

Comments on the 2021 Annual Report by Corrie Kost

The following comprises my submission for the 2021 Annual Report. Broadly it is made up of 3 parts.

- A. A review of the provincial requirements for the Annual Report. This is for reference purposes.
- B. The DNV Corporate Plan 2019-2022 gathered into a single document from its many pieces. This allows for keyword searching of its contents.
- C. A series of my remarks and questions related to the 2021 Annual Report.

PART A Annual Municipal Report – assembled from the link below

[Note that **red parts highlighted below are noteworthy - C. Kost**]

<https://www2.gov.bc.ca/gov/content/governments/local-governments/finance/financial-reporting/financial-statements-annual-reports/annual-municipal-report>

Municipalities are required to produce an annual report which states their goals and objectives for the coming year and demonstrates what progress has been made toward the preceding year's goals and objectives.

Annual Report Requirements

The annual report must include:

- The municipality's audited annual financial statements for the previous year
- A list of the permissive tax exemptions provided by the municipal council, and for each exemption, the amount of property tax that would have been imposed during the previous year if the exemption had not been granted
- A report on the municipality's services and operations for the previous year
- A progress report on the performance of the municipality with respect to established objectives and measures
- A statement of objectives and measures that will be used as the basis for determining the municipality's performance during the current year and following year
- The details of any declarations of disqualification made against individual council members during the previous year

Council may include any other information that it deems appropriate for the annual report.

- [Learn more about the required contents of an annual report](#) → [see [PART 2](#) following]

PART 2

Local Government Financial Statements & Annual Reports

Audited financial statements and annual reports aid public accountability by providing a independent and transparent account of the financial state of each local government in B.C.

Financial statements report the local government's actual financial position (assets and liabilities) and financial activities (revenues and expenditures) for the previous year.

The financial statements include consolidated financial information about the local government and all of the services or entities controlled by the local government, such as fire protection, utilities and libraries.

Financial Statement Requirements

The *Community Charter* and *Local Government Act* require local governments to prepare financial statements each fiscal year. The financial statements must be presented in accordance with Generally Accepted Account Principles for Local Government (also know as Public Sector Accounting Board standards - PSAB) and independently audited by a qualified auditor.

Financial statements must include a statement of:

- Financial position
- Operations
- Changes in net debt

- Statement of cash flow

Additional information may be provided by local governments in schedules and notes to the financial statements.

It is the responsibility of the local government's chief financial officer to prepare the statements in accordance with PSAB. The statements must be presented to the municipal council or regional district board for acceptance, and are part of the public record and therefore must be available for public inspection. In addition, financial statements must be submitted to the Inspector of Municipalities by May 15 each year.

- [Guide to Local Government Financial Statements \(PDF\)](#)
- [Local Government Financial Statements Example \(PDF, 1.5MB\)](#)

Audited Financial Statements

Local governments must produce annual financial statements that are independently audited by a qualified auditor (an authorized auditor under the *Business Corporations Act*) . The auditor reports directly to the municipal council or regional district board and provides an audit opinion on the statements. The audited financial statements must also be available for public viewing, and must be included in the both Statement of Financial Information (SoFI) and the annual municipal report.

- [Learn more about audited financial statements](#)

Annual Municipal Report

Local governments are required to prepare an annual report which states their goals and objectives for the coming year and demonstrates what progress has been made toward the preceding year's

goals and objectives. Local governments must present the report at a public meeting before June 30 each year, and make the report available for public inspection at least 14 days prior to that meeting.

- [Find out the requirements for annual municipal reports](#)

Legislation

Municipal financial statements:

- [*Community Charter*, s. 167 - Annual financial statements](#)

Regional district financial statements:

- [Local Government Act, s. 377 - Financial management: application of *Community Charter*](#)

Related Guides

- [Guide to Local Government Financial Statements \(PDF\)](#)
- [Local Government Financial Statements Example \(PDF, 1.5MB\)](#)

Related Links

- [Audited Financial Statements](#)
- [Financial Budgeting](#)
- [Financial Reporting](#)
- [Financial Reporting Forms](#)

[Local Government Statistics](#)

[end of PART2]

Once completed, the annual report must be made available for public inspection. After making the report public, council must wait a minimum of 14 days before holding an annual meeting on the report. This provides citizens with time to review the annual report, ask questions and prepare submissions.

Council must give notice of the date, time and place of the annual meeting.

- [Learn more about annual municipal meetings](#) → [see **PART 3** following]

PART 3

Annual municipal meetings

Municipal councils must present the annual municipal report and consider submissions and questions from the public at an annual meeting. The goal is to facilitate public access to the meeting and give citizens a chance to review and discuss the annual report, including the previous year's objectives and future goals.

The primary purpose of the annual municipal meeting is to provide a forum to allow citizens to ask questions on the report and other matters.

Meeting requirements

Each year, after the annual municipal report has been prepared and released for public inspection, a municipal council must consider the report at a public meeting. Council may want public input on the format of the meeting and what advertising will be sufficient to make the public aware of the time and place of the annual meeting.

The meeting may be part of a regular council meeting, a special council meeting or another public meeting, or council may choose to hold a dedicated meeting.

The meeting must occur at least 14 days after the annual report is released for public inspection and before June 30. Council must publish and post notice of the date, time and place of the meeting.

- Community Charter, section 94 - Requirements for public notices [see INSERT in green]

Requirements for public notice

94 (1) If this or another Act requires notice to be given or published in accordance with this section, the notice must be published

(a) in accordance with section 94.1 or 94.2, as applicable, and

(b) by posting the notice in the public notice posting places.

(2) If a matter is subject to 2 or more requirements for publication in accordance with this section, the notices may be combined so long as the requirements of all applicable provisions are met.

(3) A council may provide any additional notice respecting a matter that it considers appropriate, including by the internet or other electronic means.

Default publication requirements

94.1 (1) Unless a council has adopted a bylaw under section 94.2, and subject to subsection (3) of this section, a notice must be published

(a) in a newspaper that is distributed at least weekly

(i) in the area affected by the subject matter of the notice, and

(ii) if the area affected is not in the municipality, also in the municipality, and

(b) unless this or another Act provides otherwise, once each week for 2 consecutive weeks.

(2) The obligation under subsection (1) may be met by publication of the notice in more than one newspaper, if this is in accordance with that subsection when the publications are considered together.

(3) If publication under subsection (1) is not practicable, the notice may be given in the areas by alternative means so long as the notice

(a) is given within the same period as required for newspaper publication,

(b) is given with the same frequency as required for newspaper publication, and

(c) provides notice that the council considers is reasonably equivalent to that which would be provided by newspaper publication.

(4) As an exception, subsection 3 (b) does not apply in relation to an area if the alternative means is by individual distribution to the persons resident in the area.

Bylaw to provide for alternative means of publication

94.2 (1) A council may, by bylaw, provide for alternative means of publishing a notice instead of publishing the notice in a newspaper in accordance with section 94.1 (1) (a) and (b).

(2) A bylaw adopted under this section must specify at least 2 means of publication by which a notice is to be published, not including posting in the public notice posting places.

(3) Subject to the regulations, a council may specify, in a bylaw adopted under this section, any means of publication, so long as, before adopting the bylaw, the council considers the principles prescribed by regulation under subsection (6) (a).

(4) Section 12 does not apply in relation to a council's authority to adopt a bylaw under this section.

(5) If a bylaw is adopted under this section, the applicable notice referred to in section 94 (1) (a)

(a) must be published by the means specified in that bylaw,

(b) subject to the regulations and unless this or another Act provides otherwise, must be published at least 7 days before the date of the matter for which notice is required, and

(c) if a period is prescribed for the purpose of this paragraph and unless this or another Act provides otherwise, must be published in the prescribed period before the date of the matter for which notice is required.

(6) The minister may make regulations as follows:

(a) prescribing the principles that must be considered before adopting a bylaw under this section;

(b) prescribing one of the means of publication that must be specified in a bylaw adopted under this section;

- (c) requiring that one or more of the means of publication specified in a bylaw adopted under this section be selected from the prescribed means;
 - (d) for the purpose of subsection (5) (b), prescribing a number of days, other than 7 days, before the date of the matter for which notice is required;
 - (e) for the purpose of subsection (5) (c), prescribing a period of time.
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Meeting setting

The regular meeting location is appropriate for municipal council meetings however, it may not be the best setting for the public and council to review the annual municipal report. Council may choose a less formal setting, such as a community centre, theatre or school gymnasium for this meeting.

Public presentation

There is no legislative requirement for a municipal council to make a public presentation about the annual report. However, a presentation from council may add value to the discussion and help to explain the content of the report.

Meeting follow-up

Municipal council members and staff may not be able to answer every question that is posed at the annual meeting. Recording questions that require follow-up allow for answers to be provided by council members and staff at a later date. Answers can be communicated to the public through the municipality's website, in a local newspaper or municipal newsletter, or at a subsequent meeting.

Council members may wish to accept questions about the annual report in writing. This provides an opportunity for the council members or staff to prepare answers and respond appropriately.

[end of PART3]

Progress Reporting

The municipal council and the public can use the annual report to monitor the progress of the municipality against a set of specific objectives. Since the annual report considers previous, current and future year activities, municipal councils may choose to integrate their annual reporting process with other municipal planning and management processes.

Annual reporting promotes a greater understanding of municipal responsibilities and priorities and also provides an opportunity for the council to engage citizens in setting municipal objectives. This can be done through surveys, open houses, discussion groups and community meetings.

Each municipality may choose how it will measure its progress against the objectives and how it will report on its progress each year.

Municipal Services & Operations

The annual report must contain a section on the municipality's services and operations for the previous year. The municipal council may wish to include an inventory of municipal services and operations, which can serve as a checklist to ensure that all areas have been covered.

Council can report on all major changes and developments during the year in the municipal services section. For example, this may include information on:

- The opening of a new recreation facility
- Changes to bus service
- The contracting-out of garbage pick-up and recycling
- A change in water treatment processes
- Changes in water rates
- The development of a new trail system
- The purchase of a new fire truck
- The total value of building permits processed by the municipality

Council can report on developments that help meet the service needs of the community in the operations section, such as the:

- Purchase of a new employees' benefit plan
- Acquisition of financial systems software

Additional Information

The municipal council may include any other information it considers important, for example:

- Information on partnerships (with private and community groups) that the municipality entered into during the previous year, or is contemplating for the current year
- An overview of external events and challenges that have impacted the municipality or may impact it in the future
- Comparisons of the municipality's services, tax rates, finances and quality of life with other communities
- Improvements to standard of living and/or quality of life indicators such as education, employment, per capita income, and economic indicators
- The status of major debt retirement
- Past or future festivals and community events and the municipality's efforts to prepare for them
- Awards or recognition that the municipality or its council or staff has received

Council may consider establishing a feedback form that citizens can use to advise council of the types of information they would like to see included in subsequent reports.

Public Inspection

The annual report must be made available for public inspection at the municipal hall 14 days before the annual public meeting. Municipalities may also consider distributing hard copies to individuals, tourist bureaus, recreation centres, libraries, other civic agencies and electronically on the municipality's website.

The municipal council may also choose to distribute a summary of the annual report with annual tax notices.

Legislation

- [Community Charter](#)

Guidance & Resources

- [A Guide to Municipal Progress Reporting \(PDF\)](#) ← this BC Government link is broken!
The following is inserted here - as taken from <https://fernieweb.net/document/464/>

MUNICIPAL PROGRESS REPORTING GENERALLY

In *A Guide to Municipal Progress Reporting*, it is recommended that municipal progress reporting schemes be developed based on eight broad principles:

1. **Flexibility** – Local interests and needs are varied across the province and must be allowed to flourish within respective jurisdictions. Diverse populations have created a range of cultures, each with their own distinctive needs, wants and aspirations. Any progress reporting scheme must allow for local influences. One size does not fit all.
2. **Capacity** – Some communities have a great deal of internal capacity while others have very little. The local government structure must balance the required information with their capacity to capture and report on it.
3. **Relevance** – The reporting system must be relevant to the local conditions. Such factors as demographics, topography, climate and economic base all contribute to making communities unique. As a result, reporting should be tailored to local circumstances.

4. **Jurisdiction** – Reporting obligations are limited to those matters over which the local government has the legislative authority to influence.
5. **Simplicity** – Progress reports may be comprehensive or as simple as staff resources allow. Communities that wish to may develop comprehensive planning and reporting mechanisms, but there is no intent to place unrealistic burdens on smaller communities where staff resources are limited.
6. **Incremental** – Progress reporting can be a simple extension of existing reporting activities. If possible, reporting obligations can be combined and a system put in place that would allow monthly updates to be prepared easily, rather than having to undertake a major annual reporting task.
7. **Tailored to the Audience** – The level of interest and community involvement in developing objectives and reporting on performance measures will vary across the province. Accordingly, local governments can construct their own objectives and progress report consistent with the interests and expectations of local residents. It is up to each council and staff to determine the appropriate level of public participation.
8. **Brevity** – Consistent with community interests and available resources, a brief and concise progress report may be preferred to an exhaustive factual analysis that few will read.

That same *Guide* suggests that to be effective municipal objectives must be **SMART** (Specific, Measurable, Achievable, Relevant and Time-Related.)

Related Links

- [Financial Budgeting](#)
- [Financial Reporting](#)
- [Financial Statements & Annual Reports](#)
- [Local Government Meetings](#)
- [Local Government Statistics](#)
- [Permissive Tax Exemptions](#)
- [Property Value Taxes](#)

Contact Information

[Contact us](#) if you have questions about local government financial reporting.

Victoria Office:

[250 387-4020](#)



PART B Corporate Plan 2019-2022 - combined

<https://www.dnv.org/corporate-plan-2019-2022>

Note: This collects all the pieces of the above site into a single document – by Corrie Kost

1. Introduction

Our Corporate Plan sets strategic directions that move us closer to the shared vision of the community as expressed in the Official Community Plan (OCP) over the coming four years. It also helps us fulfill our mission for service and leadership.

To achieve this, the plan translates long-term aspirations into priority areas and shorter-term objectives.

[Read More](#)

1. Introduction

A message from Chief Administrative Officer, David Stuart

The Corporate Plan not only brings focus to essential work, but also ensures that this work is appropriately funded and resourced through Financial Plan allocations and within divisional work plans.

Advancing the District's mission

The Corporate Plan is designed to advance the District of North Vancouver's mission as an organization: to provide leadership and exemplary public service fostering the economic, social and environmental well-being of our community's needs for today, and its aspirations for tomorrow. This plan reflects corporate investments in issues that matter most to our community: housing, transportation, climate, the economy and services.

In an increasingly complex and rapidly changing world, our role as local government is to act as stewards of the community and to manage the impact of these emerging issues while providing service levels the community needs and expects.

Impacts of the COVID-19 pandemic

I would be remiss if I did not mention the situation we find ourselves in at the time of publishing this plan. The COVID-19 pandemic has impacted all aspects of our lives and work in a dramatic way. While we are committed to ensuring we stay accountable to the objectives we had established in early 2019, it is quite likely that many of the initiatives and projects included in this plan will require adjustments to their timelines.

I would like to extend my thanks to all those who contributed to the development of the 2019-2022 Corporate Plan.

Sincerely,

David Stuart

Chief Administrative Officer

Our Foundation

Our vision, mission and values provide the foundation upon which we deliver the work outlined in this plan.

Vision

Inspired by nature, enriched by people.

Mission

We provide leadership and exemplary service that supports our community's needs today, and aspirations for tomorrow.

Values

The District's values reflect the culture of an organization dedicated to public service. These values support our mission to provide leadership and exemplary service every day and are the building blocks upon which we plan for our community's future.

- Passion to serve people and our community
- One team, one purpose
- Act with integrity
- Commit to safety
- Inspired by possibilities
- Embrace fun

Corporate Planning Framework

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. As such, the plan guides work within two time frames: Council's four-year term and the organization's ten-year strategic planning framework.

The objectives outlined in this plan are determined based on consideration of our mandate, strategic impact, funding availability, and organizational capacity.

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.

Directions, Goals and Priority Objectives

The Corporate Plan brings together Council's directions to the organization for its four-year term and the long-term corporate goals envisioned in strategic documents such as the Official Community Plan and long-term Financial Plan.

As an organization, the five corporate goals we have identified 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
- 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. Together, we view the Corporate Plan as a field guide, responsive and adaptive based on changing circumstances and new information, but always moving the District closer to the shared vision of the community.

The Impact of the COVID-19 Pandemic

The Corporate Plan was drafted in late 2019, with a planned launch in March of 2020. Due to the impact of the COVID-19 pandemic on our organization and our community, publication was delayed. While much of the forward-looking work articulated throughout this plan may require reconsideration, we are committed to sharing our intended goals and objectives.

Any changes in associated timelines or objectives will be reflected in subsequent reporting.

2. Livability and mobility

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.

To achieve this goal we will focus on strategies related to affordable housing, and those which support town centres. We will continue to focus on collaboratively improving transportation and mobility on the North Shore.

[Read More](#)

2. Goal: Enhanced livability and mobility

There is broad community concern about the state of the transportation system. Council wants to work toward outcomes that reduce traffic congestion and increase sustainable transportation options, and to do so in collaboration with North Shore, regional, and provincial partners. Furthermore, Council has stated that the most important housing outcomes of this term are to increase the diversity of housing options in the District and to make decisions that balance future housing needs with current needs.

Our priority areas and supporting objectives

In order to take steps toward fulfilling Council’s directions over the next four years, the objectives in this plan are aimed at increasing safe bike and pedestrian routes, increasing transit options, working to improve systems at all levels, challenging traditional standards, and imagining new mobility.

In terms of housing objectives, the focus is on increasing the number of social and affordable housing units for low to moderate income earners, increasing housing diversity, and using District land to meet housing and environmental needs.

Priority: Improve transportation and mobility

Supporting objectives	Lead	2019	2020	2021	2022
Advocate for increased transit and create supportive land use and built form	Engineering, Parks, and Facilities		•	•	•
Improve the road network within the District and connected to other municipalities	Engineering, Parks, and Facilities		•	•	•
Improve system planning, signalization and collaboration with the City of North Vancouver and Ministry of Transportation & Infrastructure	Engineering, Parks, and Facilities		•	•	•
Participate in studies of rapid transit options across Burrard Inlet	Engineering, Parks, and Facilities		•		
Manage the impacts of construction and development activity by coordinating developer, partner, and other projects	Engineering, Parks, and Facilities	Ongoing			
Improve traffic clearing on highways and highway bridges, working with stakeholders	Engineering, Parks, and Facilities	Ongoing			
Develop strategies for ride-hailing, autonomous vehicles, e-bike sharing and micro-transit	Engineering, Parks, and Facilities		•		
Increase and improve bicycle and pedestrian networks	Engineering, Parks, and Facilities		•		
Review and update District-wide parking policies including development ratios, Resident Parking Only, and time restricted and pay parking	Engineering, Parks, and Facilities		•	Ongoing	
Increase traffic enforcement and road safety	Police Services	Ongoing			

Priority: Focus on OCP objectives related to affordable housing and strategies supporting town centres

Supporting objectives	Lead	2019	2020	2021	2022
Identify rental and social housing opportunities	Planning, Properties and Permits		•		
Prioritize development that achieves OCP objectives and manage community impacts	Planning, Properties and Permits			•	
Address student housing needs with CapU	Planning, Properties and Permits	Ongoing			
Complete and implement a plan for the Delbrook site	Planning, Properties and Permits			•	
Update coach house policies and infill approaches	Planning, Properties and Permits			•	
Complete and implement a plan for the Oxford/Orwell housing site	Planning, Properties and Permits		•		
Identify options for affordable housing on District lands	Planning, Properties and Permits		•		
Update the current Community Amenity Contribution framework in line with community priorities	Planning, Properties and Permits		•		
Increase the number of supportive social housing units	Planning, Properties and Permits	Ongoing			
Increase civic engagement around housing affordability and transportation issues through museum programming	Museum and Archives	Ongoing			

COVID IMPACT: The Corporate Plan was composed prior to the COVID-19 pandemic and its subsequent and ongoing impacts on the organization and our community. While we continue to strive to achieve the goals and objectives stated throughout, we also understand that adjustments are probable given the changing circumstances in which we publish this plan.

3. Safety, health, resiliency

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.

We will achieve this goal by addressing our community's facility, recreation, and cultural needs and ensuring that our spaces and services are welcoming. We will prioritize plans and programs that promote the conditions for a safe and resilient community.

[Read More](#)

3. Goal: Foster community safety, health, and resiliency

Throughout Council's strategic planning process, community well-being was top of mind. This theme of well-being took many forms. Besides health and safety, it meant considering the value of our natural assets and balancing access to tourist attractions with local impacts, for example. It also includes the need to increase the resiliency of the District's populated areas to respond to shocks and natural disasters.

Our priority areas and supporting objectives

Encouraging community well-being spans District departments and partner agencies. Efforts range from developing a North Shore resilience strategy to improving demand management at our busiest attractions, to investing in new community facilities in our Lynn Creek and Lions Gate town centres.

Priority: Provide welcoming community spaces and services

Supporting objectives	Lead	2019	2020	2021	2022
Enhance the library digital experience through digital creation and skill-building	Library Services		Ongoing		
Increase community understanding of Indigenous and inter-cultural perspectives through library programming	Library Services		Ongoing		
Support delivery of the new Museum facility and enhance the distributed exhibition program	Museum and Archives		Ongoing		
Create welcoming library spaces for all	Library Services		Ongoing		
Adapt library services to changing needs	Library Services		Ongoing		

Priority: Address community facility, recreation and cultural needs

Supporting objectives	Lead	2019	2020	2021	2022
Complete and open the Lions Gate Community Recreation Centre (CRC)	Recreation and Culture		•		
Finalize planning and design for the Lynn Creek CRC	Recreation and Culture		•		
Commence planning for other recreation facility replacements	Recreation and Culture		•		
Complete the Strategic Facility Plan to align major building projects with the Asset Management Plan and changing needs	Engineering, Parks, and Facilities		•		

Supporting objectives	Lead	2019	2020	2021	2022
Build on the 2018 Recreation and Culture needs assessment to respond to priority needs	Recreation and Culture	Ongoing			

Priority: Explore opportunities for reconciliation

Supporting objectives	Lead	2019	2020	2021	2022
Enhance relationships and explore reconciliation opportunities with the Tsleil-Waututh and Squamish Nations	Corporate Services	Ongoing			
Update existing Service Agreements	Corporate Services	Ongoing			
Update the existing Cooperation Protocol Agreement	Corporate Services		•	•	
Negotiate a service agreement for the Tsleil-Waututh's proposed Addition to Reserve lands	Corporate Services	Ongoing			
Implement reconciliation measures through Museum and Archives programming and perspectives	Museum and Archives	Ongoing			

Priority: Focus on OCP objectives related to social well-being

Supporting objectives	Lead	2019	2020	2021	2022
Complete a Childcare Strategy and Action Plan	Planning, Properties, and Permits		•		
Complete a Heritage Strategy and make necessary changes to bylaws and policies	Planning, Properties, and Permits		•		
Foster inclusion and well-being through museum programming	Museum and Archives	Ongoing			

Priority: Manage outdoor recreation with an integrated approach

Supporting objectives	Lead	2019	2020	2021	2022
Actively manage demand and access to District parks and tourist attractions	Engineering, Parks, and Facilities			•	
Work with the Province, Metro Vancouver, CMHC, and the biking and hiking communities to develop a trail plan for Seymour Area	Engineering, Parks, and Facilities			•	

Supporting objectives	Lead	2019	2020	2021	2022
Construct new artificial turf fields at Inter River and Argyle	Engineering, Parks,and Facilities				•
With stakeholders, identify options to meet demand for fields and other related facilities	Engineering, Parks,and Facilities				•

Priority: Promote the conditions for a safe and resilient community through planning and protection programs

Supporting objectives	Lead	2019	2020	2021	2022
Complete the Maplewood Fire Rescue Centre and reallocate resources currently deployed at Halls 1, 2 and the Training Centre	Fire and Rescue Services	Ongoing			
Continue to enhance Fire Service Interoperability and Collaboration with partners	Fire and Rescue Services	Ongoing			
Increase effectiveness of the resource deployment model	Fire and Rescue Services			•	
Expand public education and community engagement	Fire and Rescue Services	Ongoing			
Heighten police visibility and presence in the community	Police Services	Ongoing			
Improve public safety through targeted and strategic crime reduction	Police Services	Ongoing			
Demonstrate accountability through effective engagement with the Police Committee, the District and City Councils and the community	Police Services	Ongoing			
Optimize use of police services resources	Police Services	Ongoing			
Complete the Operational Readiness Plan to better respond to disasters	North Shore Emergency Management			•	
Integrate digital media into the NSEM emergency preparedness program	North Shore Emergency Management			•	

COVID IMPACT: The Corporate Plan was composed prior to the COVID-19 pandemic and its subsequent and ongoing impacts on the organization and our community. While we continue to strive to achieve the goals and objectives stated throughout, we also understand that adjustments are probable given the changing circumstances in which we publish this plan.

4. Climate and environment

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.

We will continue as leaders in climate action, protecting and enhancing the environment through management programs and policies. We will strive to reduce emissions and update strategies to align with current targets.

[Read More](#)

4. Goal: Lead in climate emergency action and environmental management

The environment has long shaped the identity of this community. Council is committed to integrating environmental considerations into all of the District's decisions and practices, and envisions the District as a leader in climate emergency action and adaptation by 2022.

Our priority areas and supporting objectives

To achieve our goals to lead in climate emergency action and environmental management, we will undertake projects that raise awareness about climate change and the need to reduce GHG emissions, work together and learn from others, including the Tsleil-Waututh and Squamish Nations, update and create new policies that address the climate emergency, update our liquid and solid waste program, and implement integrated storm water management plans.

Priority: Build community and organizational capacity to respond to climate related shocks and disasters

Supporting objectives	Lead	2019	2020	2021	2022
Enhance wildfire mitigation , preparedness and response	Engineering, Parks, and Facilities Fire and Rescue Services		•		
Increase informed civic engagement around climate and the environment through museum programming	Museum and Archives		•		
Prepare the North Shore Resilience Strategy using the UN Sendai Framework for Disaster Risk Reduction	North Shore Emergency Management				•

Priority: Protect and enhance the environment through management programs and policy

Supporting objectives	Lead	2019	2020	2021	2022
Work with Metro Vancouver to complete the North Shore Liquid Waste Treatment Plant	Engineering, Parks, and Facilities	Ongoing			
Update our liquid waste, solid waste, water, storm water, debris management and energy management programs	Engineering, Parks, and Facilities		•		

Priority: Take action on climate change by reducing emissions and updating strategies

Supporting objectives	Lead	2019	2020	2021	2022
Update the Strategic Energy Management Plan and Green Building policy for corporate buildings	Engineering, Parks, and Facilities		•		
Implement projects to align the Strategic Facility Plan with Community Energy and Emissions Plan targets	Engineering, Parks, and Facilities	Ongoing			
Reduce the impact of single family home construction by updating DNV bylaws, policies, standards and procedures	Planning, Properties, and Permits		•		
Complete a multi-disciplinary plan to mitigate and adapt to climate change and commence implementation during this term	Planning, Properties, and Permits	•			
Pursue opportunities for leadership and innovation in the environmental field	Planning, Properties, and Permits		•		
Create a corporate and community carbon budget	Financial Services		•	•	
Optimize fleet services	Engineering, Parks, and Facilities		•		

COVID IMPACT: The Corporate Plan was composed prior to the COVID-19 pandemic and its subsequent and ongoing impacts on the organization and our community. While we continue to strive to achieve the goals and objectives stated throughout, we also understand that adjustments are probable given the changing circumstances in which we publish this plan.

5. Economy

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.

To achieve this goal we will continue to promote fairness in taxation and fees, explore and leverage funding opportunities for community improvements, and focus on strategies that support these objectives.

[Read More](#)

5. Goal: Achieve a balanced and fair economy

Council recognizes that a diverse and resilient local economy is a fundamental element of a healthy community. Priorities in its term include achieving a balance of jobs and housing, addressing property assessment inequities, and ensuring our land use plans and policies enable business to stay and grow in the District.

Council has also identified a particular need to examine the benefits and impacts of attracting regional visitors for recreation and other North Shore activities.

Our priority areas and supporting objectives

The Corporate Plan sets objectives in these areas: pursuing equity in taxation, fairly allocating the cost of community amenities and improvements, and promoting employment and economic activity in balance with its impacts on the local community.

Priority: Advocate for fairness in taxation and fees

Supporting objectives	Lead	2019	2020	2021	2022
Work with the Province and the Port to reduce port property tax inequities and better support businesses	Financial Services	Ongoing			
Advocate for a review of and changes to Metro Vancouver's funding model to ensure that member municipalities are receiving maximum value for the money expended	Financial Services		•		
Develop a comprehensive and fair strategy to deal with land encroachments	Planning, Properties, and Permits			•	

Priority: Explore and leverage funding opportunities to achieve community improvements

Supporting objectives	Lead	2019	2020	2021	2022
Develop short and long-term funding strategies for ride-hailing, autonomous vehicles, e-bike sharing and micro-transit	Engineering, Parks, and Facilities		•		
Pursue alternative revenue sources such as franchise fees, encroachments fees, gifts, bequests and grants	Financial Services	Ongoing			
Ensure development contributions are accurate and pay for growth impacts on services	Financial Services	Ongoing			

Priority: Increase employment opportunities and economic development activity, with attention paid to local impact

Supporting objectives	Lead	2019	2020	2021	2022
Review the Maplewood Plan to ensure alignment with housing, employment, and transportation needs	Planning, Properties, and Permits		•		
Work with the North Vancouver Chamber of Commerce and the business community to identify specific strategies to maintain and increase business and employment in North Vancouver	Corporate Services		•	•	•
Finalize the District policy with respect to cannabis stores	Planning, Properties, and Permits		•		
Continually assess land use plans and policies in order to encourage business sector sustainment and growth	Planning, Properties, and Permits		•		
Attract tourists and visitors to North Vancouver Museum and Archives	Museum and Archives	Ongoing			

COVID IMPACT: The Corporate Plan was composed prior to the COVID-19 pandemic and its subsequent and ongoing impacts on the organization and our community. While we continue to strive to achieve the goals and objectives stated throughout, we also understand that adjustments are probable given the changing circumstances in which we publish this plan.

6. Organizational resilience

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, facilities, and financial planning support this work.

We will achieve this goal by ensuring strong technical and administrative foundations and by enhancing community engagement practices.

[Read More](#)

6. Goal: Support a sustainable and service-oriented organization

Fostering organizational resilience is a key initiative of this Council. Council members identified these key outcomes of their term: adapting the long-term financial plan to act on Council's priority directions and determining how District land and revenues will be used to promote greater affordability.

Our priority areas and supporting objectives

To ensure that our staff are equipped with the tools and skills to deliver the highest level of public service, and are supported by a healthy and dynamic organization, the Corporate Plan includes objectives to: ensure equitable long range funding models, plan for a changing workforce, understand changing community and organizational needs, and to develop responsive and meaningful communications and engagement approaches.

Priority: Ensure strong technical and administrative foundations for continued service excellence

Supporting objectives	Lead	2019	2020	2021	2022
Implement the Digital Strategy to improve online services, information and public engagement	Corporate Services		•	•	•
Increase data collection in a wide variety of areas in order to be more responsive and make data-based service decisions	Corporate Services		•	•	•
Enhance existing financial systems with analytic software and automated processes	Financial Services		•	•	•
Complete conversion to new registration and scheduling technology	Recreation and Culture		•	•	•
Review and update delivery of solid waste services	Engineering, Parks, and Facilities			•	
Leverage technology to improve Streets' service levels, asset management, and public safety	Engineering, Parks, and Facilities		•		
Achieve a sustainable financial foundation and robust operations for North Vancouver Museum and Archives	Museum and Archives	Ongoing			

Priority: Continually enhance community engagement

Supporting objectives	Lead	2019	2020	2021	2022
Complete a robust representative survey to update our baseline understanding of community issues and service needs	Corporate Services			•	
Adjust practices to better support storytelling	Corporate Services		•	•	
Improve communication, notification and consultation practices regarding development processes	Planning, Properties, and Permits Corporate Services		•	•	
Improve document and records management	Corporate Services		•	•	

Priority: Foster an engaged and nimble public service

Supporting objectives	Lead	2019	2020	2021	2022
Update Human Resources plans that support corporate values, address training, development and succession planning	Corporate Services		•		
Develop robust practices for employee engagement and internal communications	Corporate Services	Ongoing			

Priority: Provide strong governance

Supporting objectives	Lead	2019	2020	2021	2022
Work with Council to update Council policies and procedures	Corporate Services		•		
Complete the long-term financial plan with a 10-20 year horizon to balance service delivery needs and affordability	Financial Services		•	•	
Complete the targeted review of the Official Community Plan and implement the required changes	Planning, Properties, and Permits		•	Ongoing	
Develop and implement a library strategic plan for 2020-2023	Library Services		•	Ongoing	
Identify possible improvements to the planning, operating and governance processes for recreation, arts, culture and parks	Recreation and Culture	Ongoing			
Develop a NVMA Strategic Plan and Work Plan	Museum and Archives	Ongoing			

COVID IMPACT: The Corporate Plan was composed prior to the COVID-19 pandemic and its subsequent and ongoing impacts on the organization and our community. While we continue to strive to achieve the goals and objectives stated throughout, we also understand that adjustments are probable given the changing circumstances in which we publish this plan.

7. Our progress

We are committed to sharing and reporting on progress made toward the strategic goals and objectives stated throughout this plan.

Council's directions and the organization's plans, policies and funding support the realization of these goals and objectives. We will report on the progress we make toward these objectives, and any adjustments made to them, through our Annual Report.

[Read More](#)

7. Reporting on our progress

The objectives in the 2019–2022 Corporate Plan advance strategic goals and are supported by Council directions, plans, policies, and funding. However, not all of the work of the municipality is reflected in this document.

Financial and human resources are also dedicated to operations and services that fulfill our local government mandate or legislative obligations. As such, it is to be expected that resource allocation decisions over time may impact progress on the strategic objectives outlined here.

Formal reporting on our objectives

Formal reporting on our Corporate Plan objectives, and any adjustments made to them, are done through the Annual Report.

- [View the 2021 Annual Report](#)
- [View the 2020 Annual Report](#)
- [View the 2019 Annual Report](#)

COVID IMPACT: The Corporate Plan was composed prior to the COVID-19 pandemic and its subsequent and ongoing impacts on the organization and our community. While we continue to strive to achieve the goals and objectives stated throughout, we also understand that adjustments are probable given the changing circumstances in which we publish this plan.

PART C Remarks on Agenda Item Notification

Dropping the words “Opportunity for public input” in the Council Agenda Item..

2010 - **dropped**

2011 - **dropped**

2012 - **dropped**

2013 - **YES**

2014 - **YES**

2015 - **dropped**

2016 - **dropped**

2017 - **dropped**

2018 - **YES** [190624SM.AGN.pdf](#)

2019 - **dropped**

2020 - **YES**

2021 - **dropped**

DISCUSSION TOPICS RELATED TO THE ANNUAL REPORT

1. The DCC charges – are at least 4 years out of date. <https://www.dnv.org/property-and-development/funding-services-and-amenities-new-developments> The related cost charges, which have increased significantly during the last 4 years, have resulted in millions of dollars of lost revenue from developments which were to “pay their own way”. Response?
2. Full pre-covid citizen rights of local and regional authorities should have been re-established as the situation allowed. In fact, the opposite seems to have occurred. Response?
3. Accessibility and transparency of revised procedures should have been provided to all citizens – not just those with internet access. Local newsprint coverage was limited. Response?
4. There appears to be a lack of a robust system of civic participation in public decision making. What specific steps are planned to remedy this?
5. Despite the 2011 OCP embedded requirements, more than 10 years has now passed since DNV has had a full review of the OCP. Are there any plans to remedy this?
6. Recreation, libraries, and other public services were largely closed or significantly reduced in 2020 and 2021. The long-term impacts – especially on seniors are likely significant. Proposed solutions?

7. In spite of cuts to many municipal services, municipal taxes and fees largely remained untouched. <https://lgiu.org/municipal-responses-to-the-covid-19-pandemic-in-canada/> Issue of fairness and equity. Same taxes – fewer services.
8. Park space was at a premium in 2021– exacerbated by previous decades of restricted expansion of park-space through low DCC rates for extra parkland. IMHI growth is not paying its own way. Proposed solutions?
9. Temporary outdoor patios – many on public spaces – provided much needed boost to adjacent restaurants. However, moving forward, this public subsidy should be reviewed. Opinions?
10. FCM & UBCM responses for municipalities to increase authority and increase their autonomy from the provinces has seemingly resulted in the opposite – with even zoning likely being mandated by the province of BC. How will this be addressed? What protection/process does the Community Charter provide?
11. Provincial law should be amended to capture the important role of municipalities in Canadian federalism, especially in the area of municipal finance.
https://commons.allard.ubc.ca/fac_pubs/665/

12. During approximately June 25 to July 1 619 people died in the 2021 “heat dome”. The tidbits on this issue on pages 73 & 100 of the 2021 Annual Report needs to be enhanced. “Jump on a heat pump project” <https://www.dnv.org/jump-new-heat-pump> is not enough. Response?
13. Has the DNV applied for the UBCM sponsored Extreme Heat Risk Mapping, Assessment, and Planning 2022 Program? Details? <https://www.ubcm.ca/sites/default/files/2022-05/lgps-cepf-2022-Extreme-Heat-Program-Guide-05-26-2022.pdf>
14. A lack of the usual public events, together with a possible resurgence of Covid during the **Oct 2022 municipal elections**, does not bode well for our democracy. Plans to address this threat?
15. What are our revised “long term funding models” to protect vital municipal serves in future pandemics as proposed by the FCM? <https://fcm.ca/en/resources/protecting-vital-municipal-services>
16. Where can one find the summary of all government grants received by the DNV in 2021?
17. Could staff/council **explain how** the MV Regional Industrial Lands Strategy, Metro 2050 Regional Growth Strategy, and regional transportation plan update – Transport 2050 **will influence the future of Maplewood Village**. (Page 75 of Annual Report)

18. Could an update – specifically on the status of the **Sewage Plant** be provided – and how it relates to upcoming DNV taxes? Note that little to none has been reported in the 2021 annual report.
19. As for the June 23rd ReTweet by a member of this council: *“Are [your city]’s engineers working towards a future of autonomous kids, or autonomous cars?”* I would hope that “both” would be the case. However, perhaps fostering autonomous kids may be the more difficult part!

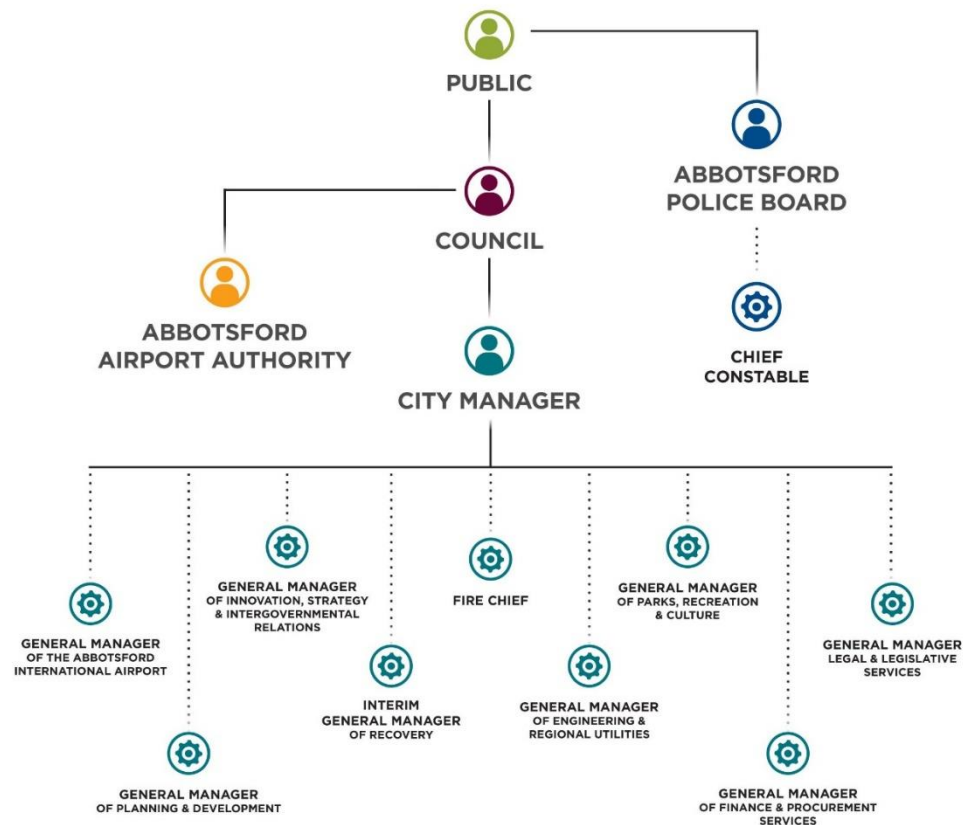
20. Organizational Chart –

Consider showing the “Public” at the top as in Abbotsford image below (refer to page 15 for DNV ORG CHART)

ORGANIZATIONAL STRUCTURE

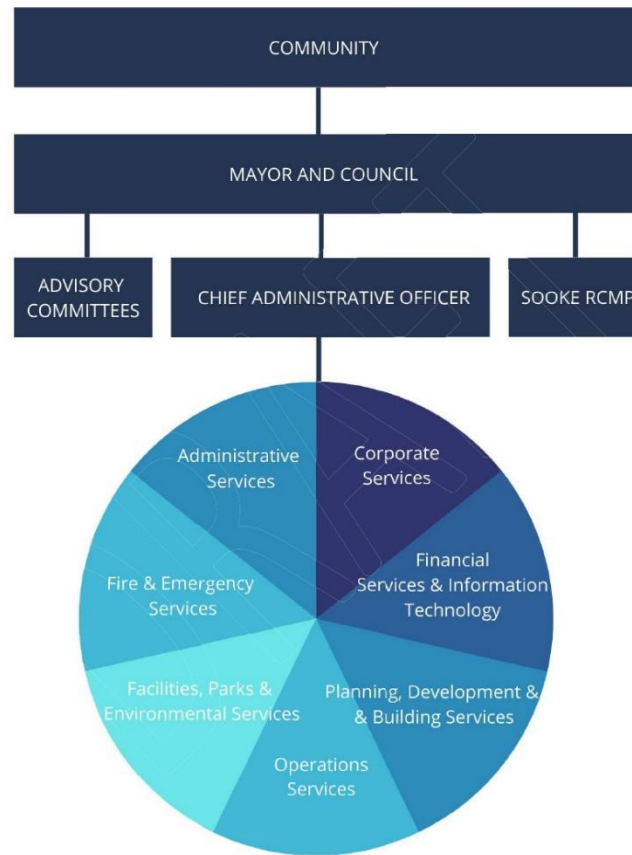
Mayor and Council are responsible for setting the direction and establishing the policies and priorities for leading the community. This direction is then carried out by the City's administration.

The Abbotsford International Airport and the Abbotsford Police Department report to independent Boards. All other Departments report directly to the City Manager, who is appointed by, and reports directly to, City Council. The City Manager is the Chief Administrative Officer for the City of Abbotsford.



21. Organizational Chart – Consider showing the “Community” at the top as in Sooke image below.

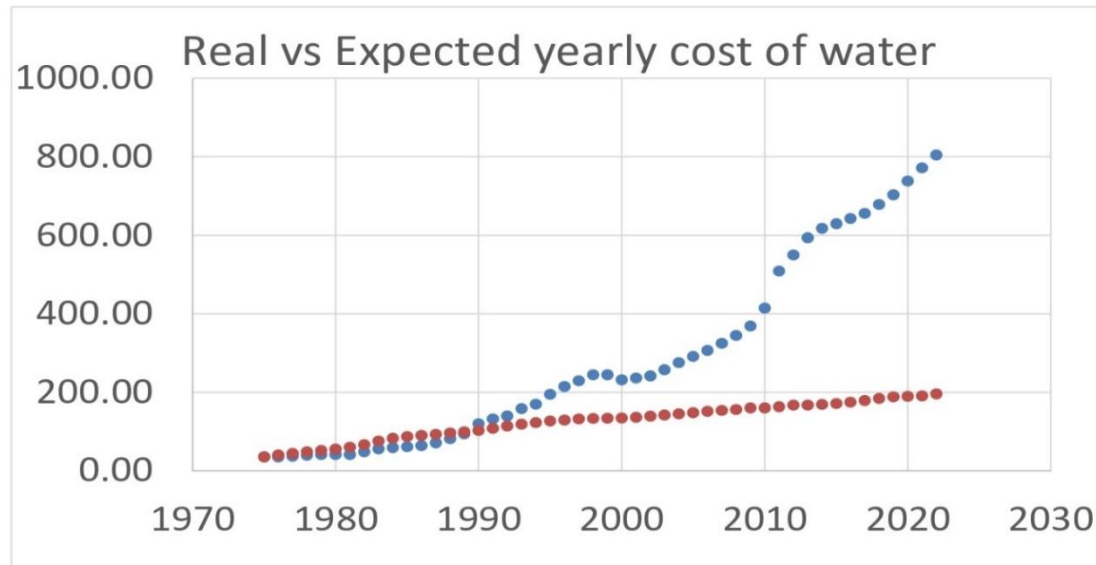
Organizational Structure



Sometimes the little things matter!

22. Annual Cost (\$) of residential Water vs Years 1975 to 2022

Note: The graph shows how since 1975 my water bill has increased far above (blue) accounting just for inflation (red).



As shown on page 103 of the Annual Report, our residents use about 500 ltrs/day/capita for which we pay about \$800/yr per household. The amounts to about \$2/day per household for 1 cubic-metre per day per household. The cost of our water is approx. on par with the price charged (albeit government subsidized) in the Middle East^(1,2) using modern desalination plants! The reference to desalination plants in Australia⁽³⁾ is worth a read.

(1) <https://www.researchgate.net/publication/221920835>

(2) <https://www.researchgate.net/publication/221920835> Economic Principles for Water Conservation Tariffs and Incentives

(3) <https://theconversation.com/cities-turn-to-desalination-for-water-security-but-at-what-cost-110972>

23. Ratings of BC Municipalities:

<https://www.langford.ca/langford-voted-1-most-resilient-city-in-bc-and-best-place-for-work-in-bc/>

DNV rated #4 in 2020 and #39 in 2021

24. Growth of Largest Municipalities over time 1871 to 2021

See **Population change visualizer** at

<https://www.cbc.ca/news/canada/british-columbia/british-columbia-population-1.6345688>

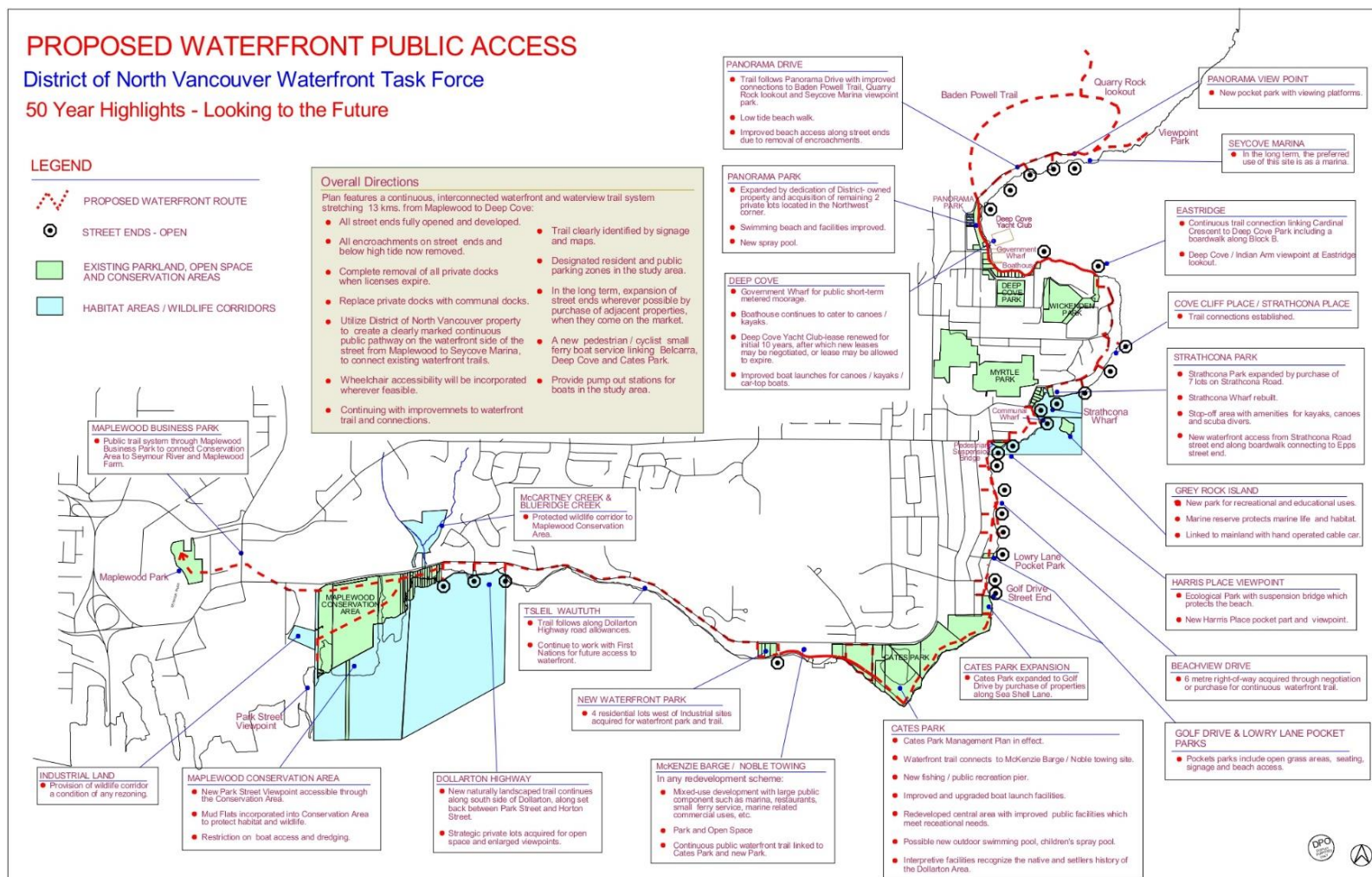
25. Failures to remedy noise/vibration from external sources experienced inside the homes by some residents in Upper Capilano and failure to address a 4-year hardship imposed upon a resident (and other residents nearby) relating to noise and light originating from a neighbour, are examples of Municipal Bylaw failures. Proper bylaw enforcement and/or bylaw changes should be pursued in such cases. **Everyone** should be able to have the peaceful enjoyment of their property. **Please read** <https://bcombudsperson.ca/assets/media/Special-Report-No-36-Bylaw-Enforcement-Best-Practices-Guide-for-Local-Governments.pdf> - specifically see pages 10-11. The role of council is clearly spelled out on pages 15-16. Response?

26. Many of our seniors are not computer savvy, nor have access to the internet, nor receive legal notifications by way of the local newspaper. As such, in spite of section 99(5) of the Community Charter it would be prudent and fair to have the **initial release** of the Annual Report at a public council meeting as has been the tradition for many years. Sadly, this tradition was not adhered to this year. Also, the report was released on Friday June 3rd while the first notification in the NSNEWS was on June 8th. We can and should do better to get more of our community involved.

27. There is the long outstanding issue of Deep Cove waterfront access and encroachments that have yet to have those lands returned to the public domain.

For more see Affidavit by Susan Rogers:

<https://www.google.com/url?esrc=s&q=&rct=j&sa=U&url=https://apps.cer-rec.gc.ca/REGDOCS/Item/Open/2784554&ved=2ahUKEwjM3MX79sz4AhWIK0QIHQqMAosQFnoECAGQAg&usg=AOvVaw0haoqzAdlBU1qhcm4bKXpm>



Waterfront Task Force.
(June 1995).
Phase I: Deep Cove to Dollarton Waterfront: Planning for the Future.

28. The section on Asset Sustainability Indicators (page 118) is again appreciated. However, since there are no cost estimates attached to each “Group” one cannot estimate the real cost estimates to bring each group item into say the “Good” category. That the \$42.8 million in ongoing funding to maintain “good” rating only amounts to 1.7% of the District’s \$2.5 billion asset replacement value is not very comforting. Reference and integration with “Asset Category “Useful Lives” table shown on page 28 (page 10 of the Consolidated Financial Statements) would assist in better understanding of this issue. Overall, the described item seems reasonable.
29. The Operating Surplus Ratio (Page 119) is shown for the years 2017 to 2021. What also needs to be shown is the “accumulated surplus”. Could we know this figure?
30. On the section Water Main Breaks (page 120) could we know a bit more on the state of the “**asbestos** cement pipes”? Say in the % of total and/or length still to be replaced? Response?
31. I should also mention that the front desk staff provide the public with a noteworthy phone response (rarely found in the industry – private or public). **A hearty thanks to all!**
32. The DNV website sorely lacks a proper search system. The search for the keywords “Corporate Plan” was not very successful. On the other hand a simple **external** Google Search “DNV Corporate Plan” provided the necessary reply as the first link! I suggest again the purchase of the requisite Google tool to enhance the internal DNV search function. The discussion on page 115 (Website Visits) to enhance “accessibility” fails to discuss the primary core requirements for the average person.

33. Employee Turnover is also mentioned on page 115. Could we know the overall cost to the taxpayer of severance payments – especially those not shown in the 2021 SOFI? Response?
34. Economy and Jobs : On page 106 mention is made of “a balance of jobs and housing”. The 2021 OCP was to provide 10,000 extra jobs by 2030. Could we be provided with the current status? Response?
35. It is disappointing that community access to meeting rooms (both at the hall and rec. centres) have remained problematic for so long. Some seniors programming (like bridge) have really suffered and seem unlikely to ever recover unless a concerted effort by DNV is undertaken to coordinate the restoration of this popular program. Response?
36. The continued many graphs on pages 80-120 for 2021 and pages 73-111 for 2020 in the Services and Operations sections of the Annual Report are much appreciated.

Thank you for reading, listening, and responding.