



Annual Report

Fiscal Year 2015 – 2016



FYE 2015-2016 Board of Directors

Executive Directors

James Carter (Chair)	Carter GM
Alan Haigh (Past Chair)	BlueShore Financial
Mehdi Shokri (1 st Vice)	Avison Young
Dave Dunbar (Treasurer)	Western Stevedoring
Scott Ellis (Exec. at Large)	Grouse Mountain Resorts

Directors

Brian Szabo	KPMG
Cam McLeod	Paul Davis Systems
Chuck Piercey	Ratcliff & Company
David Kim	BDC
Karmen Blackwood	Capilano University
Pararin Rahmani	North Shore Law
Sohail Kamal	North Shore Sports Medicine
Craig Keating (Councillor)	City of North Vancouver
Robin Hicks (Councillor)	District of North Vancouver

Chamber Staff

Louise Ranger	Chief Executive Officer
Misha Wilson	Membership Manager
Shelley VanderWal	Administrative Coordinator
Pam Buck	Events Contractor

Economic Partnership North Vancouver Staff

Patrick Stafford-Smith	Chief Development Officer
Clark Grieve	Business Program Specialist
Alexandra Yallouz	Communications Coordinator





110th Annual General Meeting

Wednesday, October 12th, 2016

BlueShore Financial – 3053 Edgemont Blvd., North Vancouver

AGENDA

5:30pm Registration & Networking

6:00pm Event Sponsor BlueShore Financial
Presenter: June Heng, Assistant Vice President of the Business Group

6:05pm Annual General Meeting

1. Call Meeting to Order – Mehdi Shokri, Chair
2. Approval of Agenda – Mehdi Shokri, Chair

Motion: To approve the AGM agenda as circulated.

3. Adopt Minutes of the Oct 21, 2015 AGM Minutes – Mehdi Shokri

Motion: To Accept and File the Board Approved Minutes of the Oct 21-2015 AGM as circulated.

Motion: That the Board of Directors approve the Minutes of the Oct 12-2016 AGM at the November 2016 board meeting with the provision that members will be given the opportunity to amend if needed at the 2017 AGM

4. Highlights of FYE 2016 Report - Louise Ranger, CEO
5. Report on audited financial statements - Dave Dunbar, Treasurer
6. Adjourn the Annual General Meeting – Mehdi Shokri, Chair

Motion: To adjourn the 110th Annual General Meeting

7. Closing Comments – Louise Ranger, CEO

Networking until 7:30pm





109th Annual General Meeting Minutes

Tuesday, October 21st, 2015

BlueShore Financial - 3053 Edgemont Blvd., North Vancouver

1. Call Meeting to Order at 6:11 pm
 - Chair James Carter explained the voting process and provided
 - Confirmation of Quorum; and
 - Confirmation of proper notice of meeting

2. Approval of Agenda

Motion: To adopt the agenda as presented.

Duly moved and seconded - CARRIED

3. Adoption of Minutes of the Oct 21, 2014 AGM Minutes

Motion: To adopt the Minutes of the Oct 21 -2014 Meeting as circulated.

Duly moved and seconded

Motion: That the Board of Directors approve the Minutes of the October 21, 2015 AGM at the November 2015 board meeting with the provision that members will be given the opportunity to amend if needed at the 2016 AGM.

Duly moved, seconded - CARRIED

4. Highlights of FYE2015 Report - Louise Ranger, CEO
Louise gave a brief presentation on the Chamber's success during the year.
5. Report on audited financial statements - Dave Dunbar, Treasurer
Dave gave a brief presentation on the Chamber's financial position.
6. Adjourn the Annual General Meeting at 6:24 pm

Motion: To adjourn the 109th Annual General Meeting



Chair's Report 2015-2016 – James Carter

It has been my absolute pleasure to Chair the North Vancouver Chamber's Board of Directors for the last fiscal year. We have achieved so much in the last three years and we have our dedicated volunteer board directors and the Chamber team to thank for that.

We set out almost four years ago to establish a coordinated economic body that would provide business input and influence major decisions in community planning on behalf of the business community. We also wanted to transition our Chamber from running the Visitor Centres and increase our resources to provide expert business advice and valued business services, help connect business to business, offer practical business workshops, and to become a one stop hub for relevant business stats and information.

We were able to raise the funds last year to bring this Vision to fruition and have since added the Economic Partnership team, renovated our offices to accommodate them, and assembled a very influential and committed team of local stakeholders including business sector leaders, First Nations and government representatives.

Our Economic Partnership team has conducted business pulse walks in the Central Lonsdale and Queensbury business zones to provide input and solutions to City Hall on ways to improve their business district and support a friend business environment. We also partnered with Capilano University to create practical small business workshops.

We streamlined all our administration duties, introduced our new logo and website and now have the time and resources to spend more focused time helping our members and the greater business community.

The Chamber Board is very optimistic about growing our membership this year and making a difference in the North Vancouver business environment.

I am pleased to pass on the gavel to this year's Chair, Mehdi Shokri who is a partner with Avison Young. Mehdi's expertise in the commercial real estate sector is a strong asset to the Chamber Board. The Chamber is in good hands and on a very positive track for future growth.

I want to thank Alan Haigh and Pararin Rahmani for their dedicated service on the Board of Directors and welcome Andrea Conn from Blueshore Financial this year.

Thank you for allowing me to be your Chair of the Board for the last fiscal year.





CEO's Report 2015-2016 – Louise Ranger

The Chamber has successfully completed year one of the Board's three year strategic action plan focusing on four key priority areas: 1) To Strengthen and Grow Membership, 2) Support Economic Development Initiatives, 3) Be the Voice of Business and Engage the Community and, 4) Be Effective and Efficient Operationally. We are very pleased to report that we have achieved all of our goals last year and are on our way to achieving this year's targets.

1. Strengthen and Grow Membership

To strengthen and grow our membership, we have to offer value to our members through our advocacy, networking, learning, promotional opportunities, support, tools and resources.

In FYE2016, the Chamber:

- held sixteen networking and engagement opportunities through our breakfasts, business after five receptions and keynote addresses throughout the year. Signature events included our Conversation with the Mayors luncheon, the MLAs Breakfast, our CEO series Luncheons with Robin Silvester from Port of Vancouver and Joe Galuch from Naikoon Construction with City Planner Michael Epp, and Derek Burleton, - TD Bank Group Economist. As well, we held our prestigious Business Excellence Awards Nominees Reception and Gala recognizing more than 18 local businesses;
- held three Emerging Leaders events to support North Vancouver's young professionals through mentorship and networking and to develop a voice for our future leaders;
- held three Brown Bag Seminars to help our members learn from other member experts on a variety of topics, twelve WorldHost Customer Service Workshops as well as four Member Orientation sessions;
- successfully transitioned visitor information services over to the Lonsdale Quay Market Corporation. Chamber members in Tourism are still able to rack their promotional brochures for free and continue to be represented at the Visitor Centre and through the Chamber;
- developed partnership and event plans to grow our sponsorship revenues and ensure our events are aligned with our goals and offer value to our members;
- secured two more Annual Partnerships with CN and Fibreco, growing our revenues;
- grew our social media presence and promotions for our members significantly; and
- updated our website to a WordPress site for a cleaner, easier to navigate, mobile friendly website.

2. Support Economic Development Initiatives

The Chamber has an important role to play in engaging the business community and local decision makers to foster a healthy local economy that contributes to a sustainable “Live, Work, Play” environment. With that in mind, the Chamber’s strategy to transition to the economic development lead organization for North Vancouver has mostly been realized. In FYE2016, the Chamber

- established the Economic Partnership North Vancouver (EPNV) Program by hiring an experienced team to support our goals and renovating the existing office space to accommodate them.
- established the Economic Partnership Board of Advisors and began implementation of their strategic action plan.
- made progress building strong, cooperative economic regional relationships;
- provided one-on-one business support and advice to many businesses and entrepreneurs,
- conducted business pulse walks in two retail districts including Queensbury and Central Lonsdale and wrote a detailed report of findings to make recommendations to City Council;
- organized three small business workshops partnering with Capilano University, and
- initiated collaborative roundtables/interviews to provide business input on town centre planning to local government.
- Created a detailed library of business stats and research data on business in North Vancouver.

3. Be the Voice of Business and Engage the Community

An important role of the Chamber is to identify, research and advocate on behalf of the business community. The Chamber in FYE 2016

- worked with the North Shore municipalities to promote the addition of a Lower Mainland inter-municipal business license program to support our businesses in the mobile trades;
- assisted with training 115 hosts with Worldhost Customer Service for the 55+ Games;
- held a business roundtable and several meetings with MP Jonathan Wilkinson to provide input on the Federal Budget and other issues that affect our members and our local economy;
- held a business roundtable with Mayor Walton and District staff to provide an opportunity for members to ask questions and provide feedback on the District’s bylaws, services, policies or processes that impact business.
- met with various stakeholders to discuss affordable housing options for local workers; and
- participated on the North Shore Multicultural Society’s NIISP Committee to participate in strategies to help welcome and integrate new immigrants into the community.

4. Be Effective and Efficient Operationally

The Chamber is in a good financial position and we do a lot with a little. We have to be as efficient with our time and resources as possible to achieve our goals. In FYE2016, the Chamber

- streamlined our accounting practices and procedures;
- implemented our new logo and branding and upgraded our website to a WordPress site for a cleaner, easier to navigate, mobile friendly website, for the Chamber and EPNV; and
- hired two summer students through the Canada Summer Jobs grant to assist with creating a business inventory list, resource database, and to analyze our membership database;
- utilized contractors to help with events and communication projects.

Areas of Focus for FYE June 2017

- Support the continued success of the Economic Partnership and our small business support programs;
- Focus on supporting our members to maximize the use of their membership;
- Grow the Membership by providing valuable events, seminars, tools and support.

The North Vancouver Chamber of Commerce is in a great position to take on more challenges, provide better value for our members and play a bigger role in supporting local economic development. We look forward to making a significant contribution to North Vancouver's business community this year and we thank our members for the role they play in supporting the Chamber's initiatives.

Please consider inviting other business leaders to join us and make the North Vancouver Chamber even stronger this year.



Financials 2015-2016 – Dave Dunbar, Treasurer

This report provides the highlights of the financial results included in the audited financial statements for the year ended June 30, 2016. This commentary does not form part of the audit process and includes various management statements and information about expectations for the future. It should be read in conjunction with the CEO's report.

Operations

In the year just ended we made two substantial moves within the accounting area, changing our bookkeeping provider and audit firms. We have worked through these changes and developed a streamlined approach to financial reporting. Of course, we also completed the office renovation which required a close examination of the balance sheet values related to the fixed assets of the Chamber, details of which will be discussed below.

Revenue

- Membership revenue of \$216K is a 7% increase over the previous year. At June 30 the Chamber had 701 members.
- Contracts \$107K are our municipal partners.
- Business Services \$30K include certificates of origin for export lumber.
- Commissions and Marketing \$79 is essentially the Chamber health plan marketing fees.
- Networking Events \$24K includes the revenue from regular events put on by the Chamber. Special Events \$64K includes the Business Excellence awards. Costs are identified separately below.
- Sponsorships \$136K are the major partners in the Economic Partnership.
- Government assistance \$120K is the Western Economic Diversification fund and Canada Student Job Grants.

Expenses

- Bad debts – are for members who chose not to renew
- Amortization is the periodic write off of the fixed assets
- Board and Committee – includes the refresh of the strategic plan and attendance at the BC and Canadian Chamber events.
- Special events \$71K and networking events \$17K relates to the line item in revenue above.
- Membership dues \$11 is membership in the BC and Canadian Chambers and is a portion of the annual dues charged to you as members each year.



- Administration \$132K is the general costs of running the office. The increase is a result of inclusion of the economic partnership and some one time expenses such as recruitment and temporary office relocation.
- The Visitors Centre \$19K relates to operations from the calendar year 2015.
- The loss on disposal of equipment \$13K is the unamortized balance of office furniture and equipment before the renovation.

Net Deficit – the overall result for the year was an excess of revenue over expenses of \$12K.

Balance Sheet

Assets

- The Chamber assets total \$540,000
- During the year the Chamber was able to maintain a positive cash position and not make use of the credit facility obtained for office improvements or economic partnership activities where reimbursement is received after submission of expenses.
- Accounts receivable includes a WED reimbursement amount of \$34K June 30.
- Fixed assets include the value of the improvements made over the current year. The book value of these assets has not greatly increased because we had to remove the value of the original improvements from the books.
- The improvement project totaled \$119K and has resulted in a modern office space that we will be amortizing over 15 years.
- The market value of the Chamber's real estate holdings is much more substantial than the book value. However, even that value is only paper wealth, the key strength is that the Chamber owns their place of business thus allowing current revenues to be focused on activities and not occupancy costs.

Liabilities

- These amounts (\$26K) include regular trade payable amounts and the accrual of payroll liabilities. Deferred Revenue (\$23K) relates to payments received by sponsors that are for the upcoming fiscal year.
- The Chamber has no long term liabilities.

Net Assets

The general fund represents the value of the Chamber assets over the liabilities as outlined. This does not represent funds available as most of the member's investment is in the Chambers premises.

NORTH VANCOUVER CHAMBER OF COMMERCE
Financial Statements
Year Ended June 30, 2016



Cahill Professional Accountants

NORTH VANCOUVER CHAMBER OF COMMERCE

Index to Financial Statements

Year Ended June 30, 2016

	Page
INDEPENDENT AUDITOR'S REPORT	1 - 2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Revenues and Expenditures	4
Statement of Changes in Net Assets	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 9



INDEPENDENT AUDITOR'S REPORT

To the Members of North Vancouver Chamber of Commerce

We have audited the accompanying financial statements of North Vancouver Chamber of Commerce, which comprise the statement of financial position as at June 30, 2016 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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.

Auditor's Responsibility

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

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

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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Independent Auditor's Report to the Members of North Vancouver Chamber of Commerce *(continued)*

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of North Vancouver Chamber of Commerce as at June 30, 2016 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

The financial statements for the year ended June 30, 2015 were audited by another accounting firm and are presented for comparative purposes only.

North Vancouver, British Columbia
September 14, 2016


Cahill Professional Accountants




NORTH VANCOUVER CHAMBER OF COMMERCE


Statement of Financial Position

June 30, 2016

	2016	(note 6) 2015
ASSETS		
CURRENT		
Cash	\$ 18,154	\$ 141,820
Accounts receivable	55,296	42,285
GST Recoverable	2,268	-
Prepaid expenses	2,373	2,260
	<u>78,091</u>	<u>186,365</u>
PROPERTY AND EQUIPMENT (Note 3)	<u>462,159</u>	<u>329,049</u>
	<u>\$ 540,250</u>	<u>\$ 515,414</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 25,835	\$ 30,059
GST payable	-	2,311
Deferred income	22,940	3,864
PST payable	5	19
	<u>48,780</u>	<u>36,253</u>
NET ASSETS		
General fund	<u>491,470</u>	<u>479,161</u>
	<u>\$ 540,250</u>	<u>\$ 515,414</u>

ON BEHALF OF THE BOARD

 Director

 Director

See accompanying notes to financial statements.

3



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NORTH VANCOUVER CHAMBER OF COMMERCE**Statement of Revenues and Expenditures****Year Ended June 30, 2016**

	2016	2015 (note 6)
REVENUE		
Memberships	\$ 216,446	\$ 202,868
Contracts	107,500	153,250
Business services	30,842	32,034
Commissions and marketing	78,957	75,684
Networking events	23,763	13,093
Visitor centres	621	728
Miscellaneous	766	1,261
Special events	83,935	119,477
Sponsorships	135,500	39,000
Government assistance	119,685	19,945
	<u>798,015</u>	<u>657,340</u>
EXPENSES		
Bad debts	24,676	24,309
Amortization	12,003	11,644
Memberships	1,027	3,068
Board and committee	12,921	10,195
Special events	71,555	79,784
Networking events	16,817	7,589
Member services	1,126	4,651
Business services	1,660	2,460
Membership dues	11,236	10,103
Administration	132,445	69,519
Salaries and wages	466,741	283,053
Visitor centre operations	18,749	58,172
Miscellaneous	1,748	957
Special projects	-	15,000
	<u>772,704</u>	<u>580,504</u>
EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS	25,311	76,836
Loss on disposal of property and equipment	<u>(13,002)</u>	<u>-</u>
EXCESS OF REVENUE OVER EXPENSES	\$ 12,309	\$ 76,836

See accompanying notes to financial statements.

4

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NORTH VANCOUVER CHAMBER OF COMMERCE

Statement of Changes in Net Assets

Year Ended June 30, 2016

	2016	2015 (note 6)
NET ASSETS - BEGINNING OF YEAR	\$ 479,161	\$ 402,328
Excess of revenue over expenses	<u>12,309</u>	<u>76,836</u>
NET ASSETS - END OF YEAR	<u>\$ 491,470</u>	<u>\$ 479,164</u>

See accompanying notes to financial statements.

5



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NORTH VANCOUVER CHAMBER OF COMMERCE**Statement of Cash Flows****Year Ended June 30, 2016**

	2016	2015
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 12,309	\$ 76,836
Items not affecting cash:		
Amortization of property, plant and equipment	12,003	11,644
Loss on disposal of property and equipment	13,002	-
	<u>37,314</u>	<u>88,480</u>
Changes in non-cash working capital:		
Accounts receivable	(13,011)	(16,006)
Inventory	-	1,020
Accounts payable and accrued liabilities	(4,224)	(1,294)
Deferred income	19,076	(27,679)
Prepaid expenses	(113)	20
GST payable (receivable)	(4,579)	-
PST payable	(14)	19
	<u>(2,865)</u>	<u>(43,920)</u>
Cash flow from operating activities	<u>34,449</u>	<u>44,560</u>
INVESTING ACTIVITY		
Purchase of property, plant and equipment	<u>(158,115)</u>	<u>(2,363)</u>
INCREASE (DECREASE) IN CASH FLOW	(123,666)	42,197
Cash - beginning of year	<u>141,820</u>	<u>99,623</u>
CASH - END OF YEAR	\$ 18,154	\$ 141,820

See accompanying notes to financial statements.

6

**Cahill Professional Accountants**

NORTH VANCOUVER CHAMBER OF COMMERCE

Notes to Financial Statements

Year Ended June 30, 2016

1. DESCRIPTION OF ORGANIZATION

The Chamber is a not-for-profit organization, incorporated under the Boards of Trade Act of Canada. The Chamber was established to advance industrial, commercial, economic, civil educational and social interest within or for the benefit of the City and District of North Vancouver. The Chamber supports and encourages the interests of citizens in municipal, provincial and national matters and acts on behalf of its members in all such matters.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Fund accounting

Revenues and expenses related to program delivery and administrative activities are reported in the General Fund.

There are currently no restricted funds

Revenue recognition

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributed services

The Chamber and its members contribute a significant amount of their time each year. Because of the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

Property and equipment

Property and equipment are stated at cost less accumulated amortization. Property and equipment are amortized over their estimated useful lives at the following rates and methods:

Land		Not amortized
Building	50 years	straight-line method
Furniture and fixtures	5 years	straight-line method
Building improvements	15 years	straight-line method

The Chamber regularly reviews its property and equipment to eliminate obsolete items.

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NORTH VANCOUVER CHAMBER OF COMMERCE

Notes to Financial Statements

Year Ended June 30, 2016

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

3. PROPERTY AND EQUIPMENT

	Cost	Accumulated amortization	2016 Net book value	2015 Net book value
Land	\$ 258,545	\$ -	\$ 258,545	\$ 258,545
Building	77,705	21,757	55,948	57,502
Building improvements	119,624	5,317	114,307	-
Equipment	38,491	5,132	33,359	13,002
	<u>\$ 494,365</u>	<u>\$ 32,206</u>	<u>\$ 462,159</u>	<u>\$ 329,049</u>

4. FINANCIAL INSTRUMENTS

The Chamber is exposed to various risks through its financial instruments. The following analysis provides information about the Chamber's risk exposure and concentration as of June 30, 2016.

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Chamber is exposed to credit risk from customers and members. The Chamber reviews its outstanding accounts receivables and periodically writes off amounts that are deemed uncollectible based on historical trends and other information. The Chamber has a significant number of customers which minimizes concentration of credit risk.

5. COMPARATIVE FIGURES

The prior year comparative figures were audited by another firm of chartered professional accountants and have been presented for comparative purposes only. Some of the comparative figures have been reclassified to conform to the current year's presentation.



NORTH VANCOUVER CHAMBER OF COMMERCE

Notes to Financial Statements

Year Ended June 30, 2016

6. CHANGE IN ACCOUNTING POLICY

Effective for the June 30, 2016 fiscal year end, the Chamber has changed its accounting policies with respect to the useful life and amortization of fixed assets in order to comply with CPA Handbook Part III section 4431 - Property, Plant and Equipment. The changes relate to the estimated useful life and the amortization rate for each class of property and equipment. The changes have been applied to the financial statements retrospectively. Please refer to the Chamber's accounting policy note for the revised amortization rates and estimated useful lives. The impact on the Chamber's June 30, 2015 financial statements are summarized below:

	As previously reported	Column Heading	Restated
Property and equipment	\$ 423,307	\$ (94,258)	\$ 329,049
Net assets	573,419	(94,258)	479,161
Net income	84,084	(7,248)	76,836

