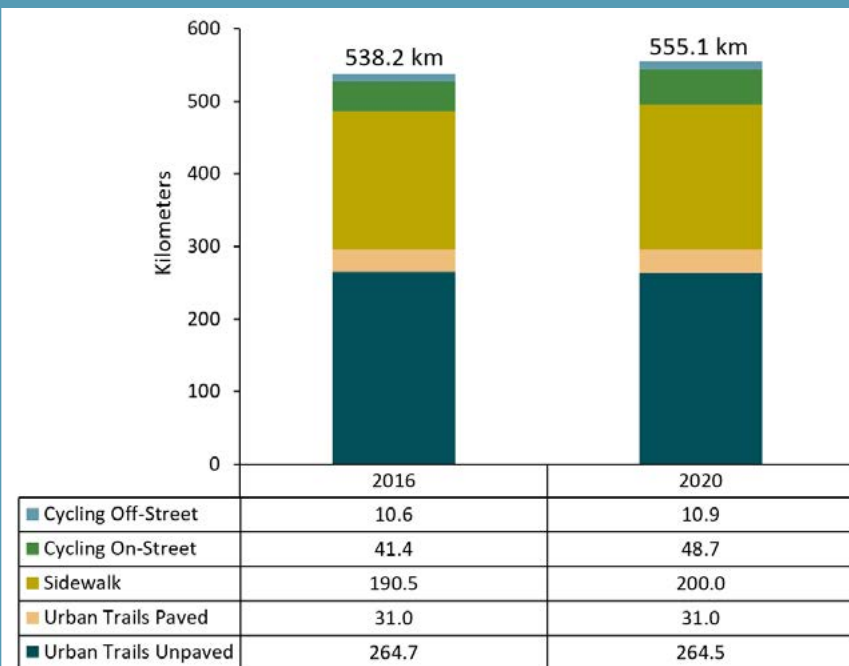
The total network has marginally increased with the District coordinating with other agencies as opportunities arise. The network continues to be refined as trail surveys and new information is received. As such, prior years' data has been restated.

A number of ongoing mobility improvements are planned and in progress as the District continues to improve conditions for pedestrians and cyclists.

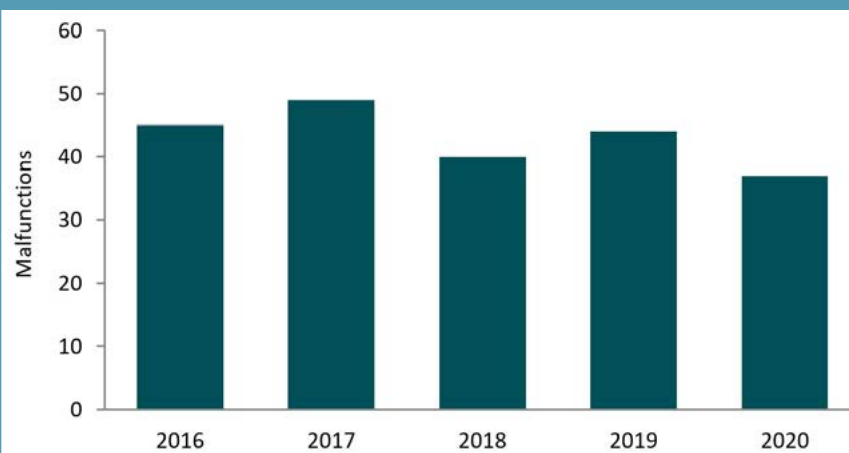
## Traffic Signals

Traffic signals can be affected by poor weather or faulty equipment, both of which create variability in the results and are difficult to forecast. The occurrence of traffic signal malfunctions have leveled off in recent years as many traffic controllers and intersections have been upgraded.

### Length of Pedestrian & Cycling Network



### Traffic Signal Malfunctions



## COVID Response

The organization supported social distancing and allowed for more business space through the Gallant Avenue Road Space reallocation pilot.

### Vehicle Accidents attended by RCMP

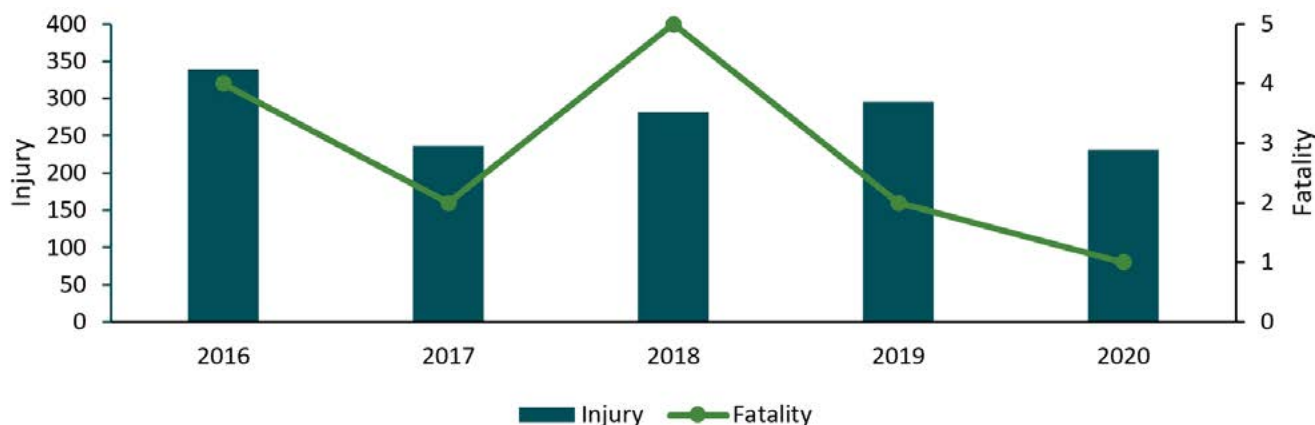
In almost every community in BC, traffic safety ranks as one of the top 3 concerns of its residents. Efforts of the North Vancouver RCMP Traffic unit has led to a general decline in the total number of injury motor vehicle collisions over the past 5 years (2016 to 2021).

In an effort to increase road safety for all road users, the North Vancouver RCMP

Traffic unit uses data obtained from police sources, as well as ICBC, to identify problem intersections and areas. Targeted enforcement of these areas is then conducted, consisting not only of enforcement, but also education. Traffic members also concentrate a majority of their efforts to address the priorities as outlined by National, Divisional and Detachment senior leadership that have been identified

to lead to increased risk to road users. These priorities are: occupant restraint use (seatbelts); impaired driving, distracted driving (cell phone use); aggressive driving (high-risk driving behaviours); and intersection infractions. The combination of general enforcement and high-visibility enforcement campaigns (i.e. – Counterattack) work together to increase road safety.

### Crash Statistics



### COVID Response

RCMP implemented a variety of COVID measures to ensure RCMP members and the public were kept safe including emphasizing online reporting options.

SAFETY,  
HEALTH AND  
RESILIENCY

Goal statement

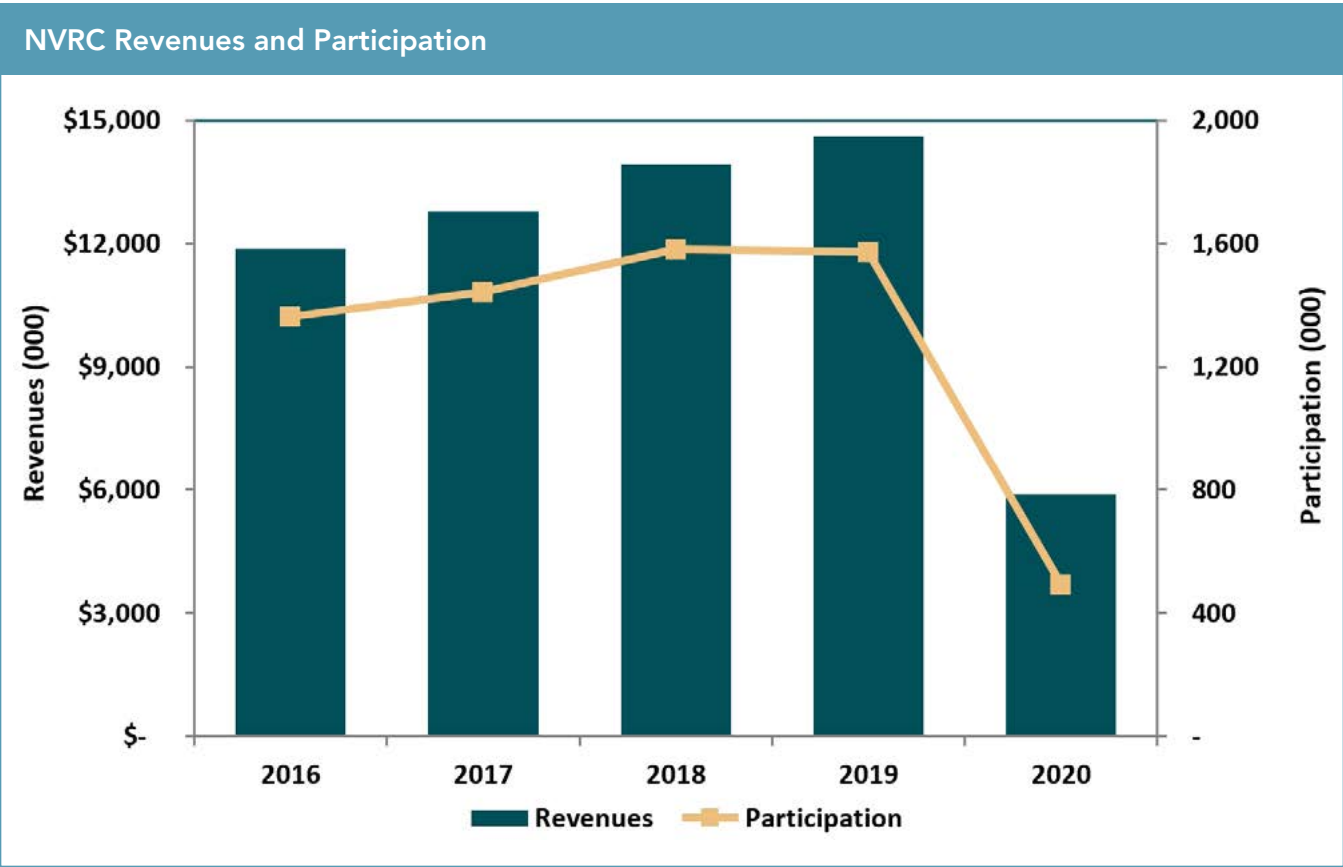
Our vision is to see the District as a safe and healthy community with robust protective services. Community health and well-being is fostered for all ages through educational, social, arts, cultural and recreational services. A resilient population

is supported by proactive emergency planning, response recovery, and training and education.

Services supporting this goal include recreation and culture, library, museum and archives, police, fire, emergency management, and bylaw services. Current measures illustrating progress and the range of services delivered are reflected below.

North Vancouver  
Recreation  
and Culture  
Commission

The North Vancouver Recreation & Culture Commission (NVRC) offers a wide range of opportunities for individual and families to be active, engaged and inspired through recreation and culture services and events.



## SERVICES AND OPERATIONS - SAFETY, HEALTH AND RESILIENCY

NVRC's programs and services were significantly affected by the COVID-19 pandemic in 2020. All indoor recreation and culture facilities were closed on March 16, 2020 as recommended by Vancouver Coastal Health. Limited outdoor programs started in June, with some indoor services added in August. A

phased re-opening of facilities began in September with significantly reduced program offerings and facility capacity limits based on Provincial Health Orders and health and safety protocols. This resulted in 2020 revenues declining \$8.7 million (60%) compared to 2019. Facility visits data shows a similar decline of 68%.

Throughout 2020 NVRC provided the maximum number of programs and services allowable under the changing Provincial Health restrictions and looks forward to offering additional programming and services as restrictions are eased.



### COVID Response

*North Vancouver Recreation and Culture Commission implemented new outdoor recreation programs and modified existing indoor spaces and program capacity when measures allowed to ensure safety protocols were followed.*





## Parks

The District's Parks Department is responsible for the planning and construction of parks and natural parkland amenities; the maintenance of urban

park grounds, medians and boulevards; street trees, park facilities, and fields and courts. The department also operates visitor attractions such as Maplewood Farm

and the Ecology Centre and maintains the District's forests, greenbelts, trails and manages wildlife and habitat issues.



### COVID Response

*The organization promoted social distancing through implementing temporary and permanent on-street parking restrictions at high demand trail heads.*





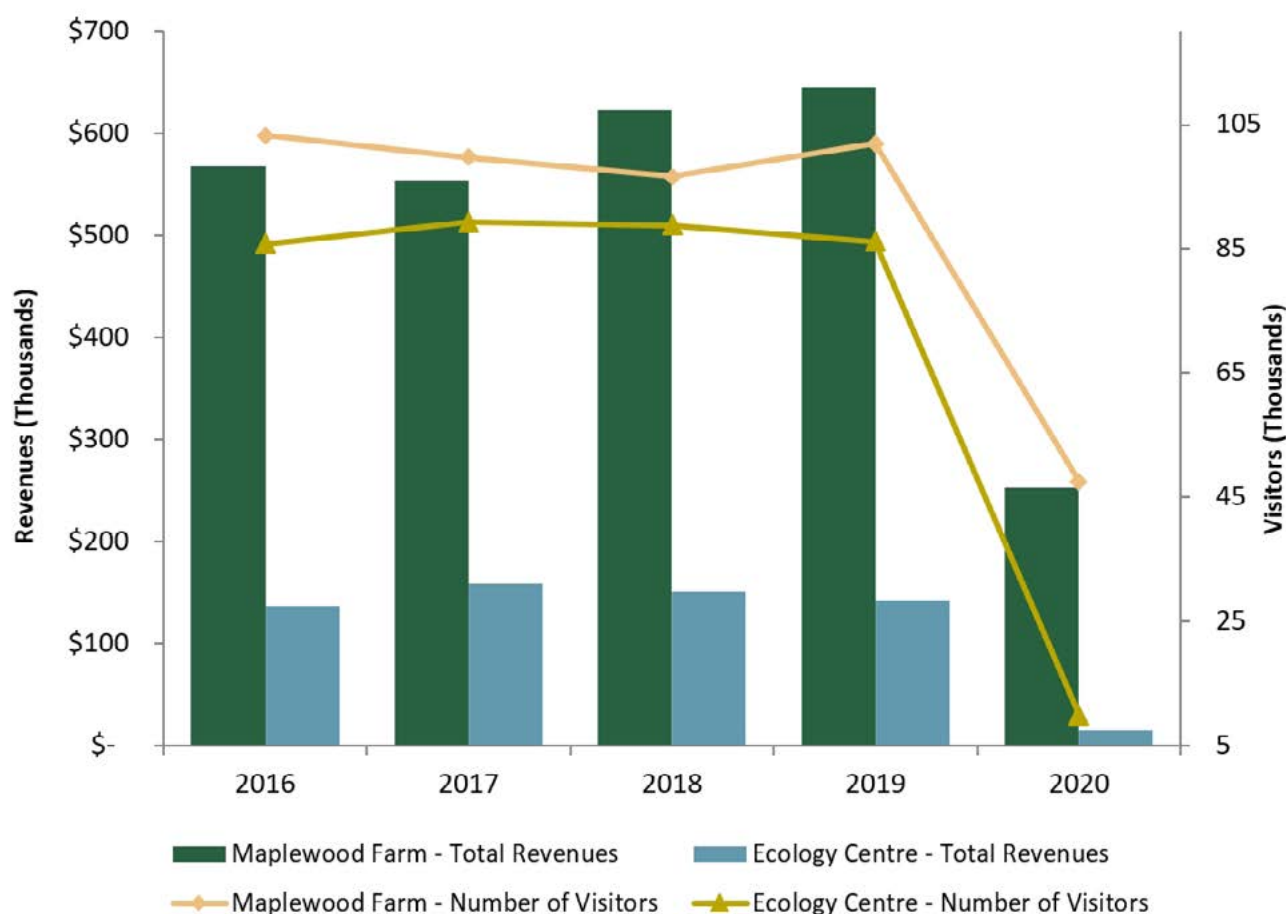
## Maplewood Farm

Maplewood Farm provides a unique education-based tourist attraction, which is home to over 200 domestic animals and birds. Due to COVID-19 the Farm was closed to the public for over 3 months. In July the Farm reopened with a 75 person capacity per hour.

Although attendance to the farm has been steady since reopening unfortunately only 47,513 visitors experienced Maplewood Farm in 2020. Since the farm was closed for a few months and we were not able to operate at full capacity, we were down by 53% from 2019. In 2020 Maplewood

Farm was unable to run any programs due to COVID-19 such as our birthday parties, pony rides, Behind the Scenes, and summer camps. Our main source of revenue was from admissions to the farm.

Maplewood Farm and Ecology Centre: Revenues & Visitors

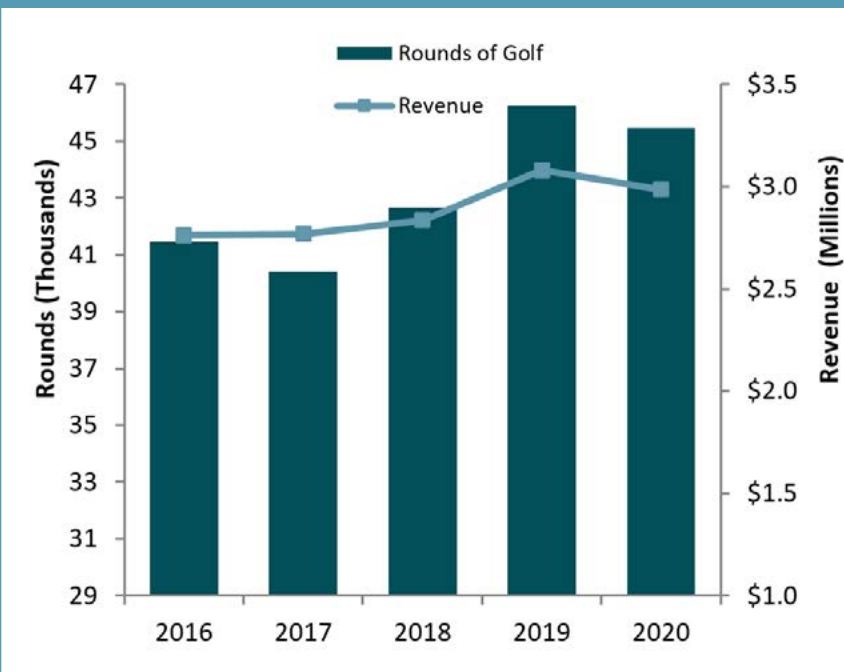


## Lynn Canyon Ecology Centre

The end of 2020 marks the completion of the Ecology Centre's 49th year of operation. A year in which the Centre had to adapt and react quickly to deal with the changing needs of the community during the COVID-19 pandemic. Unlike other years where we look forward to welcoming around 85,000 visitors through our doors, instead we saw only 4,276 visitors in our building. While in person visits were down, over 5,700 people attended our new online programs, providing local residents and schools with a wide range of online education programs focussing on local flora and fauna, environmental sustainability and the protection of local parks and natural spaces.



Northlands Golf Course: Rounds of Golf & Revenue



## Northlands Golf

In 2020 golf rounds and revenues outperformed the last 5-year average, recording 45,455 rounds and \$3 million in revenue. While slightly down from 2019, these results were much higher than originally anticipated following the facility closure in March.

Northlands was closed for 7 weeks between March 16 and May 3, impacting revenue and rounds. Once re-opened, tee time intervals were stretched

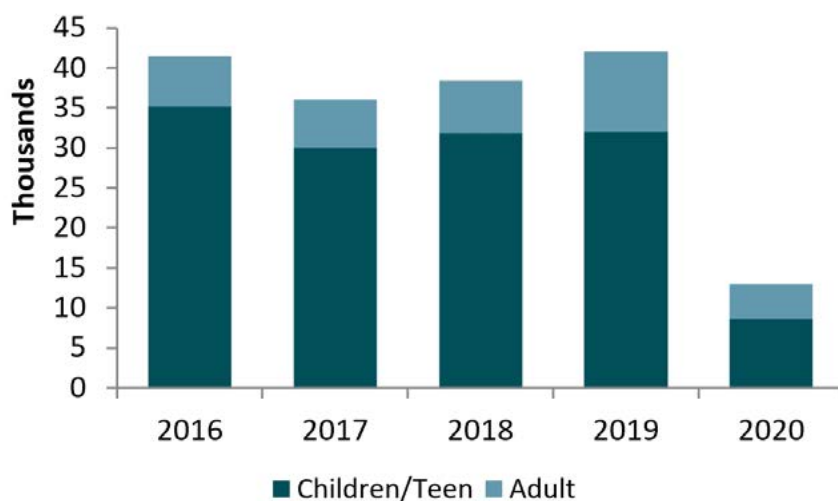
out to 12 minutes from 9 minutes apart as golfers were not able to share power carts. As Northlands is a mountainous course, carts are required for many players. When the course re-opened on May 4, demand for golf exploded with daily sell outs and very few no shows or empty tee times. During the summer, the Provincial Government eased some restrictions which allowed Northlands to go to 10 minute tee time intervals, creating more rounds and revenue.

## Library System

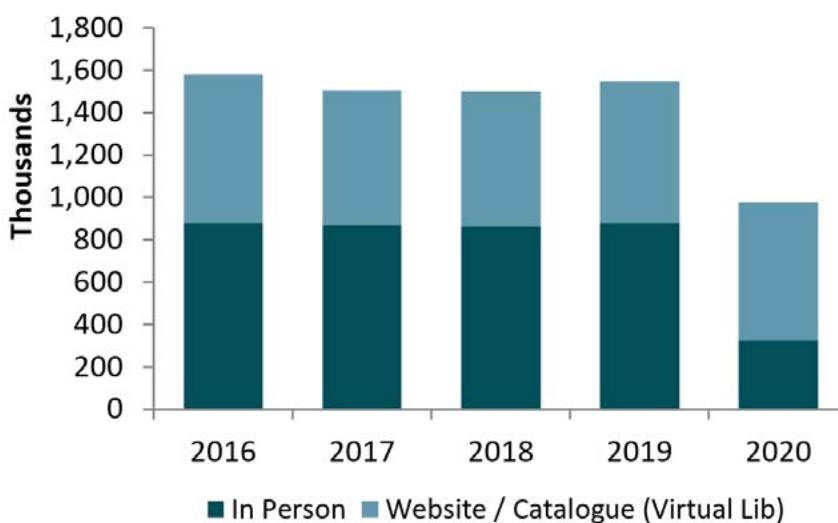
The library system offers a full range of information services, literacy-based programs and learning opportunities, an extensive collection of books and digital collections, a variety of online resources through the Library website, and public spaces and innovative programs for both children and adults. The Library serves the community through its three branches at Capilano, Lynn Valley, and Parkgate, and through around-the-clock access to its digital resources.

In 2020, library operations were significantly impacted by the COVID-19 pandemic, resulting in the temporary closure of Lynn Valley, Capilano, and Parkgate branches to the public, from March 17 - July 7. When the challenges posed by COVID-19 reached our community, the Library proactively pivoted, re-tooling services to help when other

Program Attendance



Library Visits



## COVID Response

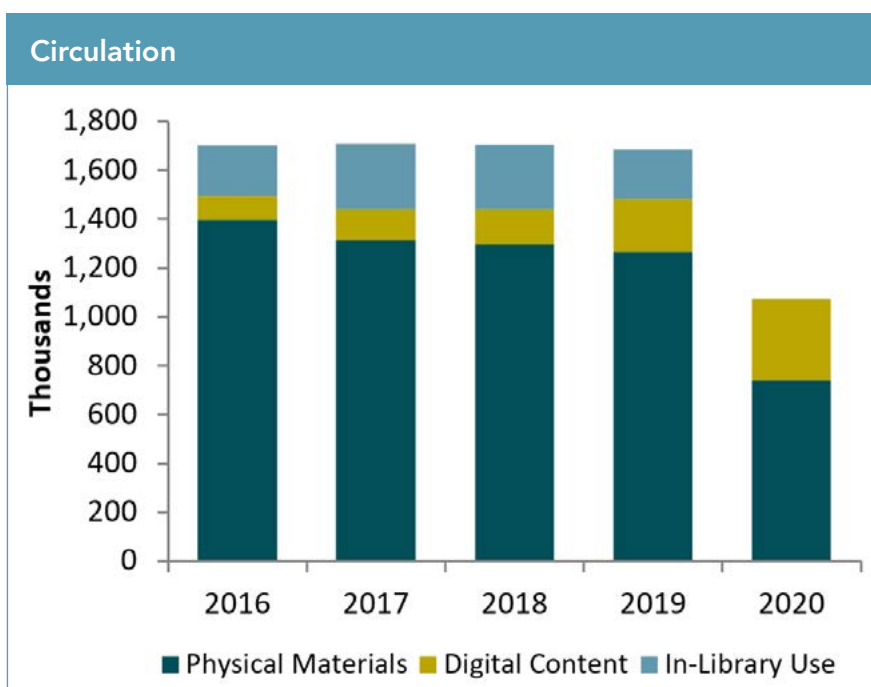
North Vancouver District Public Library focused on responding proactively and evolving services/operations as per changing public health orders and developing policy and operations supports for staff (working from home, illness protocols, for example).

important services were suspended. While closed to the public, a reduced library staff continued to work to provide remote services online and by phone. On April 27, NVDPL was one of the first libraries to introduce a “curbside” or “call-and-collect service” called “Library Takeout”, allowing patrons to borrow physical library materials during the library’s closure. Extended but limited access to small “Express Library” sections of each library branch began on July 7, 2020, followed immediately by the launch of a Public Computing Access Centre at Lynn Valley. Throughout the Fall of 2020, the Library extended greater public access to Library collections and spaces, implemented in stages branch by branch. Patrons gratefully supported each phase of the Library’s restoration of service in 2020, sending many messages of gratitude, and letting us know how important the library is for them!

As a result of the impact of COVID-19, in-person visits to the library were

understandably reduced by more than 60%, whereas digital visits to the library’s website and catalogue remained largely unaffected. Program

offerings were dramatically reduced due to temporary library closures and adherence to Public Health Orders. At the same time, many existing





programs were re-offered in new ways: Storytime, Book Clubs, Discussion Series, Massive Open Online Courses (MOOC), and other programs were able to resume virtually; the ever-popular Summer Reading Club went ahead in a new format, complete with prizes for its 2,832 participants; and Teens were invited to participate in a QuaranTEEN Art Contest and a Teen Writing Contest! In addition, the Library facilitated critical access to connection technology for citizens in need through a 'Take

Home Technology' initiative, created in partnership with TELUS and the North Shore Libraries.

The library's collection continues to reflect the popularity of both physical and digital materials, always striving for balance, and recognizing both the growth in demand for digital resources and the value that patrons place on traditional materials. As a result of COVID-19 restrictions, the variety of digital offerings was greatly

increased in 2020. Circulation of physical materials dropped by just over 40%, while digital circulation increased by nearly 55%! Throughout this challenging year, the library, its staff, and its patrons have adapted and re-adapted to changing conditions, all while contributing steadfast commitment to the library's mission of connecting community, sharing knowledge, and inspiring stories. For further information, please visit [nvdpl.ca](https://nvdpl.ca).

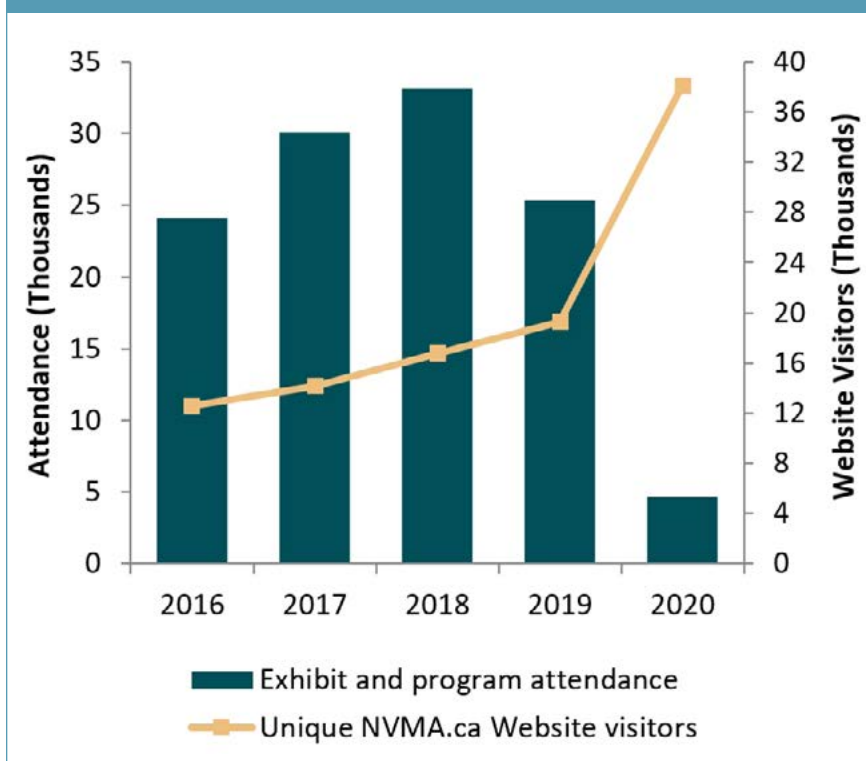


## Museum

With the onset of the COVID-19 pandemic, MONOVA (Museum of North Vancouver) made a significant pivot to digital engagement. This included the launch of The Inlet, our blog, and a number of digital engagement activities including our COVID-response campaign #NorthVanStories, our popular Zoom backgrounds, and the creation of an ongoing e-news. 2020 also marked the year of our brand relaunch from NVMA to MONOVA. Collectively, these efforts resulted in a 97.6% increase in sessions (formerly known as unique visits) to the monova.ca website, and a 50.36% increase in pageviews. Volunteer activity was maintained and actually expanded engaging 45 volunteers. These increased numbers position MONOVA well for continued growth with the opening of the new Museum of North Vancouver scheduled for later in 2021.



Museum: Exhibit & Program Attendance



### COVID Response

Museum of North Vancouver (MONOVA) launched online opportunities to engage, implemented an appointment-based system for safe access to archives, and provided support for staff to work remotely during the pandemic.

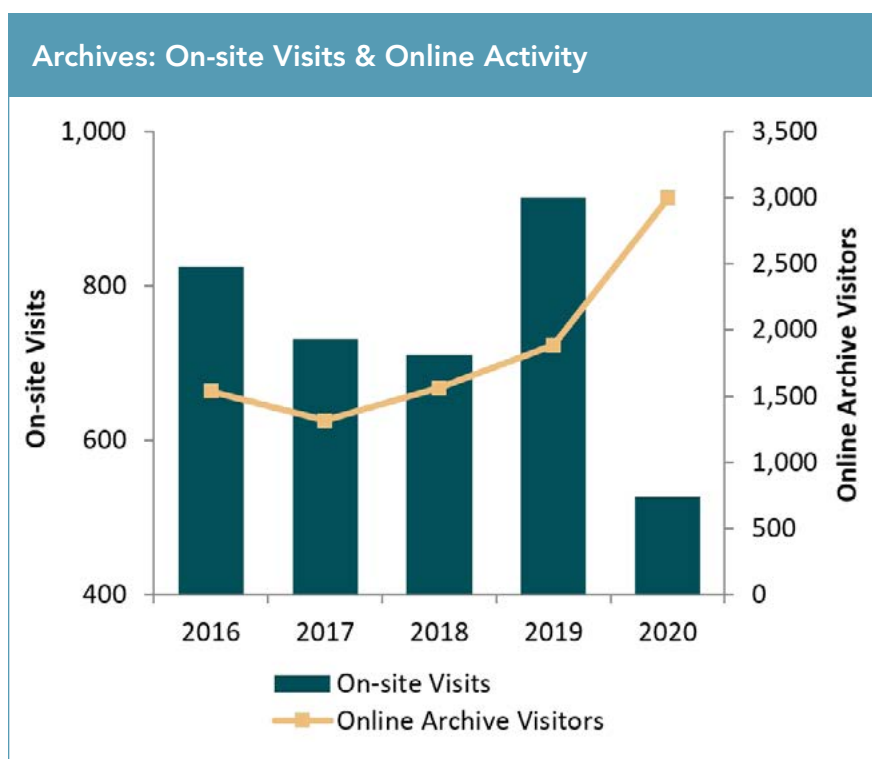


## Archives

On-site visit and remote research requests to the Archives decreased during the pandemic by 57%; however, staff hours spent responding to reference services in 2020 was equal to those spent in 2019. These statistics reflect the demand placed on archives staff to conduct research on behalf of clients during lockdown when on-site visits were limited by public health restrictions. The Archives successfully pivoted community engagement and outreach services to the online environment, creating 3 virtual exhibits: Jack Cash Photographer (1,431 pageviews), Women in Wartime (519 pageviews), and A Landmark Transformed (509 pageviews); and 3 virtual events: Shaketown Geo Cache Adventure (100 tours), Recollections History Pin collection (350 visits), and Home Movie Day & Preservation Clinic (1,171 visits). In 2020, 500 archival photographs and 300 textual documents were scanned in response to remote research

requests. Acquisitions were restricted during the pandemic. 16 oral history interviews were conducted and transcribed during 2020 to support online exhibitions and events created by the Archives team. 32 new archival descriptions were added

to the database. A flood in September 2020 required significant re-housing of 46 boxes of textual records; 12 oversized boxes of albums and registrars; and a conservation treatment to be performed by a third party to freeze dry a registrar from 1902.



Crime Rate

Crime Severity Index (CSI) is a measure of the seriousness of police-reported crime. It covers all Criminal Code violations including traffic, as well as drug violations and violations of all Federal Statutes. Each criminal offence is weighted based on sentences given. The Canadian Centre for Justice Statistics, in co-operation with the policing community, collects police-reported crime

statistics through the Uniform Crime Reporting (UCR) Survey. The UCR Survey was designed to measure the incidence of crime in Canadian society and its characteristics.

In 2019, the Crime Severity Index in the District was 46.25. The CSI for British Columbia as a whole in 2019 was 104.41, and 79.45 for all of Canada. The District remains one of the safest communities in Canada.

Break and Enters/ Automobile Theft

In 2020, the District experienced a sizeable decrease in Break and Enters to residential properties and Theft of Motor Vehicles. Several factors contributed to this reduction in property crime. The COVID-19 pandemic caused many residents to spend significantly more time at home, which may have deterred some criminal

Crime Severity Index (CSI) 2010 – 2019

Source: Statistics Canada



Note: CSI data for 2020 was unavailable at the time of writing this report.

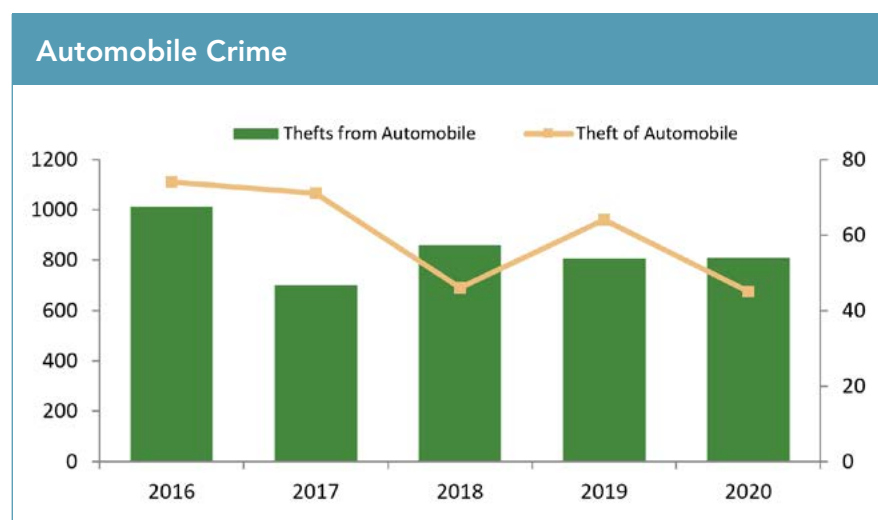
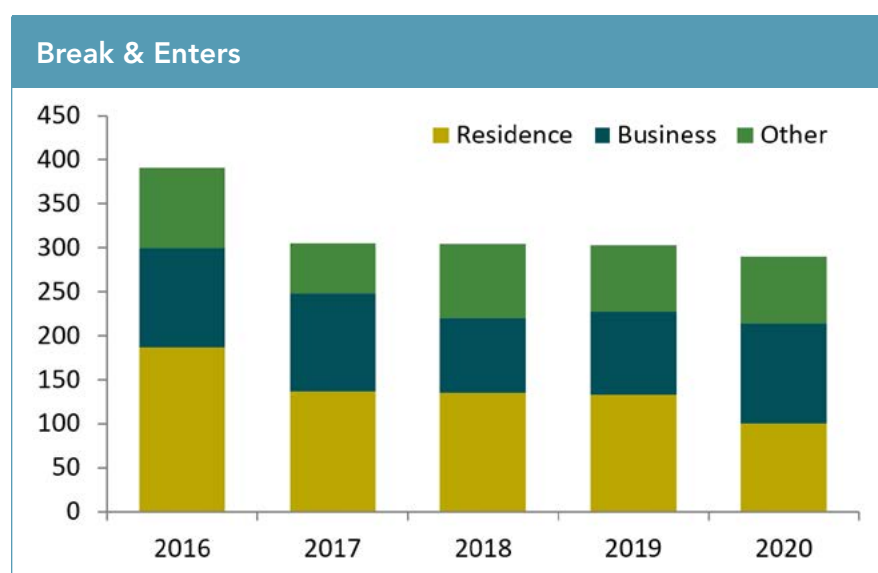
activity in our residential neighbourhoods. North Vancouver RCMP continued with an intelligence-led patrol response based on recommendations provided by the Detachment crime analyst, who produces a bi-weekly

bulletin highlighting “hot spot” locations and persons of interest. Academic literature has shown that a relatively small number of offenders are responsible for committing the majority of property-related offences. Using intelligence

driven and data-led policing to target this small segment of prolific offenders yields the greatest crime preventative benefits for the community.

Another significant Detachment initiative was the creation of the Crime Reduction Team in 2017. This team is responsible for implementing a prolific and priority offender management program, conducting focused patrols in “hot spots” and transit routes, and undertaking minor drug trafficking investigations.

The RCMP is vital in providing safety and security for Canadians by tackling crime at the municipal, provincial/territorial, federal and international levels. The Detachment provides various services including crime prevention strategies and investigative services, maintaining peace and order, enforcing laws, ensuring the safety of visiting dignitaries and officials, while providing operational support services to other police and law enforcement agencies.



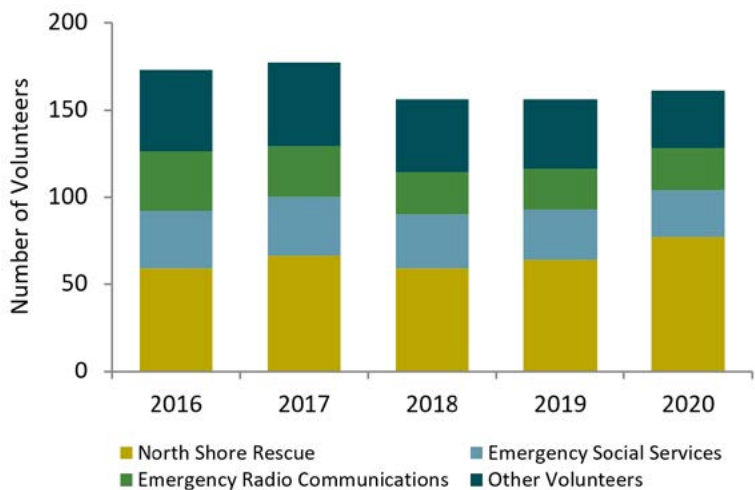
## North Shore Emergency Management

North Shore Emergency Management (NSEM) provides an extensive range of services to ensure that the three North Shore municipalities are resilient and ready to respond to and recover from emergencies and disasters.

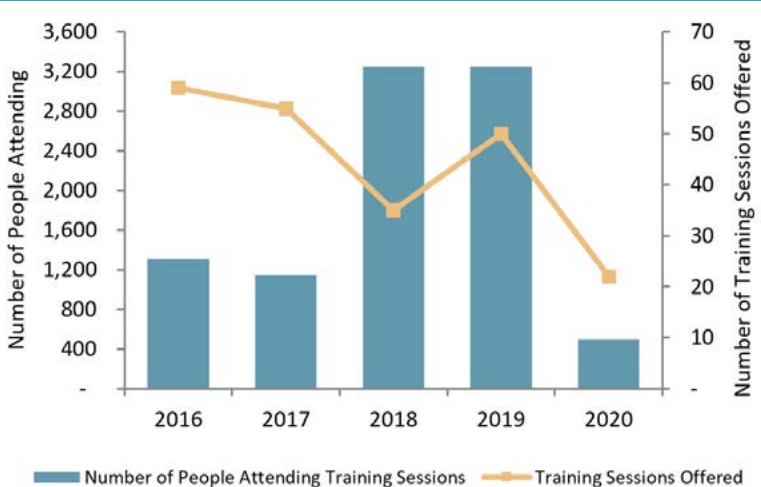
This work includes facilitating emergency planning for natural hazards and other potential emergencies, maintaining an operationally-ready Emergency Operations Centre (EOC), and conducting training and exercises for municipal staff and other stakeholders. NSEM also manages a large team of volunteers engaged in response support and education to residents, community groups and businesses on emergency preparedness.

During 2020, NSEM staff supported the North Shore municipalities in response to COVID-19 as well as providing volunteer assistance to North Shore residents for a number of structural fires.

Number of Volunteers



Emergency Training Offered to the Public



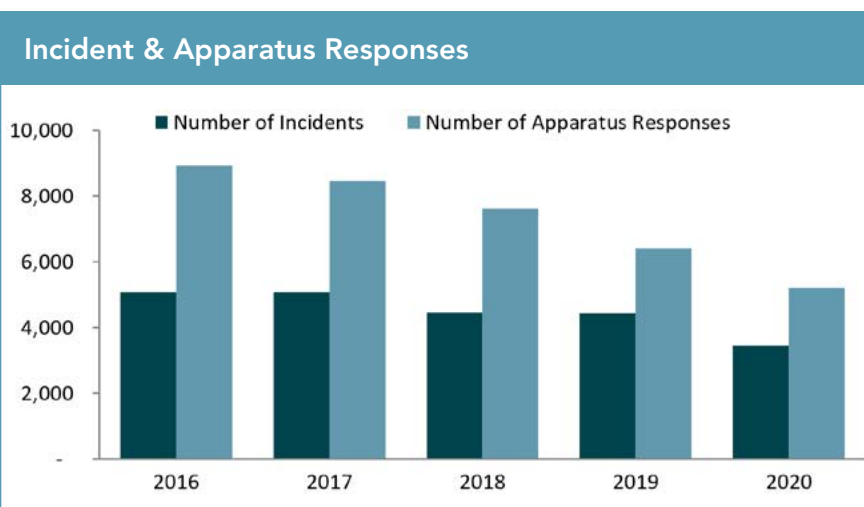
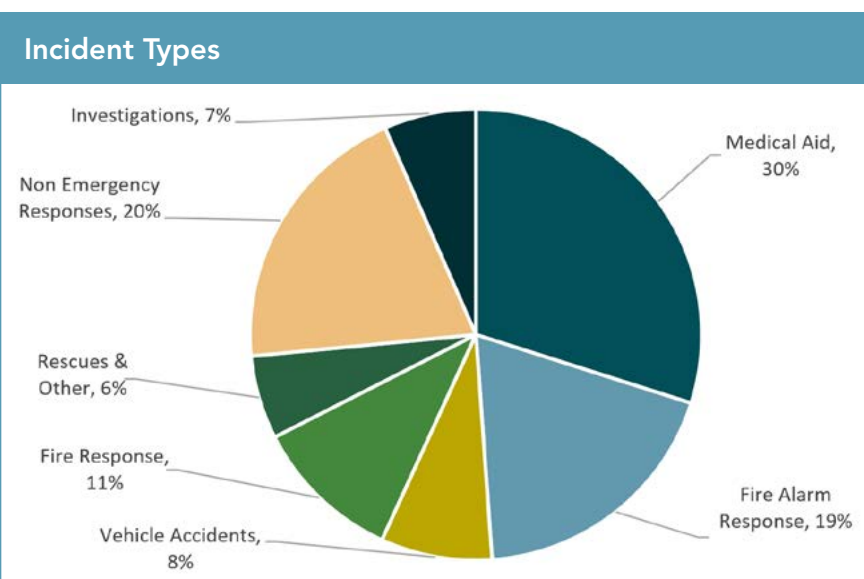
### COVID Response

North Shore Emergency Management activated a fully virtual emergency operations centre for the North Shore in response to COVID to ensure a coordinated approach. NSEM, in collaboration with the North Shore municipalities, also launched an online platform, Connect North Shore, to provide coordinated information and resources for residents and businesses across the North Shore in response to COVID.

## Fire & Rescue Incidents & Responses

The District of North Vancouver Fire & Rescue Services (DNVFRS) is a mission-oriented emergency services agency focused on ensuring the health, safety, and well-being of our citizens.

Each and every day our members provide caring and compassionate service to our citizens and visitors to the North Shore who may be experiencing difficult or trying circumstances. We deliver our services through an integrated approach, encompassing emergency and non-emergency response, fire & life safety outreach, and fire prevention/investigation. Our Fire & Rescue Services maintain a high level of expertise and proficiency in a broad span of disciplines,



### COVID Response

DNV Fire and Rescue Services (DNVFRS) implemented a number of measures to ensure the safety of staff and the wider community through the use of decontamination units across all fire stations, virtual town hall meetings and altering work week schedules. DNVFRS also activated and assigned two specific positions to oversee the strategic management of DNVFRS' response to the pandemic and to ensure the front line response met and exceeded best practices, providing a model for other fire departments in Metro Vancouver to follow.



though most notably in the area of Technical Rescue incorporating both High-Angle Rope Rescue and Swiftwater Rescue.

The apparatus response figures below reflect the number of units assigned to each incident. To ensure appropriate

resources respond based on the hazard associated with each incident, we assign multiple pieces of fire apparatus to incidents such as, but not limited to: Residential Fires, Motor Vehicle Accidents, Rescues, and Commercial Fire Alarms.

In 2020, DNVFRS published a dedicated Annual Report to summarize our achievements in 2019 as well as provide additional useful performance measures.

Please visit **DNV.org/FireAnnualReport** for further information.





## CLIMATE AND ENVIRONMENT

### Goal statement

We will strive to make the District a leader in climate emergency action, mitigation, and adaptation, and continue to care deeply for its natural assets. Healthy, biodiverse ecosystems are proactively protected and restored through policy, stewardship and community education.

Services supporting this goal include parks, utilities, infrastructure planning, community planning and the new climate office. Current measures illustrating progress and the range of services delivered are reflected below.

### Climate Action

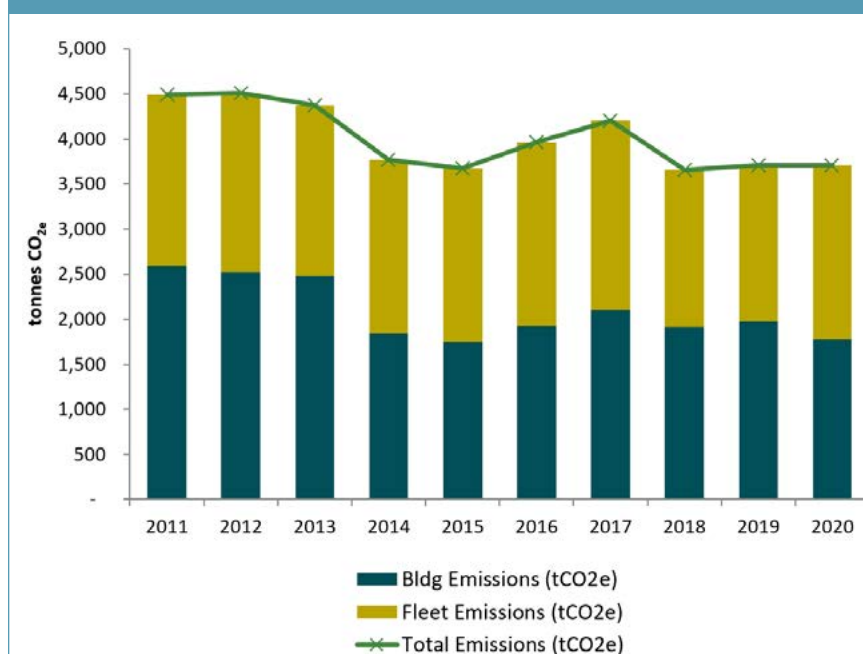
The District moved forward with new climate and environment initiatives in 2020, focusing on establishing the new Climate Action, Natural Systems and Biodiversity Office and beginning to implement priority actions in the Community Energy and Emissions Plan (CEEP).

As initiatives are further developed and data on community energy use and emissions becomes more readily available, this section will include more fulsome reporting on the District's performance.

Greenhouse gas emissions from District's Operations is shown below, which decreased by 18% over the last 10 years (2011-2020). A focus on high efficiency corporate buildings with

improved energy monitoring and control systems, as well as fuel switching to low carbon energy has resulted in ongoing GHG emissions reduction. Fleet emissions increased in 2020 as COVID-19 restricted the number of occupants per vehicle, increasing vehicle trips. Reductions in Greenhouse Gas Emissions are anticipated to accelerate in the near term as the District's facility and fleet plans are implemented.

Greenhouse Gas Emissions (District Operations)



Utility Services

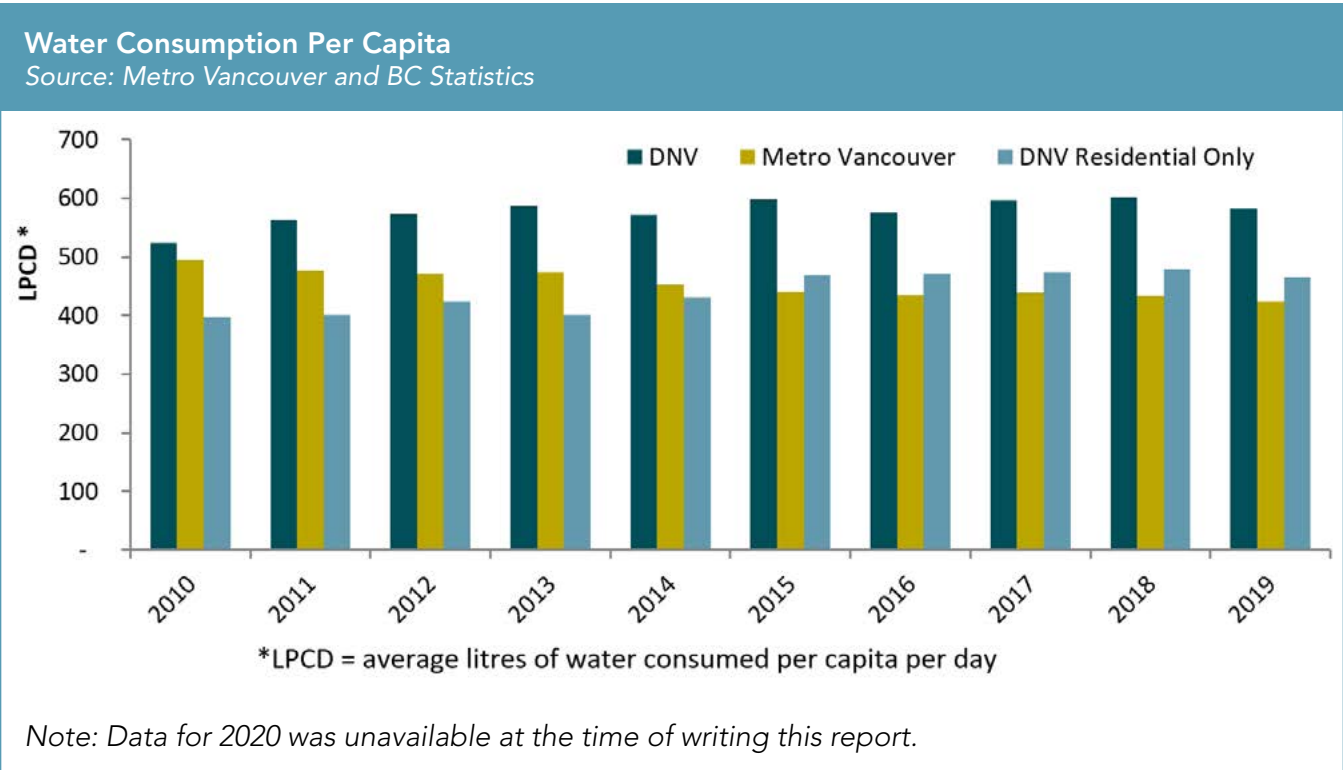
The provision of utility services, including water, liquid and solid waste, contributes to District residents’ health and wellbeing. The District continues to implement climate adaptation measures that reduce risks related to its utility infrastructure as well as focusing on education initiatives that support community stewardship and reduced waste and water use.

Water Consumption

This graph compares the District’s water consumption to that of Metro Vancouver as a whole. It is based upon data from the Greater Vancouver Water District for total water consumption by all users, including commercial users. Water consumption data is generally one year behind for reporting purposes. In 2019, residential consumption decreased marginally from

2018 but is still very much in line with the last 5-year average. The District’s relatively large proportion of single-family residential customers creates a use pattern that heavily influences residential water use.

The District’s Water Conservation Program continued into its 13th year with an emphasis on public education. In 2018, the District adopted Metro Vancouver’s



new Water Conservation Plan. Under this plan, water restrictions take effect earlier on May 1st of each year, versus May 15th in 2017 and 2016, which in turn was 2 weeks earlier than in 2015. The Conservation Plan also reduced the allowable days of lawn watering from 3 to 2. The District continues to maintain a proactive leak detection system and leak repair protocol to minimize water loss from the system.

The District continues to refine its monitoring process

for water consumption by user, time of year, and other considerations.

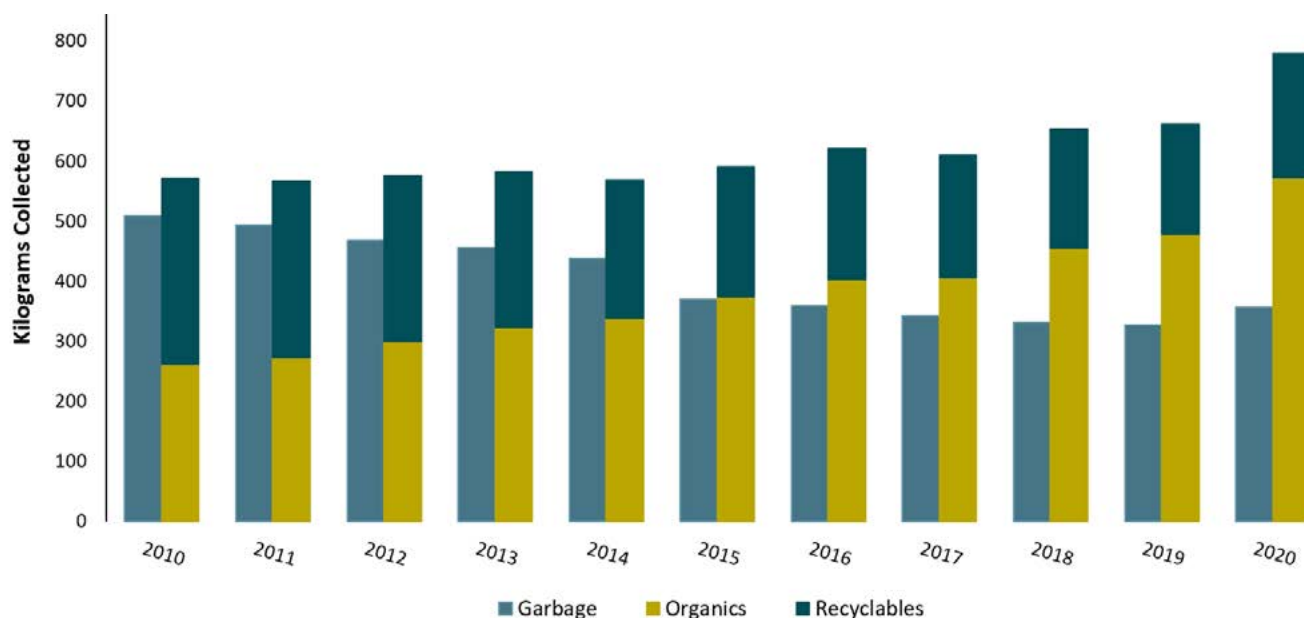
## Solid Waste Collection and Diversion

Solid waste services include the collection, processing, and disposal of household waste for both residential and commercial customers. The District also provides organics (food and yard waste) collection for residents. The municipality recognizes that residents value waste diversion initiatives in their community and will continue

to develop programs which reduce garbage and promote recycling within the District. There is also a general push towards Zero Waste with manufacturers reducing packaging and residents becoming more aware of what they purchase with the intention of minimizing waste.

The District diverted 68.6% of curbside recyclable and compostable material from the municipal garbage stream in 2020. In addition, approximately 706 tonnes of recyclables were collected

Garbage, Organics, & Recyclables Collected per single family residence



through the multi-family recycling program. The District continues to pursue the goal of 80% waste diversion from landfill, which aligns with Metro Vancouver’s regional diversion target as outlined in their Integrated Solid Waste and Resource Management Plan.

In 2020, approximately 7,674 tonnes of garbage (357 kgs per single family residence) was collected representing an increase of 8% or 600 tonnes over the prior year. In addition, approximately 12,313 tonnes of organics (573 kgs per single family residence) was collected in 2020 and reflects a 19% or 1,985 tonne increase from 2019.

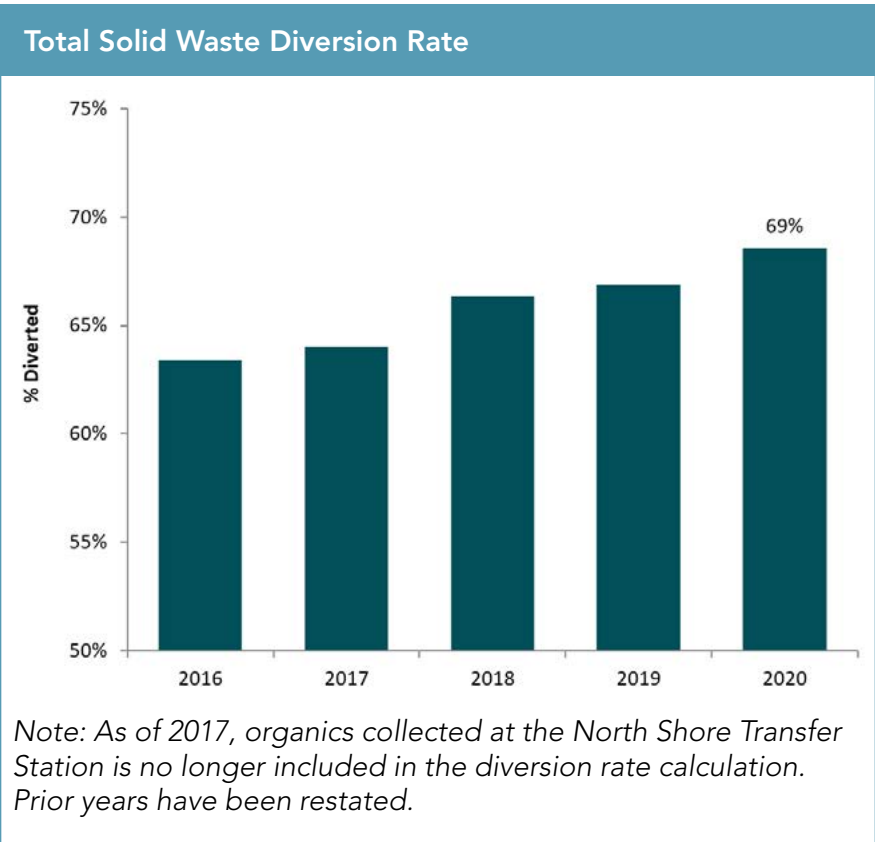
The increase in tonnages across all three waste streams as compared to the year before is a result of the COVID-19 pandemic, with more people spending time at home. The increases experienced by the District align with similar increases across the Lower Mainland, Canada and North America. The data is skewed as 2020 was an atypical year, and waste stream tonnages will

likely return to pre-pandemic levels in 2022/2023.

A review of the former Solid Waste Removal Bylaw in 2020 and subsequent adoption of the Solid Waste Management Bylaw 8436 supports the District in continuing to educate and enforce where necessary to work towards waste diversion goals. The waste composition audits completed in 2020 for the residential garbage and

organics streams provide staff with clear direction as to where improvements can be made in 2021 and in the future.

In 2021, review of Solid Waste collection services will continue, so to increase the efficiency of collection routes, reduce vehicle emissions and operating costs, improve diversion rates, and continue to provide a reputable level of service.



ECONOMY

Goal statement

We will work to ensure the District is a partner in supporting economic activity, an advocate for fairness in taxation, and a leader in sustainable financial planning. A thriving business community is supported by a balance of jobs and housing.

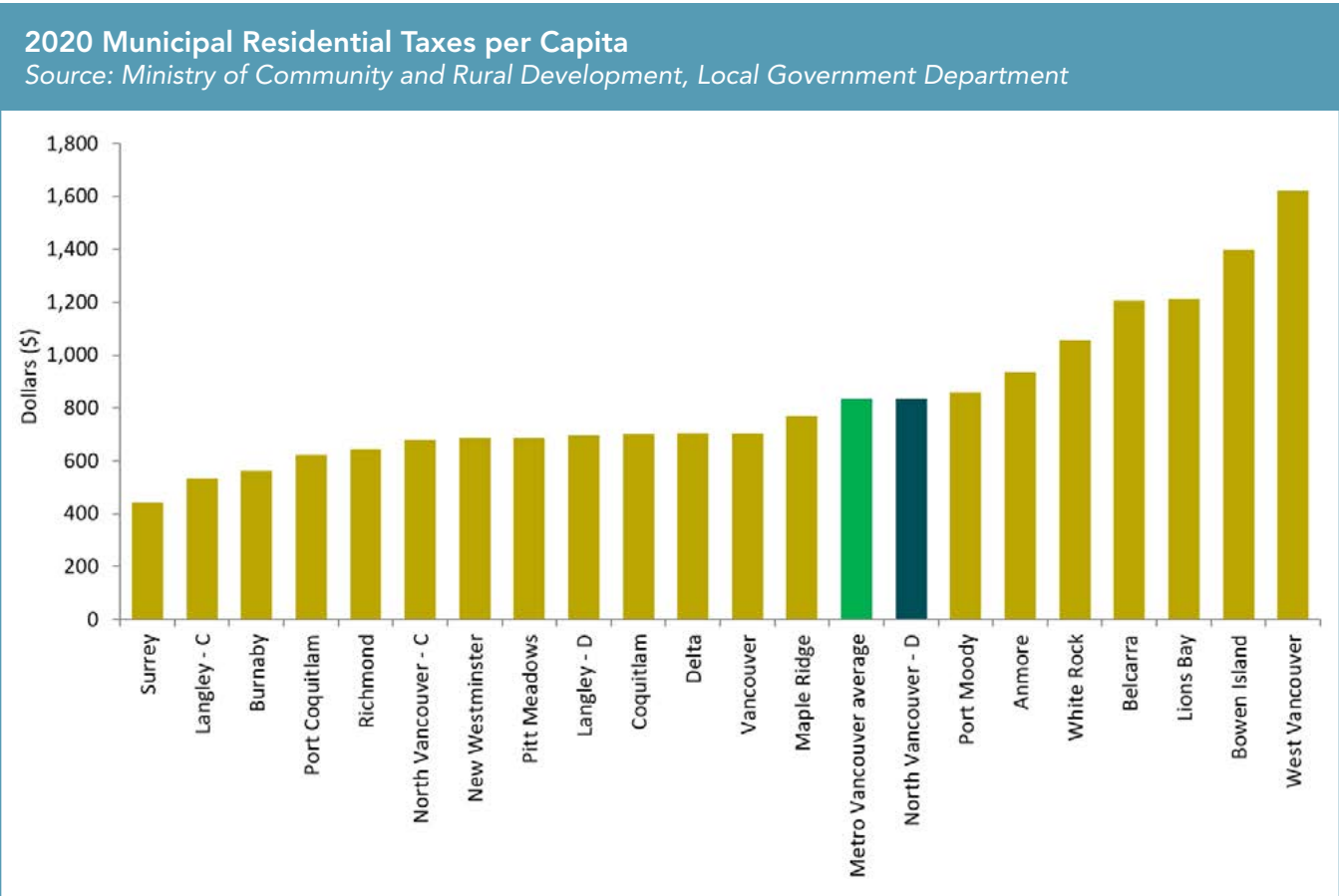
Services supporting this goal

include finance, infrastructure planning, development services, permits and licences, and real estate and properties. Current measures illustrating progress and the range of services delivered are reflected below.

Residential Taxes

This graph compares the 2020 net municipal residential tax levy for Metro Vancouver communities.

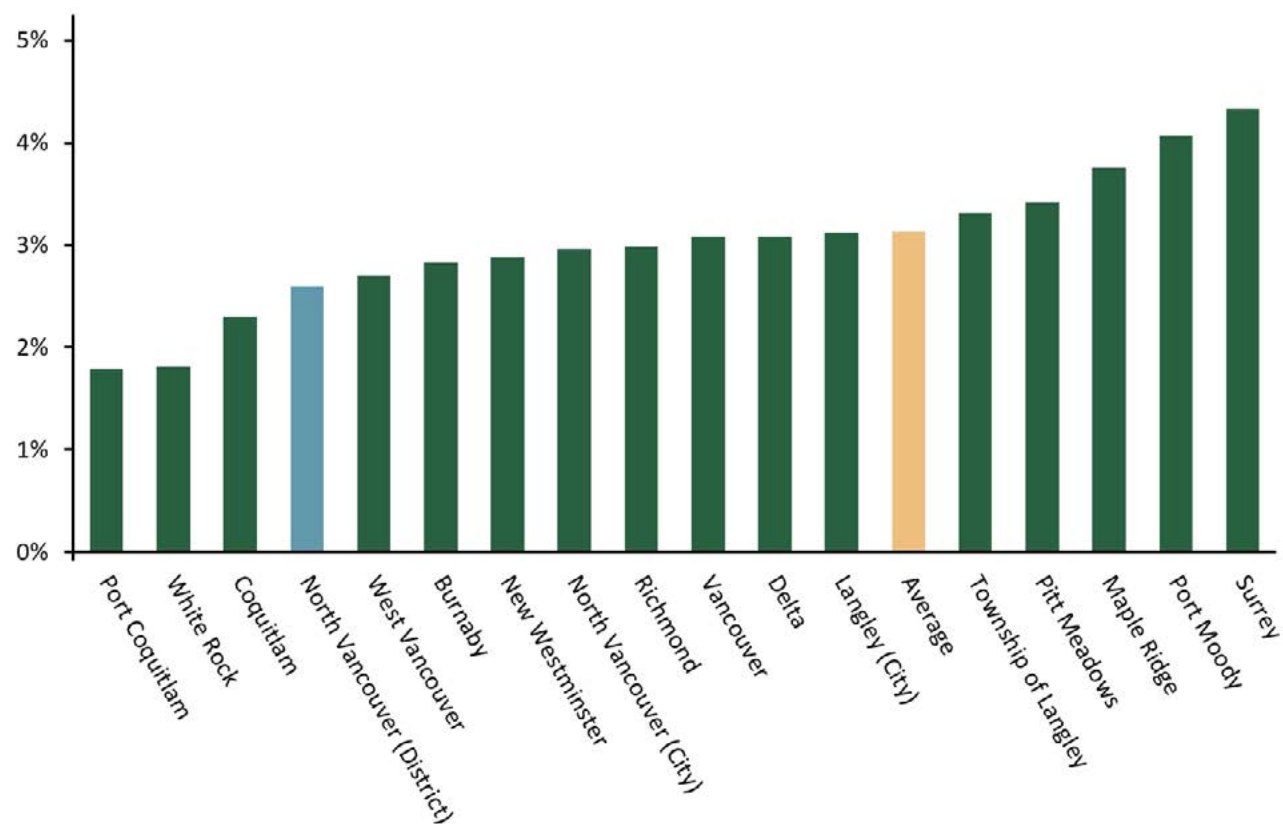
The per capita comparison is calculated by dividing municipal residential taxes by the population base for each municipality represented. Many factors influence this per capita result including: levels of service, service delivery efficiency, size of the business community, revenue policy (e.g. tax distribution and user fees), geography, population growth and density.





2020 Ten Year Average Increase in Municipal Taxes

Source: DNV Finance



**Property Tax Increase  
(10-year rolling  
average)**

Municipal property taxes account for more than half of our annual operating budget. This graph represents the

average increase in municipal property taxes over the last ten years (excluding the special levies on non-capped major industry over 2018-2019 to address tax assessment appeals risks). The District

remains competitive within the lower mainland with a stable approach that has been effective at maintaining one of the lowest average tax increases over the last ten years.

## 2020 Tax Rate benchmarked per \$1,000 Assessed Value

The District's objective in allocating the tax requirement is to distribute the tax burden between property classes based on the principles of equity, fairness and responsiveness to community goals. Council approved a tax strategy based on rate competitiveness designed to attract and retain its industrial and commercial base. Its main elements are:

- Harmonize tax rates with averages for the region or

the Ports Property Tax Act capped rate of \$27.50 (if applicable);

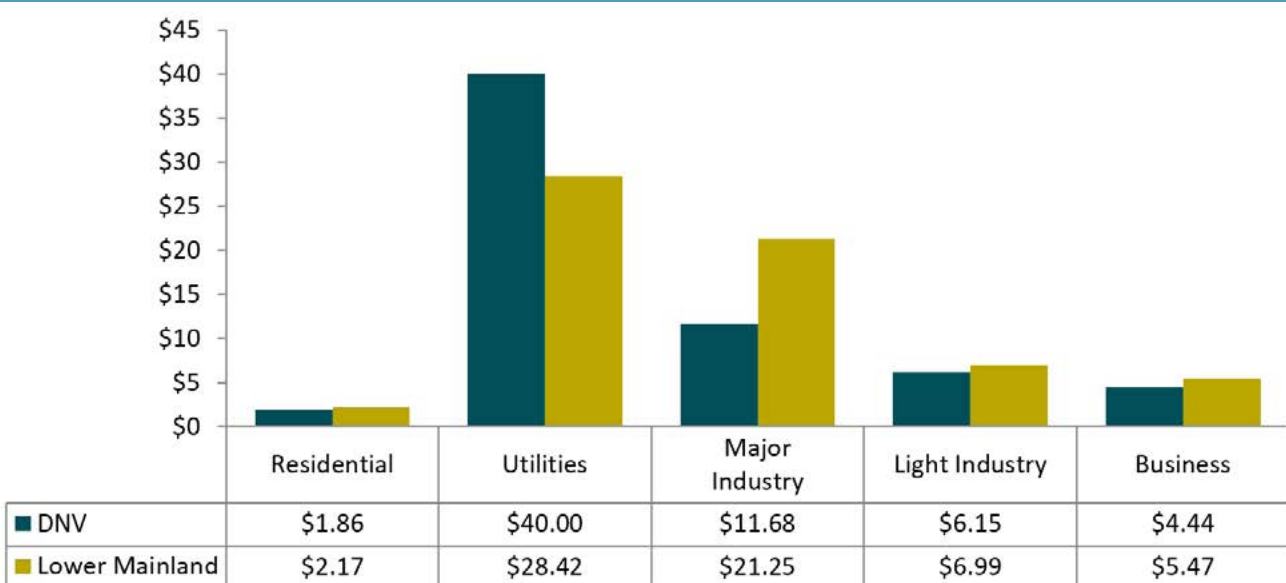
- Shift taxes between classes where the tax base for a property class is too small to be corrected by investment alone.

Since being implemented in 2009, tax strategy outcomes have led to a continued rate reduction for both the light and major industrial classes resulting in tax rates better than the regional averages. Light Industry tax rates have decreased from \$25.28 in 2009

to \$6.15 per \$1,000 in 2020, while uncapped rates for Major Industry have fallen from \$47.62 in 2009 to \$11.68 per \$1,000 in 2020.

In 2020, the District's rate for Major Industry (uncapped) was \$11.68, compared with a \$21.25 regional average for lower mainland municipalities with heavy industries adjacent to accessible waterways. Per Provincial legislation, designated port properties are taxed at capped rates of \$27.50 and \$22.50 for select new improvements.

2020 Tax Rate Benchmarked Per \$1,000 Assessed Value



# SERVICES AND OPERATIONS - ECONOMY

## Building Permits

Building Permits are required for any new construction, alteration, demolition, or addition to a structure in the District of North Vancouver. The majority of building permits issued are for single family construction.

Over the past five years, the average number of all permits issued is 584. The reduction in permit numbers and revenue in recent years coincides with changes in market demand. There was an average of 457 single family permits from

2016 to 2019 reducing to 293 permits in 2020. Commercial/Industrial/Institutional and Assembly permits went from an average of 101 permits over the same period to 71 permits in 2020.

Building Permits & Total Permit Revenue



NOTE: ICI means Industrial, Commercial, and Institutional



## COVID Response

The organization improved the customer experience by moving to an electronic permit application submissions process, while complying with COVID safety measures.

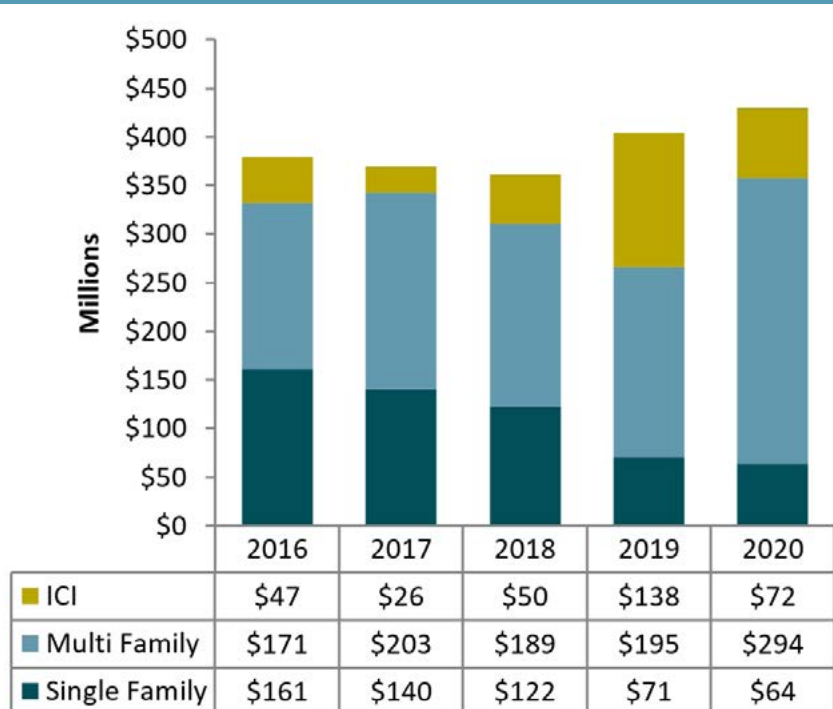
## Construction Values

Construction values were high in 2020 at \$429 million. Major projects approved for construction included:

- **Park West (1633 Capilano Rd):** mixed use development with 258 market residential units and commercial space including a small grocery store, a restaurant, retail space, and a daycare.
- **Intergulf West (1401 Hunter St):** mixed use development with 326 market residential units, neighborhood community center, and daycare.
- **Handsworth Secondary School (1044 Edgewood Rd):** complete replacement of Handsworth Secondary School for grades 8 to 12. The new school will be seismically sound under current standards and will accommodate general instruction classrooms, various other learning spaces, administration offices, and more.

## Value of Construction 2016-2020

Source: DNV, Permits, Planning & Bylaws



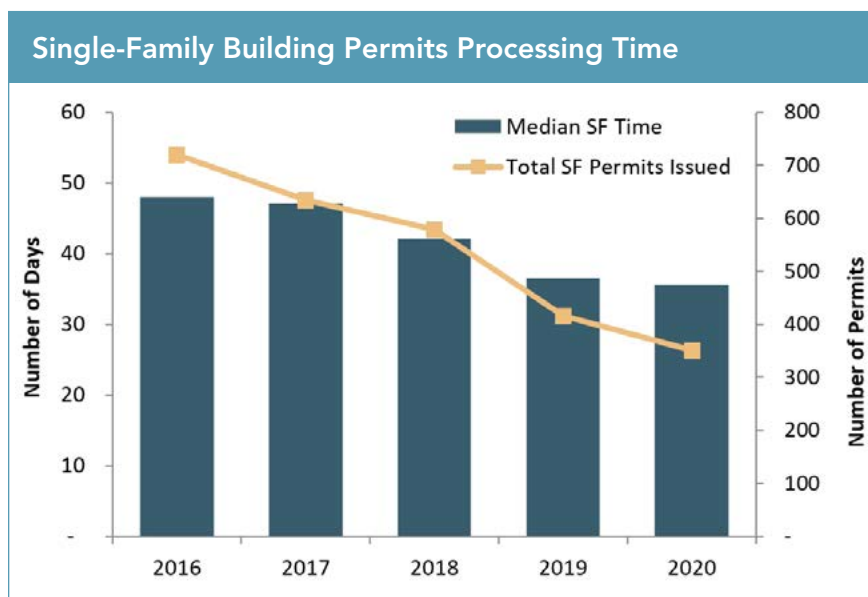
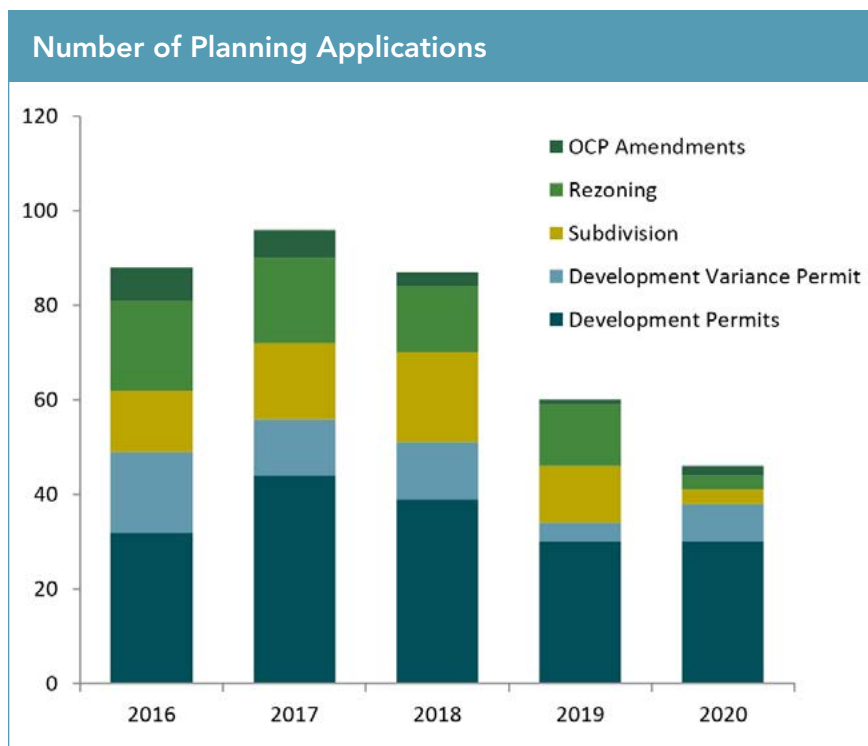
NOTE: ICI means Industrial, Commercial, and Institutional

## Planning Applications

The chart shows the number of detailed development planning applications received each year for OCP Amendment, Rezoning, Subdivision, Development Variance Permit, and Development Permit. The number of planning applications in 2020 saw a third year of decline after two years of growth.

## Single-Family Building Permits

The majority of building permits processed and issued by the District relate to single family homes and related structures. The graph shows the number of single family building permits issued, the median processing times and trend over the last 5 years. Despite adjustments to operating procedures in response to the COVID-19 pandemic, the median processing time remained relatively stable in 2020.



## SERVICES AND OPERATIONS - ECONOMY

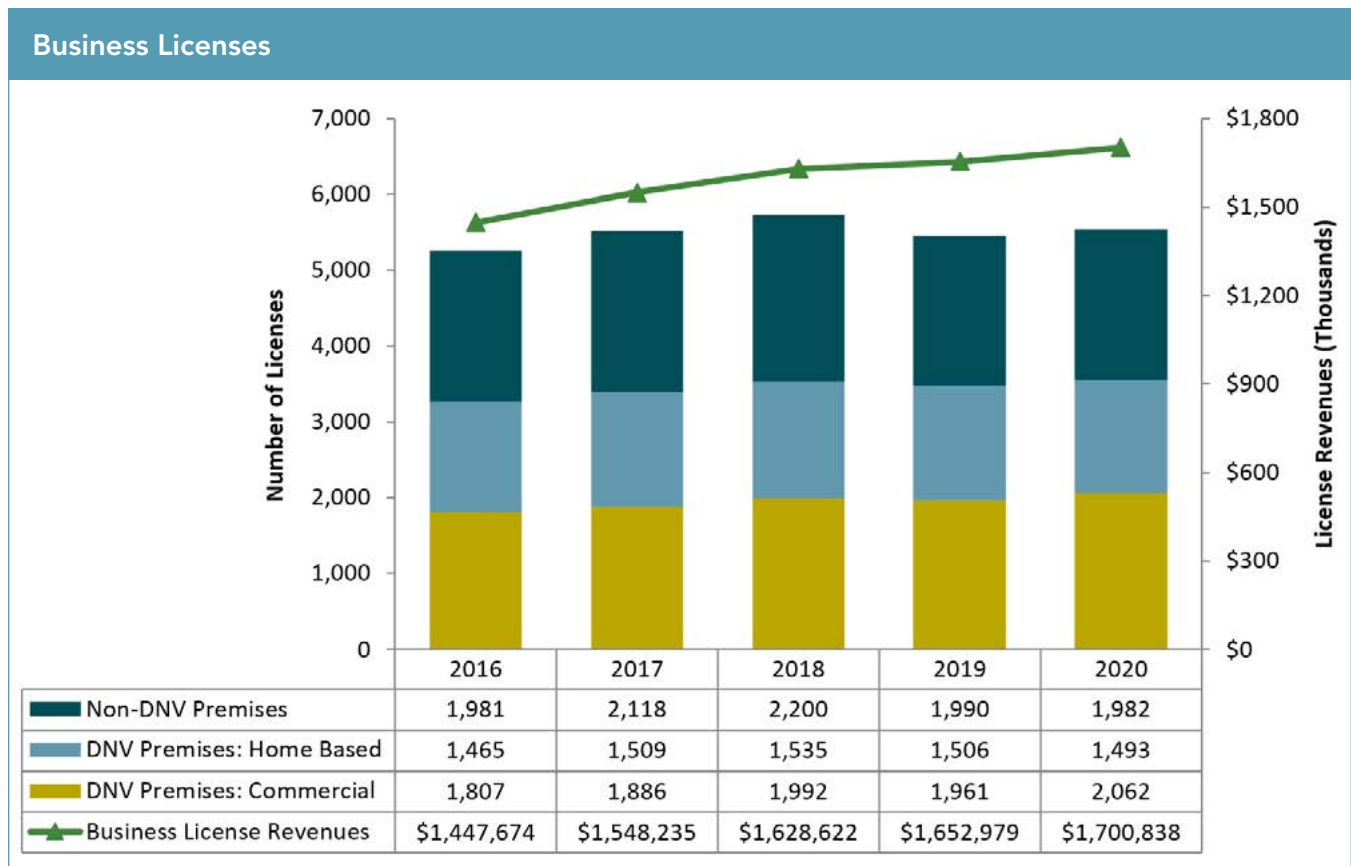
### Business Licenses

After an increasing trend in the number of business licenses over the past few years, issued business licenses rose again in 2020 after a decrease in 2019. In particular, licenses issued to businesses located in the District increased

2.5% from 2019. Revenues correspondingly increased a 2.9% due to the increased number of licenses and an inflationary increase in rates.

As Business Licenses renewed prior to the announcement of the COVID-19 pandemic in

March 2020, impact to business activity is not apparent in the 2020 data. It is anticipated that the figures from 2021 business license renewals will reflect any effect on the business community.





### Online Payments

The District is working to make it easier for residents and business owners to complete transactions, request services, and ask for help from anywhere, at any time. One of the ways we are doing this is by offering a range of payment options, including online payments. Users are able to pay property taxes, utilities, business licences, dog licences, fines and most permit

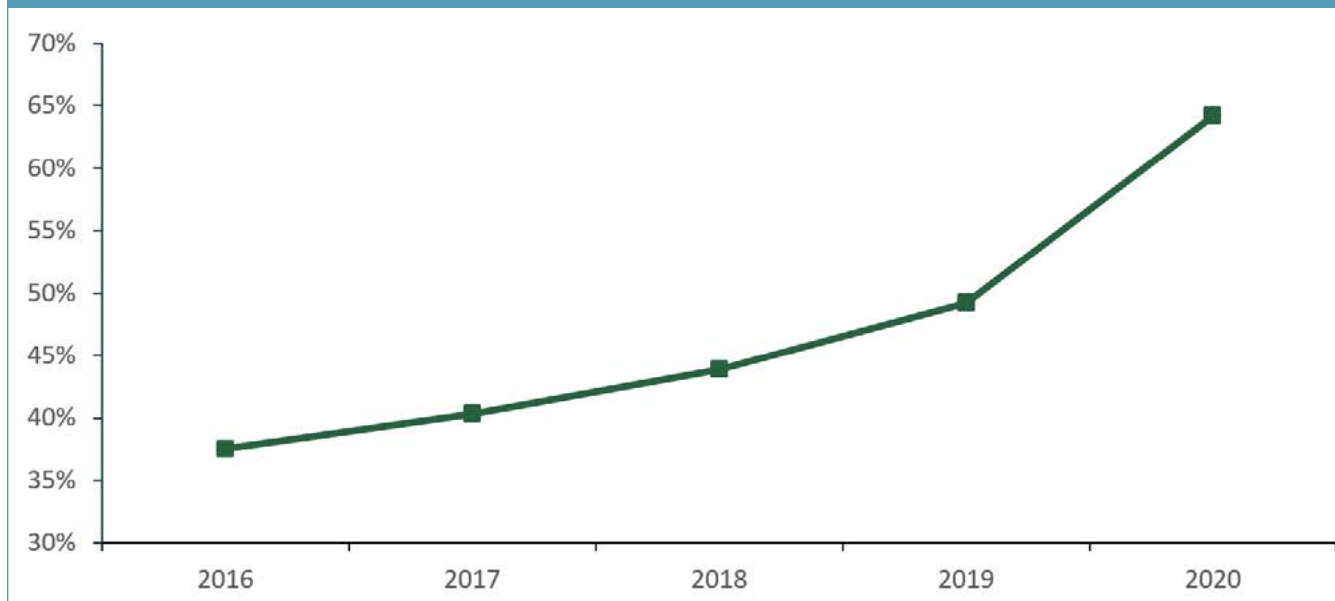
fees online. With advances in technology and increased user comfort, the percentage of total transaction paid through online means has been steadily increasing year-over-year.

In late 2018, the District implemented the Online Payment Administration Console to provide our customers with a more streamlined online payment option for permits. Additional

service options are continually being added and almost all permit related fees can now be paid online.

2020 saw a significant increase in the number of online payments as users were encouraged to utilize the online payment options available and stay home, when possible, to prevent the spread of COVID-19.

Online Payments as % of Total Transactions



## ORGANIZATIONAL RESILIENCY

### Goal statement

We envision the District as an engaged and nimble public service, equipped with the tools and workplaces to effectively deliver services and to engage meaningfully with the community. A foundation of strong internal processes, strategic human resources programs, facilities, technological infrastructure and sound financial planning support this work.

Services supporting this goal relate to the business of managing the District as an organization. While these services are not necessarily visible to the public, their impacts can be seen through annual reporting, communications with residents and service delivery.

### Website Visits

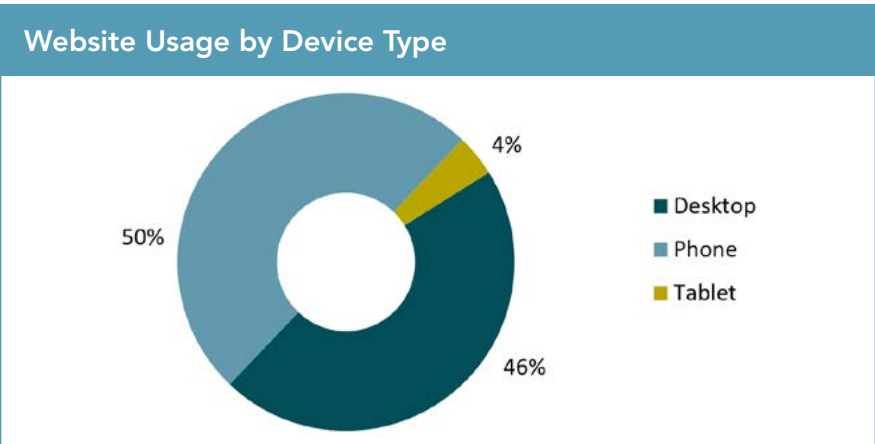
The number of visits to DNV.org from mobile devices has


been trending upwards for several years. In 2020, over half of all visits (54%) were made from mobile devices for the first time, up from 50% in 2019. As more and more site visitors make the transition to mobile devices, we continue to optimize the site to ensure the best possible experience on small screens.

### Technology Services and Remote Work

In 2020, the pandemic drove cost increases as the District deployed additional

infrastructure, security and hardware to enable staff to work remotely. We purchased an additional 156 Microsoft Surface devices which increased our mobile fleet by 158% over the previous year. Approximately 58% of our inside staff now have a dedicated mobile device which allows for greater flexibility in work location. We also increased our Citrix capacity by 125% to allow those staff without a dedicated mobile device to connect remotely to District technology resources.





COVID Response

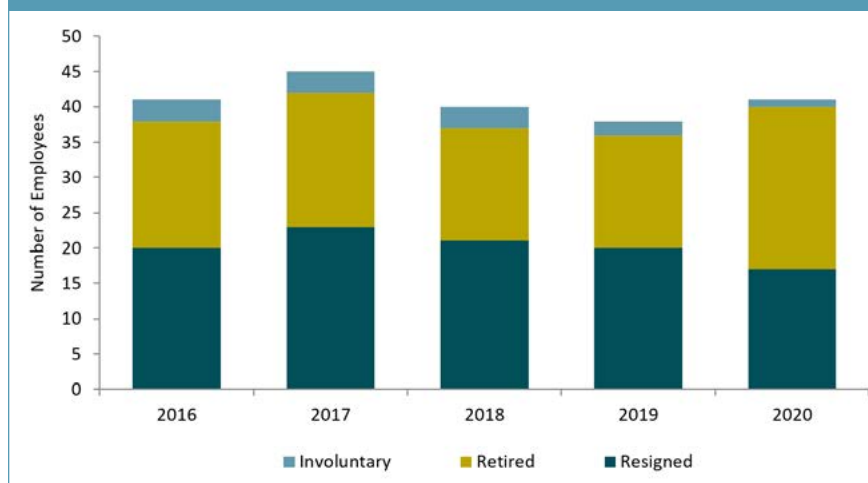
The organization enabled staff to work safely and remotely during the pandemic through the introduction of a remote work policy and other response measures.

## Employee Turn-over

2020 showed an increase in retirements from the previous year, however, overall attrition remained lower than the peak in 2017 with fewer people exiting the organization. The COVID-19 global pandemic and provincial state of emergency lead to the temporary closure of Municipal Hall and the Operations Centre to the public. Due to uncertainty in municipal revenue, the District employed a variety of strategies to mitigate the impact on staff including, flexible work arrangements, re-assignment, staff rotations and re-deployment. Additionally, the District offered a voluntary early retirement program to long service employees who met the minimum age requirement and eligibility criteria for the municipal pension. This strategy served us well and enabled us to avoid District wide layoffs. As the competition for talent in the external labour market increases, we continue to expect District employees to be potential recruits for private industry and other public



## Employee Turnover

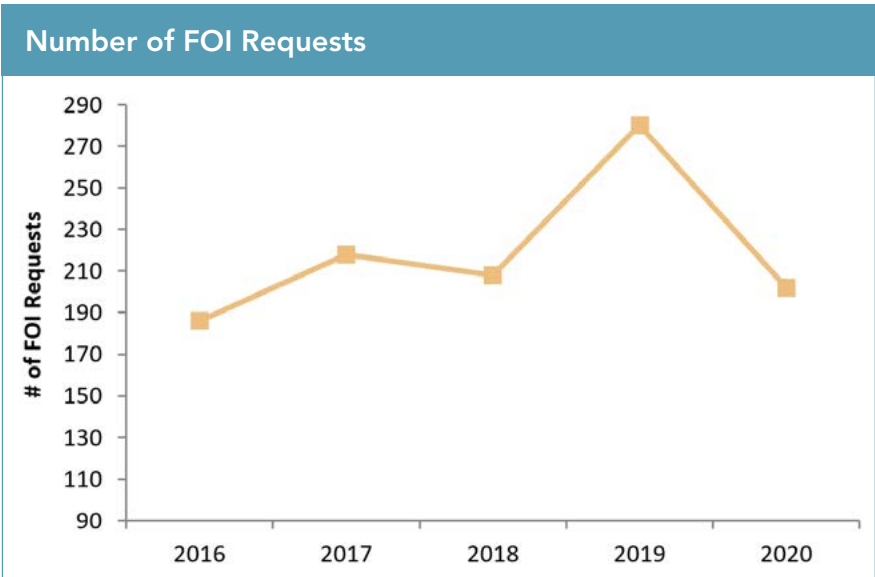


sector employers. The District was selected as one of BC's Top Employers in 2018, 2019 and 2021, reflective of performance in the previous year. Key strategies to attract and retain staff continue to be top of mind, including being designated as an employer of choice on the North Shore. While our turnover rate is below the industry average, we remain challenged

by commuting distances, traffic congestion and the cost of real estate on the North Shore. Employees are seeking employment closer to home, professional development opportunities, flexible work arrangements including remote work, an inclusive and positive work culture, and the ability to make a difference in the community.

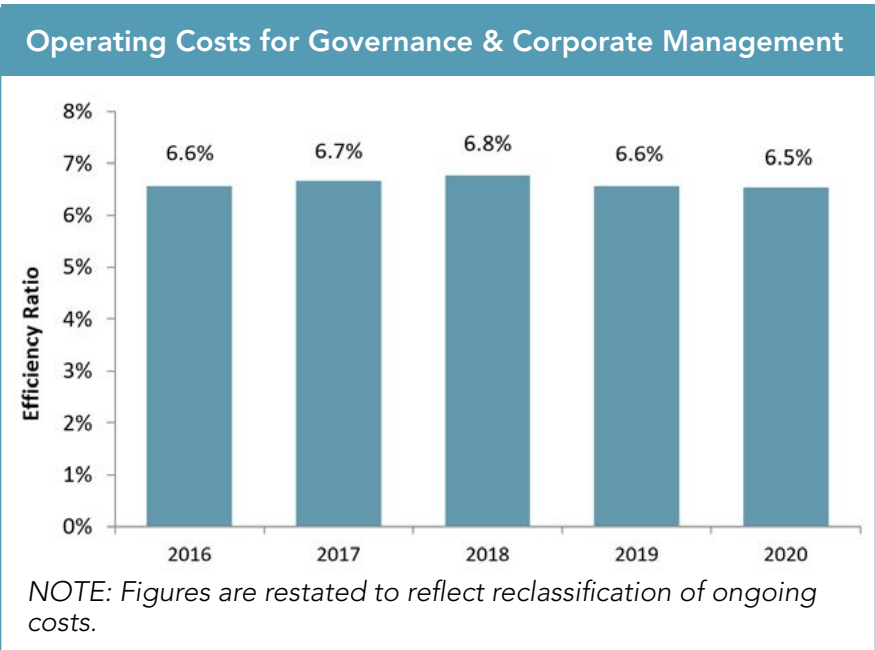
Freedom of Information requests

After trending upward, information requests declined in 2020 as COVID-19 reduced activity levels across the organization and throughout the community.



Governance and Corporate Management Costs

The cost of Governance and Corporate Management (GCM) has remained consistent with prior years and in 2020 accounted for 6.5% of ongoing costs in the municipal operating budget.



COVID Response

The organization reconfigured work spaces and areas to facilitate COVID-safe work spaces pursuant to health orders and Work Safe BC requirements.

## Asset Sustainability Indicators

### Asset Condition Ratings: 5-year Average

The District's asset condition ratings, based on physical condition of the assets, are shown in the chart to the right.

Overall from portfolio level, the District's assets are in Good physical condition. However, 20% of the assets are still in Poor or Very Poor condition and are in need of renewal.

While there is now approximately \$40 million in ongoing funding to maintain the District's existing assets in a state of good repair, this amounts to approximately 1.7% of the District's \$2.38 billion asset replacement value. Improvements to overall asset conditions cannot be made within a short or even medium period of time. This would not be affordable nor would it amount to a good return on investment as Asset Management Plans are already prioritized based on risk and maintaining levels of service. Instead, the approach is steady-state-replacement.

### Asset Condition Ratings: 5-year Average

Source: Asset Management Plan master data files.

Group	F Very Poor	D Poor	C Fair	B Good	A Very Good	Average
Buildings	16%	17%	33%	9%	26%	Fair
Parks	1%	8%	15%	27%	49%	Good
Transportation	2%	5%	8%	46%	39%	Good
Utility - Drainage	9%	14%	12%	36%	30%	Good
Utility - Sanitary	2%	12%	6%	23%	57%	Good
Utility - Water	4%	17%	12%	37%	31%	Good
Vehicles & Equipment	1%	5%	12%	37%	46%	Good
<b>Total</b>	<b>7%</b>	<b>13%</b>	<b>15%</b>	<b>30%</b>	<b>36%</b>	<b>Good</b>

As capital improvements are implemented and information on the District's large and long lived asset base is improved, target condition ratings will be adjusted and the District will begin to project future condition ratings as part of its long-term financial plan.

As shown below, most of the asset groups have long lives. The District is targeting to get to steady-state replacement for most of the asset groups,

which means each year, only 1% to 3% of the assets for the major asset groups (roads, water, sewer and buildings) is renewed. This reinvestment is offset by the aging and condition decline of other assets. As a result, overall average conditions ratings have minor changes from year to year.

The current renewal funding is still short to meet the steady-state replacement needs.

Group	Useful Life	Annual Renewal %
Buildings	40	3%
Parks	21	5%
Transportation	48	2%
Utility - Drainage	65	2%
Utility - Sanitary	65	2%
Utility - Water	84	1%
Vehicles & Equipment	14	7%
<b>Total</b>	<b>59</b>	<b>2%</b>

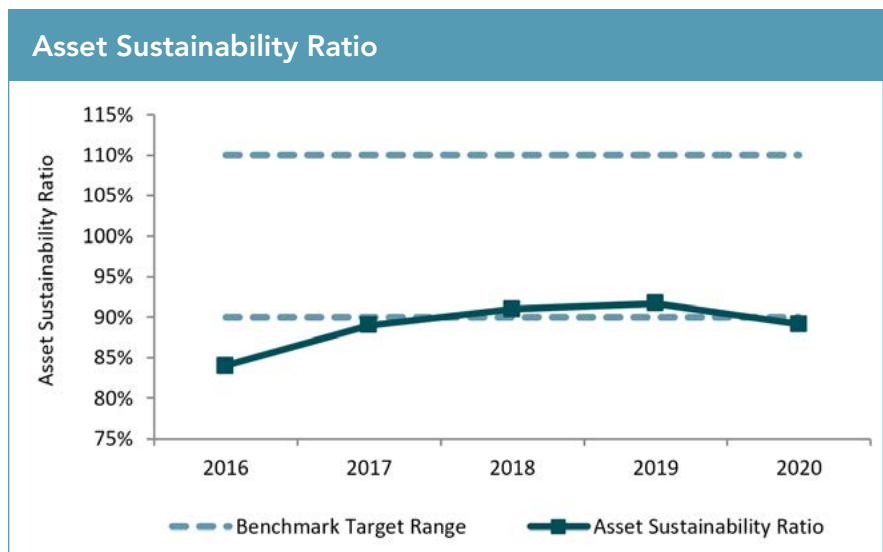
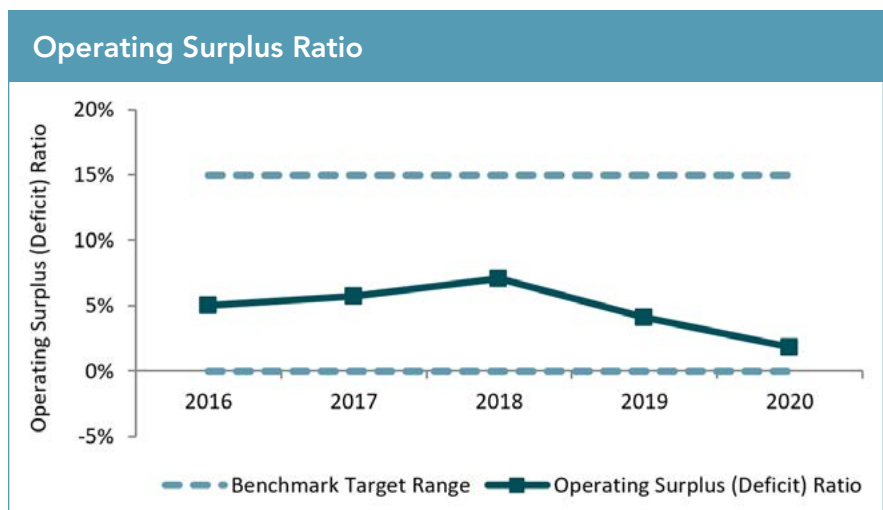
## Operating Surplus Ratio

When recurring revenues exceed recurring operating expenses, this ratio indicates if there is reasonable flexibility in funding to support the renewal of ageing infrastructure.

A positive operating surplus ratio is a strong indicator of long-term financial sustainability. The District aims for a small surplus each year in order to achieve a ratio that falls within the benchmark target range of 0% and 15%. This target has been met since 2013, averaging 5% over the past 5 years. For 2020, the operating surplus ratio is 2% as revenue declined due to the impacts of COVID-19.

## Asset Sustainability Ratio

This ratio assists in measuring progress on the renewal of ageing infrastructure. It expresses actual net capital expenditures on renewal and replacement of existing assets as a percentage of optimal levels calculated in the District's Asset Management Plans. The District's minimum target is 90%.



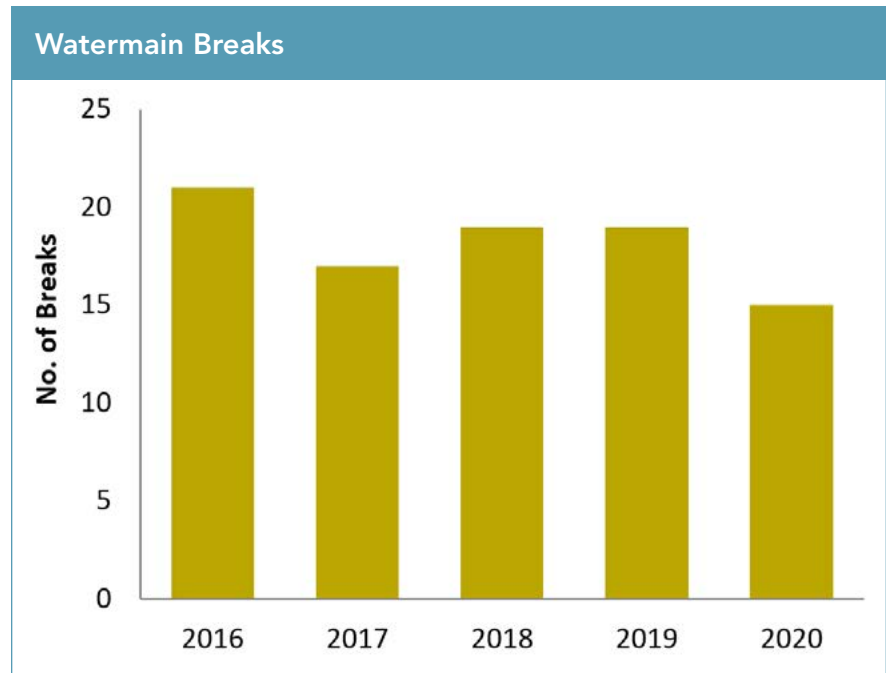
In 2020, the asset management ratio reached 89%, as COVID-19 impacted the supply chain and staffs ability to implement projects.

The asset sustainability ratio for the water utility specifically has exceeded the minimum target since 2013 primarily due to a Council-directed program requiring accelerated replacement of asbestos water mains.



## Water Main Breaks

A proactive accelerated replacement strategy was implemented in the mid-1990s. Yearly fluctuations in the number of water main breaks are due largely to seasonal weather variations and operational fluctuations. In 2020 there were 15 water main breaks in the District, below the 5-year annual average of 18. Water main breaks continue to heavily influence annual water main replacement selection and priority.



# DIVISIONAL AREAS OF RESPONSIBILITY

## **Executive Services**

Executive Services includes the Chief Administrative Officer, Mayor, and Council, who define strategic directions and priorities that support the District's vision. Service areas include strategic planning, leadership and overall corporate governance to ensure Council direction is supported and corporate accountabilities are met. In 2020, Executive Services established funding for the Climate Action, Natural Systems and Biodiversity Office.

## **Corporate Services**

Corporate Services provides critical internal services in support of the District's overall strategic plan and plays a liaison role in relation with other governments, agencies and partners. Corporate planning, internal audit, legal, business improvement, legal, communications, business relations services, information technology services, human resources, and digital services, along with the activities of the Clerk's office, are all provided by the Corporate Services group.

## **Finance Services**

Finance focuses on financial stewardship and policy development, business planning and decision support, procurement and risk management, and accounting and financial reporting. It is dedicated to effective, efficient business transformation and the development of long term strategies supporting sustainable service delivery and financial health.

## **Fire and Rescue Services**

Fire and Rescue Services works closely with its partner agencies on the North Shore to deliver a diverse set of emergency services including structural and wild land urban interface firefighting, motor vehicle rescue, high angle rescue, tower crane rescue, swift water rescue, hazardous materials response, pre-hospital medical response and in partnership with Vancouver Fire Department, marine firefighting.

## **Engineering, Parks and Facilities**

Engineering, Parks and Facilities consists of several distinct service groups including: Parks, Utilities, Public Works, Engineering Services, Project Delivery Services and Northlands Golf. The Division:

- plays a key role in the development process through the review of development applications, maintenance of development related infrastructure bylaws, and the provision of project services
- provides park services supporting public enjoyment of parks and green spaces
- makes sport fields and sport courts available for recreational use
- provides transportation services including infrastructure supporting the movement of people and goods
- provides utility services including water, liquid and solid waste, recycling and energy

# DIVISIONAL AREAS OF RESPONSIBILITY

- provides operational services including streets, construction, survey and fleet
- provides a number of central support services to other divisions and partners including facility, fleet and project services

## **Planning, Properties and Permits**

Planning, Properties and Permits is comprised of these groups:

- Community Planning is responsible for long range, integrated community planning, as well as heritage and social planning functions
- Development Planning is responsible for the review of a variety of land use applications including OCP amendments, rezonings, subdivisions, development permits and development variance permits and ensures comprehensive assessment of development, including engineering, transportation, planning and regulatory considerations
- Development Engineering provides engineering review, analysis and acceptance of the off-site implications and servicing requirements of development proposals from preliminary planning applications, through building permit issuance to construction completion
- Environmental Sustainability (Operations) is responsible for both regulatory and proactive environmental planning functions to protect and enhance the natural assets of the District
- Bylaw Services provides enforcement and public education about the District's regulations to support public safety, quality of life and community sustainability
- Real Estate and Properties provides a variety of real estate services such as property management, community leases, negotiation, valuation, marketing and Land Title Office and Court Registry

- Permits and Licences is responsible for inspection and compliance monitoring for the demolition, construction, alteration, and addition of buildings and structures

## **Partner Agencies**

### **Police Protection Services (RCMP)**

The North Vancouver RCMP Detachment provides policing services to citizens of both the District and City of North Vancouver. These services include investigation, enforcement, crime prevention and services to victims of crime. The detachment is committed to preserving the peace, upholding the law, and providing quality services in partnership with the community. The Community Policing program provides an important bridge to local communities through the Auxiliary Constables, Block Watch, Business Watch, and Youth Intervention Unit programs.



# DIVISIONAL AREAS OF RESPONSIBILITY

## **North Vancouver District Public Library**

Connect community, sharing knowledge, inspiring stories. The library system offers a full range of information services and learning opportunities, including an extensive collection of books and digital collections, welcoming and inviting spaces, a diverse range of online resources, innovative programs for all ages, and a new digital creativity and learning centre called StoryLab. The District is served by three branches: Capilano, Lynn Valley, and Parkgate.

## **North Vancouver Recreation and Culture**

The North Vancouver Recreation & Culture Commission (NVRCC) improves the health and well-being of all North Vancouver individuals, families and communities and inspires residents through quality recreation and culture opportunities. NVRCC plans, facilitates and delivers social, active and creative activities for people of all ages, gender, abilities and economic status in both indoor and outdoor venues.



# DIVISIONAL AREAS OF RESPONSIBILITY



The Commission is responsible for the operation of all North Vancouver community recreation centres, the North Vancouver Tennis Centre and Centennial Theatre. These facilities include pools, ice arenas, fitness centres, art, pottery and woodworking studios, gymnasiums, sport courts, multi-purpose spaces, public gathering spaces, youth centres, seniors' spaces and meeting rooms. In addition, the Commission is responsible for management of the public art programs, administration of community arts and culture grants and recreation grants,

booking of many public spaces, supporting and hosting community events and providing support to recreation, culture and sport organizations.

## **MONOVA: Museum of North Vancouver**

MONOVA: Museum of North Vancouver, operated by the North Vancouver Museum and Archives, is a shared partner agency of the City and District of North Vancouver.

MONOVA operates both the Museum of North Vancouver opening in Lower Lonsdale in 2021 and the Archives of

North Vancouver located in Lynn Valley. In addition to the two physical visitor centres, MONOVA supports several other online/offsite experiences for the public to engage with and learn about the past, present and future stories of North Vancouver.

## **North Shore Emergency Management**

North Shore Emergency Management (NSEM) is the shared emergency management for the District of North Vancouver, City of North Vancouver and District of West Vancouver. NSEM's vision is "A Disaster Resilient North Shore". NSEM provides planning, training, exercises, public education, volunteer management, stakeholder engagement and an operationally ready, centralized Emergency Operations Centre which is activated during emergencies. The team also provides emergency response and recovery support thereby increasing community resiliency.

# FEEDBACK

The District believes in continuous improvement and your comments are appreciated.

*You can reach us at:*



[DNV.org/annualreport](https://dnv.org/annualreport)



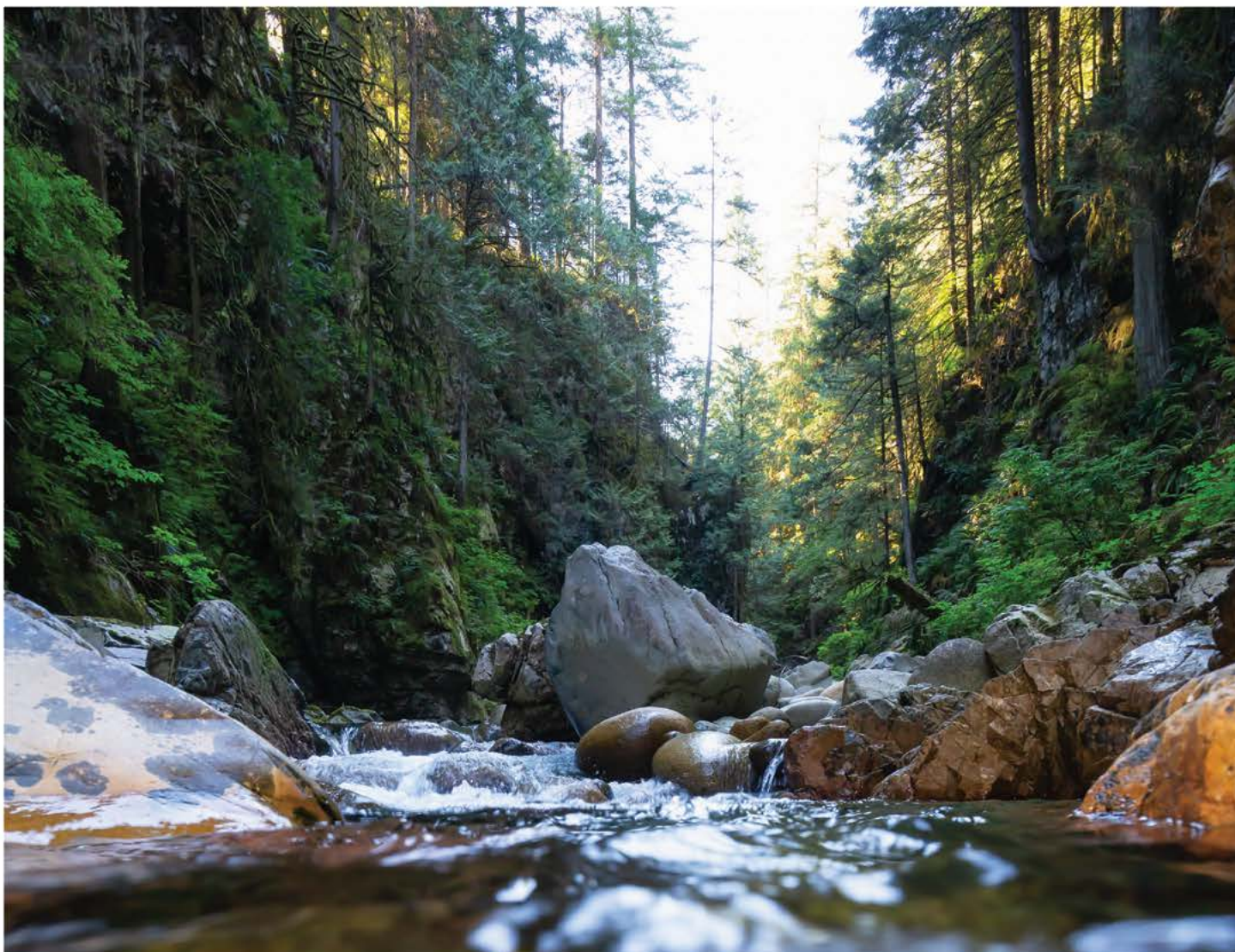
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## Annual Report 2020

355 West Queens Road  
North Vancouver, BC  
V7N 4N5

604-990-2311  
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