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CITY OF VANCOUVER

INCLUDING BOARDS AND COMMISSIONS

BRITISH COLUMBIA

STATEMENT OF FINANCIAL INFORMATION

DECEMBER 31, 2021

- **FINANCIAL STATEMENTS**
- **SCHEDULE OF DEBTS**
- **SCHEDULE OF GUARANTEE AND INDEMNITY AGREEMENTS**
- **SCHEDULE OF REMUNERATION AND EXPENSES**
- **SCHEDULE OF SUPPLIERS FOR GOODS AND SERVICES**

Published pursuant to the Financial Information Regulations under the
Financial Information Act of British Columbia

CITY OF VANCOUVER
STATEMENT OF FINANCIAL INFORMATION APPROVAL

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.



Julia Aspinall, BA, CPA, CMA
Director, Financial Services
Deputy Director of Finance
March 21, 2022

CITY OF VANCOUVER

DIRECTOR OF FINANCE REPORT

The Financial Statements contained in this Statement of Financial Information under the Financial Information Act have been prepared by management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The City's Internal Audit Division has the responsibility for assessing the internal control environment of the City and making observations and recommendations on the effectiveness of management systems and processes. The Internal Audit Division reports to the Internal Audit Management Team.

The External Auditors, KPMG LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the Act. Their examination includes a review and evaluation of the City's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The External Auditors present their audit findings to City Council.

On behalf of the City of Vancouver,



Julia Aspinall, BA, CPA, CMA
Director, Financial Services
Deputy Director of Finance
March 21, 2022

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CITY OF VANCOUVER

BRITISH COLUMBIA

CONSOLIDATED
FINANCIAL STATEMENTS

2021

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Vancouver City Council 2018 – 2022

City Council is made up of the Mayor and ten councillors who are elected at large for a four-year term.



Councillor
Rebecca
Bligh

Councillor
Christine
Boyle

Councillor
Colleen
Hardwick

Councillor
Pete
Fry

Councillor
Adriane
Carr

Mayor
Kennedy
Stewart

Councillor
Melissa
De Genova

Councillor
Jean
Swanson

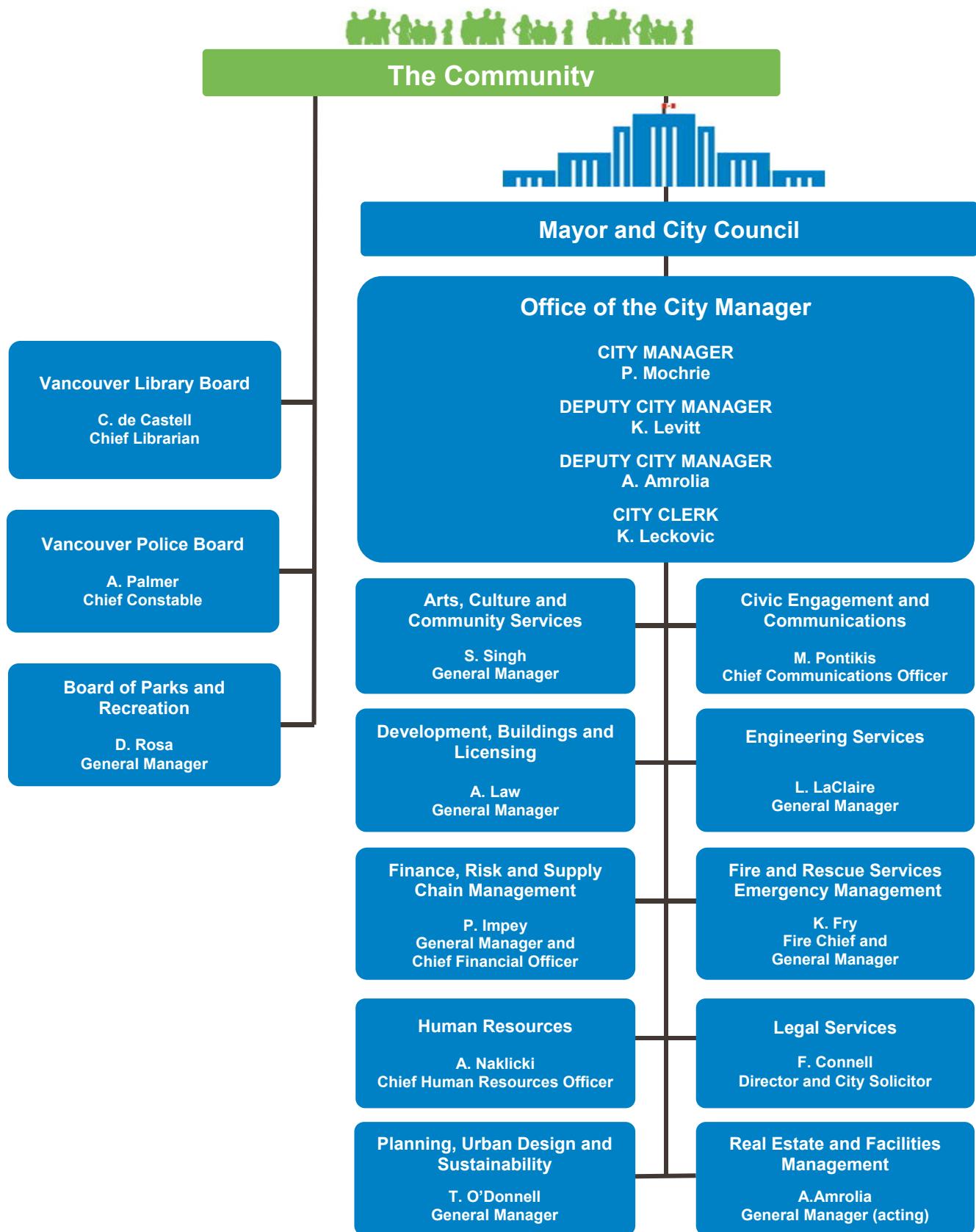
Councillor
Michael
Wiebe

Councillor
Lisa
Dominato

Councillor
Sarah
Kirby-Yung

CITY OF VANCOUVER ORGANIZATIONAL CHART

The City of Vancouver's organizational structure supports the community.



March 8, 2022**Mayor K. Stewart and Members of Council**

It is our pleasure to submit the Consolidated Financial Statements for the City of Vancouver for the year ended December 31, 2021. These financial statements include the financial position and results of operations of the City including its Boards and City-controlled entities. The preparation of the Consolidated Financial Statements is the responsibility of management and they have been prepared in accordance with Canadian Generally Accepted Accounting Principles as prescribed by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

To assist in meeting its responsibility, management maintains accounting, budget and other internal controls to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, and that assets are properly accounted for and safeguarded.

The City's financial statements consist of:

- Consolidated Statement of Financial Position – summary of financial and non-financial assets, liabilities and accumulated surplus at year end.
- Consolidated Statement of Operations – summary of revenues, expenses and annual surplus for the year.
- Consolidated Statement of Change in Net Financial Assets – summary of changes in financial assets and liabilities.
- Consolidated Statement of Cash Flows – summary of the sources and uses of cash in the year.

The Consolidated Financial Statements have been audited by the independent firm of KPMG LLP and their report precedes the financial statements.

The City has shown signs of recovery from the negative impacts of the COVID-19 outbreak. Throughout 2021, as the number of COVID cases decreased, the province gradually eased restrictions by re-opening facilities and events. However, the nature of the pandemic proved to be unpredictable as the Omicron variant caused another lock-down in December. The City is optimistic of its ability to fully recover from the negative economic effects of the pandemic but remains cautious in its financial planning as the pandemic continues to evolve.

Consolidated Financial Position

| (\$Millions) | 2021 | 2020 | Change |
|----------------------|------------|------------|------------|
| Financial assets | \$ 3,286.6 | \$ 3,477.3 | \$ (190.7) |
| Liabilities | 2,346.6 | 2,739.3 | (392.7) |
| Net financial assets | 940.0 | 738.0 | 202.0 |
| Non-financial assets | 7,781.2 | 7,399.9 | 381.3 |
| Accumulated Surplus | \$ 8,721.2 | \$ 8,137.9 | \$ 583.3 |

The City's consolidated financial position captures the total assets and liabilities of entities controlled by the City of Vancouver as at December 31 2021. The net financial assets, calculated as financial assets less liabilities, improved by \$202.0 million resulting in a net financial asset position of \$940.0 million (2020 - \$738.0 million) is primarily driven by revenue from developer contributions, empty homes tax revenue and government transfers received in advance of their intended use. A net financial asset position is an indicator of the funds available for future expenditures.

The City's non-financial assets increased in 2021 by \$381.3 million, bringing the total to \$7.8 billion. The increase is the net result of capital additions of physical assets in the year less disposals and amortization expense.

REPORT OF THE DIRECTOR OF FINANCE

The City's overall consolidated financial position, represented by accumulated surplus, improved by \$583.3 million in 2021 resulting in an ending balance of \$8.7 billion (2020 - \$8.1 billion). Accumulated surplus is primarily comprised of investment in tangible capital assets of \$6.8 billion (2020 - \$6.3 billion), as well as reserve balances set aside for specific purposes less obligations to be funded from future revenues of \$1.5 billion (2020 - \$1.6 billion) and fund balance of \$400.6 million (2020 - \$322.9 million).

Consolidated Results of Operations

| (\$ Millions) | 2021 Budget | 2021 | 2020 |
|----------------|-----------------|-----------------|-----------------|
| Revenues | \$ 2,037.7 | \$ 2,350.2 | \$ 1,858.2 |
| Expenses | 1,887.3 | 1,766.8 | 1,629.2 |
| Annual surplus | <u>\$ 150.4</u> | <u>\$ 583.4</u> | <u>\$ 229.0</u> |

The City of Vancouver's consolidated statement of operations shows evidence of the City's recovery from the negative impacts of the pandemic. This is reflected by increases in revenue from developer contributions, program fees, and license and development fees. The City also recognized significant funding from the federal and provincial levels of government in 2021. This includes \$62.0 million in grants from the Canadian Mortgage Housing Corporation (CMHC) for affordable housing. The City also received \$9.7 million from the Union of BC Municipalities (UBCM) as part of a \$19.4 million dollar grant for the Strengthening Communities Services Program with the remaining balance to be received in the future. This program is part of the federal and provincial COVID-19 Safe Restart Funding.

As part of the recovery, year over year expenses also increased by \$137.6 million as service and staffing levels increased from 2020 as a result of facilities and programs re-opening with reduced capacity and in addition the end of 2020 salary mitigation actions and collective bargaining settlements.

Year over Year Change

Consolidated revenues of \$2.4 billion increased by \$492.0 million over 2020 primarily due to developer contributions, re-opening of facilities and programs, property taxes and license and development fees revenue. Significant year over year changes in revenues include the following:

- \$259.1 million increase in contributed assets for land and buildings from developers for childcare and affordable housing.
- \$71.2 million increase in government transfers due to funding from the federal government for the purchase of hotels to be converted to affordable housing, and funding from Translink as public transit operations returns to pre-pandemic levels as well as COVID-19 Safe Restart funding.
- \$64.2 million increase in property taxes and utilities as part of annual rate increases.
- \$37.0 million increase in license and development fees collected due to increases in permit applications, large site rezoning applications as COVID restrictions were lifted.
- \$34.9 million increase in program fees as a result of the Pacific National Exhibition fair returning in 2021, increased attendance for golf, and the return of various other programs albeit at a reduced capacity due to COVID restrictions.
- \$26.6 million increase in cost recoveries and donations primarily resulting from greater recoveries for sewer and water connections resulting from new developments.

Consolidated expenses of \$1.8 billion increased by \$137.6 million over 2020 due primarily to the lifting of COVID-19 restrictions and facilities re-opening resulting in greater operational expenses. Significant year over year changes in expenses include the following:

- \$90.4 million increase in wages, salaries and benefits due to hires to support re-opening of facilities, merit increases, and new collective agreements with various unions.
- \$52.6 million increase in supplies, material and equipment to support facilities re-opening and increased costs for operations and utilities.

REPORT OF THE DIRECTOR OF FINANCE

The City's consolidated revenues exceeded expenses resulting in an annual surplus of \$583.4 million (2020-\$229.0 million). The surplus was primarily due to contributed tangible capital assets from developers totalling \$220.9 million, government transfers of \$88.1 million for capital related programs such as affordable housing and government operating program transfers in advance of their intended use. These amounts are restricted in their use.

Budget Variance

The Budget information presented in these consolidated financial statements is based upon the combined 2021 operating, capital and property endowment budgets as approved by Council on December 8, 2020 and adjusted to comply with Canadian public sector accounting standards for inclusion in the Consolidated Statement of Operations.

Consolidated revenues of \$2.4 billion were higher than budgeted revenues by \$312.5 million due primarily to contributed assets received from developers and senior government. Significant budget to actual variances include the following:

- \$77.2 million higher than budgeted developer contributions due to community amenity contributions and development cost levies, which are not budgeted, and held in reserve until utilized.
- \$40.1 million higher property tax revenues due to unbudgeted Empty Homes Tax to be used for affordable housing initiatives and lower than budgeted supplementary roll adjustments on property tax appeals.
- \$32.8 million higher than budgeted license and development fees due to increase in volume of permit applications and service and inspection fees. Revenue recognized from license and development permits that are not yet processed have an offset in reserve
- \$12.1 million higher than budgeted program fees due to increased golfing revenue and programs as COVID restrictions ease.

Consolidated expenses of \$1.8 billion were \$120.5 million lower than budgeted expenses due primarily to restricted operations and capacities of facilities due to COVID-19, and delays on capital projects. Significant budget to actual variances include the following:

- Community and Cultural Services - \$72.5 million lower than budgeted due to delays of market rental and social policy grant payments to non-for-profit organizations (NPO). The City requires NPOs to satisfy certain pre-requisites prior to payment which have not been met.
- General Government - \$37.1 million lower than budgeted due to lower transfers from reserves to reflect an improvement in the City's year-end position largely driven by improved revenue from eased COVID-19 restrictions.
- Engineering - \$16.4 million lower than budgeted due to delays in various projects because of scope redesign, and supply chain issues as a result of global challenges from the pandemic and from severe flooding.
- Parks and recreation - \$14.9 million lower than budgeted, as festivals and events have limited occupancy restrictions, resulting in fewer staff and operations expenses, as well as delays in land acquisitions.
- Police and Fire Protection - \$39.1 million higher than budgeted costs due to new collective agreements, and overtime.

In total, the City's annual consolidated surplus of \$583.4 million exceeded the budgeted annual surplus of \$150.4 million by \$433.0 million. The annual consolidated surplus will be utilized and transferred to various reserves for debt repayments, various priority initiatives including capital investments for affordable housing, and ensuring the City is resilient in a changing economic landscape.

REPORT OF THE DIRECTOR OF FINANCE

Tangible Capital Assets

Consolidated capital additions totalled \$585.4 million in 2021 and are comprised of the following:

| (\$Millions) | 2021 |
|--------------------------------------|-----------------|
| Land and improvements | \$ 136.6 |
| Buildings and leasehold improvements | 288.6 |
| Vehicles and other equipment | 19.7 |
| Computer systems | 25.5 |
| Infrastructure | |
| Streets and structures | 78.3 |
| Water system | 52.5 |
| Sewer system | 44.4 |
| Assets under construction | <u>(60.2)</u> |
| | <u>\$ 585.4</u> |

Infrastructure replacement and improvements of \$175.2 million were added in 2021. Land and improvements additions include \$20.4 million in road dedications, \$83.3 million in properties acquired for social housing and \$13.5 million in park improvements. Vehicle and other equipment additions consisted primarily of engineering heavy equipment. PNE rides and site improvements of \$0.3 million were also included in the equipment category. Building additions were primarily for capital maintenance of civic buildings and office renovations. Computer systems includes end of life replacement and additions of hardware of \$18.1 million and software applications of \$7.4 million.

Debt

In November 2021, the City issued its first sustainability bond of \$100.0 million, approved in the 2019-2022 Capital Plan maturing in 2031, with a coupon rate of 2.3%. The bond funds environmentally and socially sustainable initiatives and projects. During the year, the City repaid \$140.8 million of debt and amortized \$0.6 million of debt premium resulting in a total outstanding debt of \$1,013.2 million. At the end of 2021, the City has sinking fund debt reserves of \$423.2 million for future repayments.

| (\$Millions) | 2021 | 2020 | Change |
|-----------------------------|-----------------|-----------------|-----------------|
| Long term debt | \$ 1,013.2 | \$ 1,054.6 | \$ (41.4) |
| Less: Sinking fund reserves | <u>(423.2)</u> | <u>(458.8)</u> | <u>35.6</u> |
| Net long term debt | <u>\$ 590.0</u> | <u>\$ 595.8</u> | <u>\$ (5.8)</u> |

As part of the 2019-2022 Capital Plan, the City of Vancouver electorate had approved borrowing of up to \$495.0 million; \$300.0 million for the maintenance and replacement of existing and construction of new streets, parks and facilities infrastructure and \$195.0 million for sewer and neighborhood energy capital expenditures. The overall outstanding borrowing authority at the end of 2021 was \$188.8 million.

REPORT OF THE DIRECTOR OF FINANCE

Reserves

Under legislative or Council authority, the City has established a number of specific purpose reserves, in addition to the sinking fund debt repayment reserve. At the end of 2021, these specific purpose reserves totalled \$1,460.3 million, a net increase of \$117.9 million over 2020. These increases were driven primarily by an increase in the Capital reserve and the amounts are committed for future housing projects and community amenities.

The City reserves are grouped into five main categories reflecting the purpose of the reserve, and highlights of the major changes in the year are as follows:

Financial Stabilization – provides for mitigation of risks to the City's financial stability and a buffer for impacts of unplanned events, unforeseen emergencies and short-term relief from revenue fluctuations.

- The General Revenue Stabilization Reserve provides for operating contingency funds for events such as catastrophic events, environmental hazards, extraordinary public safety situations, economic downturns, unforeseen changes in revenues, and other risks and commitments. Over the last two years the City has utilized this reserve to offset the financial impact of the pandemic. At the end of 2021, the balance in the reserve is \$162.2 million of which \$84.8 million of permit revenue was set aside for backlog processing and another \$44.0 million in emerging risks and other commitments. This leaves the City with \$33.4 million available for general operating contingencies compared to a desired target balance of \$100-\$200 million.
- The Solid Waste Capital Reserve is being accumulated to fund closure and post-closure costs at the City's landfill. The present liability is calculated based on the ratio of utilization to the total capacity of the landfill site and the discounted value of future estimated cash flows associated with closure and post-closure activities. At year-end, the liability amounted to \$57.9 million, with the remaining capacity of 5.7 million tonnes (20.2% of total capacity) to be utilized by 2036. During the year the reserve increased by \$3.1 million to \$68.0 million as a result of operating surplus, interest revenue and recoveries from Metro Vancouver of \$12.6 million offset by closure and operating capital expenditures of \$9.6 million.

Asset Management – provides for renewal, replacement and major maintenance of tangible capital assets.

- The Plant and Equipment Reserves which fund the long-term equipment replacement plan increased by \$7.3 million to \$63.2 million. The reserves are primarily funded by internal equipment charges provided in the Operating and Capital Budgets and proceeds from equipment disposals, which amounted to \$32.2 million in 2021. Expenditures in 2021 were \$25.0 million of which \$22.5 million related to fleet and equipment purchases, \$1.4 million related to funding of Vancouver Civic Theatres for building improvements and sound system upgrades, and \$1.1 million related to parking meter purchases and upgrades.

Future Capital – provides for new capital asset additions to address City growth.

- The Affordable Housing Reserves increased by a net amount of \$33.6 million to \$232.0 million, due primarily to Empty Homes Tax revenues committed to planned affordable housing initiatives.
- Community Amenity contributions from developers totaled \$52.6 million (2020 - \$20.8 million). Transfers and expenditures of \$22.7 million (2020 - \$27.0 million) for capital projects brought the year-end Community Amenities Reserve balance to \$459.3 million.
- Capital Facilities and Infrastructure Reserves hold funds for future streets and transit infrastructure and building projects. The Capital Facilities and Infrastructure Reserves increased by \$2.9 million to \$95.4 million, due primarily to a transfer of \$14.0 million from Revenue Fund annual surplus.

Special Revenue and Programs – holds funds received from external sources or designated for specific purposes.

- A net transfer of \$1.9 million comprises of transfers for insurance, public art, and social and cultural including Hastings Park. The balance for Special Revenue and Programs increased to \$170.5 million.

Future Debt Repayment – for future debt repayments

- A net transfer of \$6.7 million to cover the Sinking Fund deficit and a net transfer of \$0.3 million to provide funding for future debt issues increased the Future Debt Repayment Reserves with a balance of \$26.9 million.

REPORT OF THE DIRECTOR OF FINANCE

Climate-Related Financial Disclosures

The City is continuing its commitment to support the voluntary recommendations of the Task Force for Climate-Related Financial Disclosures (TCFD) by including climate-related financial disclosures in its annual financial report. This disclosure describes the City's governance, strategy, risk, management and metrics and targets related to climate adaptation and will evolve as both the field of climate-risk disclosure and the City's climate change planning and response matures. The disclosure can be found immediately following the audited financial statements.

Summary

The City's consolidated financial position improved in 2021 over 2020 as the City began to recover from the pandemic. The City had sufficient amounts in its General Revenue Stabilization to balance its 2021 operating budget. The City will have to continue to exercise prudent management and financial discipline to build the reserve towards the target balance.

The City's 2021 financial position remains healthy and is reflected in recent credit ratings updates. In February 2021, S&P Global Ratings, and in November 2021, Moody's Investors Service reaffirmed the City's credit rating of AAA and Aaa with stable outlooks, respectively. Both AAA and Aaa credit ratings reflects the agencies' assessments of the City's solid governance and experienced financial management team, consistent positive fiscal outcomes, high levels of liquidity, strong economy and budgetary performance, and strong debt affordability. Strong credit ratings provide the City with the opportunity to borrow at more favourable interest rates.

The pandemic continues to be a dynamic situation. Although there are signs of recovery, there is still uncertainty of the duration, and magnitude of impact on the economy and the City's finances. The City will continue to exercise fiscal responsibility to manage budgetary pressures.

Respectfully submitted,



Patrice Impey, B.Sc. MBA
General Manager, Finance, Risk & Supply Chain Management
Chief Financial Officer
Director of Finance



Julia Aspinall, BA, CPA, CMA
Director, Financial Services
Deputy Director of Finance



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Vancouver BC V7Y 1K3
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INDEPENDENT AUDITORS' REPORT

To the Mayor and Councilors of the City of Vancouver

Report on the Audit of Financial Statements

Opinion

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

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations for the year then ended
- the consolidated statement of change in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated 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 City as at December 31, 2021, 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 City 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 opinion.

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

Management is responsible for the preparation and fair presentation of the 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 City'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 City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City'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 that 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 City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- 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 City'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 City 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 manner 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.

Report on Other Legal and Regulatory Requirements

As required by the Vancouver Charter, we report that, in our opinion, the accounting policies applied in preparing and presenting financial statements in accordance with Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding period.

Chartered Professional Accountants

Vancouver, Canada
March 8, 2022

CITY OF VANCOUVER
Consolidated Statement of Financial Position
As at December 31
($\$000s$)

| | 2021 | 2020 |
|---|--------------|--------------|
| FINANCIAL ASSETS | | |
| Cash and cash equivalents (Note 2) | \$ 1,146,611 | \$ 1,141,886 |
| Investments (Note 3) | 1,900,173 | 2,066,044 |
| Accounts receivables (Note 4) | 237,705 | 267,271 |
| Lease agreement receivables (Note 5) | 2,094 | 2,083 |
| | 3,286,583 | 3,477,284 |
| LIABILITIES | | |
| Accounts payable and accrued liabilities (Note 6) | 558,885 | 838,239 |
| Deferred liabilities (Note 7) | 164,695 | 165,034 |
| Mortgage and loan agreement (Note 8) | 7,801 | 16,204 |
| Debt (Note 9) | 1,013,163 | 1,054,635 |
| Deferred revenue (Note 10) | 602,028 | 665,217 |
| | 2,346,572 | 2,739,329 |
| NET FINANCIAL ASSETS | | |
| | 940,011 | 737,955 |
| NON-FINANCIAL ASSETS | | |
| Inventory and prepaids | 29,024 | 25,376 |
| Tangible capital assets (Note 11) | 7,752,224 | 7,374,518 |
| | 7,781,248 | 7,399,894 |
| ACCUMULATED SURPLUS (Note 12) | | |
| | \$ 8,721,259 | \$ 8,137,849 |

Contractual rights, contingencies and commitments (Note 13)

See accompanying Notes to Consolidated Financial Statements

CITY OF VANCOUVER
Consolidated Statement of Operations
Years ended December 31
(\$000s)

| | 2021 Budget <small>(Note 15)</small> | 2021 | 2020 |
|--|--|--------------|--------------|
| REVENUES | | | |
| Property taxes, penalties and interest (Notes 13(e) and (g)) | \$ 941,985 | \$ 982,108 | \$ 935,538 |
| Utility fees | 339,922 | 338,501 | 320,914 |
| Program fees | 68,282 | 80,359 | 45,426 |
| License and development fees | 78,031 | 110,806 | 73,791 |
| Parking | 85,109 | 80,383 | 67,391 |
| Government transfers (Note 16) | 48,005 | 130,607 | 59,402 |
| Cost recoveries and donations | 62,296 | 116,830 | 90,250 |
| Investment income | 27,019 | 31,454 | 40,471 |
| Rental, lease and other | 61,781 | 66,561 | 70,062 |
| Bylaw fines | 17,577 | 25,427 | 16,156 |
| Developer contributions | 307,721 | 384,949 | 125,829 |
| Gain on sale of tangible capital assets | - | 2,239 | 12,957 |
| | 2,037,728 | 2,350,224 | 1,858,187 |
| EXPENSES | | | |
| Utilities | 342,248 | 334,774 | 325,828 |
| General government | 241,152 | 204,029 | 184,018 |
| Police protection | 349,736 | 377,197 | 350,064 |
| Fire protection | 145,381 | 157,024 | 145,955 |
| Engineering | 234,549 | 218,158 | 213,130 |
| Planning and development | 90,461 | 78,909 | 70,816 |
| Parks and recreation | 210,701 | 195,790 | 163,625 |
| Community and cultural services | 214,004 | 141,495 | 124,165 |
| Library | 59,100 | 59,438 | 51,609 |
| | 1,887,332 | 1,766,814 | 1,629,210 |
| ANNUAL SURPLUS | 150,396 | 583,410 | 228,977 |
| ACCUMULATED SURPLUS (Note 12) | | | |
| Beginning of year | 8,137,849 | 8,137,849 | 7,908,872 |
| End of year | \$ 8,288,245 | \$ 8,721,259 | \$ 8,137,849 |

See accompanying Notes to Consolidated Financial Statements

CITY OF VANCOUVER
Consolidated Statement of Change in Net Financial Assets
Years ended December 31
(\$000s)

| | 2021 Budget <small>(Note 15)</small> | 2021 | 2020 |
|---|--|------------------------|------------------------|
| Annual surplus | \$ 150,396 | \$ 583,410 | \$ 228,977 |
| Acquisition of tangible capital assets | (567,825) | (364,498) | (328,078) |
| Contributed tangible capital assets | - | (220,901) | (26,899) |
| Amortization of tangible capital assets | 208,245 | 205,326 | 197,786 |
| Gain on sale of tangible capital assets | - | (2,239) | (12,957) |
| Proceeds on sale of tangible capital assets | - | 4,606 | 30,429 |
| | <hr/> <hr/> (359,580) | <hr/> <hr/> (377,706) | <hr/> <hr/> (139,719) |
| Change in inventory and prepaids | - | (3,648) | (1,070) |
| CHANGE IN NET FINANCIAL ASSETS | (209,184) | 202,056 | 88,188 |
| NET FINANCIAL ASSETS | | | |
| Beginning of year | 737,955 | 737,955 | 649,767 |
| End of year | <hr/> <hr/> \$ 528,771 | <hr/> <hr/> \$ 940,011 | <hr/> <hr/> \$ 737,955 |

See accompanying Notes to Consolidated Financial Statements

CITY OF VANCOUVER
Consolidated Statement of Cash Flows
Years ended December 31
(\$000s)

| | 2021 | 2020 |
|--|---------------------|---------------------|
| CASH PROVIDED BY (USED IN): | | |
| Operating Transactions | | |
| Annual surplus | \$ 583,410 | \$ 228,977 |
| Items not involving cash | | |
| Amortization | 205,326 | 197,786 |
| Amortization of debt premium | (721) | (721) |
| Contributed tangible capital assets | (220,901) | (26,899) |
| Gain on sale of tangible capital assets | (2,239) | (12,957) |
| Recognition of deferred revenue | (197,243) | (95,654) |
| Change in non-cash items | | |
| Other financial assets and liabilities | (249,799) | 412,456 |
| Change in deferred liabilities | (339) | 55 |
| Change in inventory and prepaids | (3,648) | (1,070) |
| | 113,846 | 701,973 |
| Financing Transactions | | |
| Debt, mortgage and loan issues | 100,000 | 107,959 |
| Debt, mortgage and loan repayments | (149,154) | (132,731) |
| Deferred revenue receipts | 134,054 | 180,643 |
| | 84,900 | 155,871 |
| Capital Transactions | | |
| Acquisition of tangible capital assets | (364,498) | (328,078) |
| Proceeds of sale of tangible capital assets | 4,606 | 30,429 |
| | (359,892) | (297,649) |
| Investing Transactions | | |
| Net sale of investments | 165,871 | 196,046 |
| | 165,871 | 196,046 |
| NET INCREASE IN CASH AND CASH EQUIVALENTS | 4,725 | 756,241 |
| CASH AND CASH EQUIVALENTS | | |
| Beginning of year | 1,141,886 | 385,645 |
| End of year | <u>\$ 1,146,611</u> | <u>\$ 1,141,886</u> |

See accompanying Notes to Consolidated Financial Statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

The City of Vancouver (the “City”) was incorporated in 1886 and is governed by the Vancouver Charter, a private bill consented to by the Legislative Assembly of the Province of British Columbia. On March 11, 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. This resulted in governments worldwide, including the Canadian federal and provincial governments enacting emergency measures to combat the spread of the virus. The economic conditions and the City’s response to the pandemic had a material impact on the City’s operating results and financial position in 2021. The City has shown signs of economic recovery and financial improvements compared to prior year and budget. Although the COVID-19 situation remains dynamic, the City continues to monitor the financial impact and plans accordingly.

1. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Presentation

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

(b) Reporting Entity

The consolidated financial statements reflect the assets, liabilities, revenues and expenses of the reporting entity. The reporting entity is comprised of all the organizations controlled by the City. Inter-fund and inter-corporate balances and transactions have been eliminated. The entities included are as follows:

| | |
|---|--|
| Hastings Institute Inc. | Vancouver Civic Development Corporation |
| Harbour Park Development Ltd. | City of Vancouver Public Housing Corporation |
| Parking Corporation of Vancouver (EasyPark) | Pacific National Exhibition (PNE) |
| Vancouver Economic Commission | Vancouver Affordable Housing Agency |

The resources and operations of the City are accounted for in the following funds:

- Capital Fund - Accounts for capital expenditures supporting civic infrastructure and holds all properties required for civic use and the related debt.
- Revenue Fund - Accounts for revenue and expenditures for the general operations of the City including sewer, solid waste, and water and neighbourhood energy utilities.
- Property Endowment Fund – Accounts for parkades and properties which are leased to third parties being developed or held for resale or lease.
- Sinking Fund - Accounts for the accumulation of instalments generated from tax levies in accordance with the actuarial requirements for the retirement of sinking fund debt at maturity.
- Capital Financing Fund - Accounts for funds designated for the financing of capital works, for the issuance of the City's debentures and for funds set aside for the City's solid waste disposal program.
- Vancouver Affordable Housing Endowment Fund – Accounts for City-owned, non-market housing assets.

(c) Revenues

Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues.

The Vancouver Charter provides the City with the ability to collect, enforce collection and to introduce penalties. Property taxes are calculated based on the British Columbia Assessment Authority (BCAA)'s assessment value and annually approved mill rates by Council. Tax revenues are recognized when they meet the definition of an asset, have been authorized, and the taxable event occurs. Annual property tax levies and payments-in-lieu of taxes are recorded as taxes for municipal services in the year which they are levied. The City establishes a provision annually based on estimates for properties that have appealed their assessed value. The BCAA's appeal process may affect current year property assessments by supplementary roll adjustments. Adjustments on taxes are recognized in the year when the appeals are settled. The Empty Home tax was introduced in 2017. Properties deemed, determined, or declared empty are subject to a tax of 3.00% (2020 – 1.25%) based on the property's assessed value. Revenue is recognized within the fiscal year when collectability is assured.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

1. SIGNIFICANT ACCOUNTING POLICIES – Continued

(d) Deferred Revenue

(i) Development cost levies (DCL's):

The City collects development cost levies in accordance with Council-approved bylaws to finance growth-related projects including parks, childcare facilities, replacement housing, and engineering infrastructure. DCL's must be spent on projects within defined area boundaries and are recognized as revenue as Council approved expenditures are incurred.

(ii) Prepaid leases

The City has land leases with terms ranging from 3 to 99 years, some of which have been prepaid. These amounts are recognized as revenue on a straight-line basis over the lease term.

(iii) Capital contributions, government transfers, and other

Contributions for capital and other are recognized as the expenditures are incurred. Government transfers are recognized as revenue once stipulations are met.

(e) Cash, Cash Equivalents, and Investments

Cash and cash equivalents include short-term investments with maturity dates within 90 days of acquisition. Investments are comprised of money market instruments, term deposits, banker acceptances and corporate, federal and provincial bonds with maturity dates greater than 90 days after acquisition. Investments are recorded at cost and adjusted for amortization of premiums or discounts. Investment income is recognized as revenue the period it is earned.

(f) Non-financial Assets

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

(i) Tangible capital assets

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

| | Years |
|-------------------------------------|-----------|
| Landfill and land improvements | 15 to 60 |
| Buildings and building improvements | 25 to 100 |
| Leasehold improvements | 5 to 20 |
| Vehicles, equipment and furniture | 3 to 25 |
| Computer systems | 5 to 10 |
| Library books and materials | 10 |
| Infrastructure | |
| Streets and structures | 25 to 80 |
| Water system | 20 to 100 |
| Sewer system | 40 to 100 |

Annual amortization is charged commencing when the asset is acquired or available for use. Assets under construction are not amortized until the asset is available for productive use. The City does not capitalize interest associated with the acquisition or construction of a tangible capital asset. Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also recorded as revenue. Works of art, artifacts, cultural and historic assets are not recorded as assets in the consolidated financial statements.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

1. SIGNIFICANT ACCOUNTING POLICIES – Continued

(f) Non-financial Assets - Continued

(ii) Inventory and prepaids

Inventory and prepaid expenses held for consumption are recorded at the lower of cost and replacement cost.

(g) Pension Plan and Deferred Employee Benefit Liabilities

The City and its employees participate in the Municipal Pension Plan. The Municipal Pension Plan is a multi-employer contributory defined benefit pension plan. Payments in the year are expensed.

Employees are entitled to earned benefits related to non-vesting accumulating sick leave, sick leave gratuity and full vacation entitlement at retirement. Employees may also defer current vacation entitlements. The cost of post-employment benefits is actuarially determined based on service provided, a best estimate of retirement ages, and expected future salary and wage increases. The liability under these benefit plans is accrued based on projected benefits as the employees render service necessary to earn the future benefits.

Certain employees are entitled to income continuation benefits under long term disability plans. The City recognizes a liability and expense for these post-employment benefits in the period when the event occurs that obligates the City to provide the benefit.

(h) Landfill Closure and Post-Closure Costs

The Ministry of Environment and Climate Change Strategy establishes certain requirements in order for the City to obtain an Operating Certificate for its landfill site. Those obligations include closure and post-closure activities. The present value of the City's estimated future liability for these expenditures is recognized as the landfill site's capacity is used. This liability and annual expense is calculated based on the ratio of utilization to total capacity of the site.

(i) Liabilities for Contaminated Sites

The City recognizes a liability for remediation of a contaminated site when the site is no longer in productive use or an unexpected event resulting in contamination has occurred and the following criteria are satisfied: contamination exceeds an environmental standard, the City is either directly responsible or has accepted responsibility for remediation, it is expected future economic benefits will be given up and a reasonable estimate of the amount can be made. Future economic benefits are expected to be given up if the City has an external obligation to remediate a site or has commenced remediation on its own accord.

(j) Use of Estimates

Preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported consolidated amounts of assets and liabilities, 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 estimates include assumptions used in estimating provisions for accrued liabilities, legal claims, assessment appeals, landfill liability and contaminated sites liabilities and in performing actuarial valuations of employee future benefits. The amounts recorded for tangible capital assets are based on management's estimates of historical cost, useful lives and valuation for contributed assets.

Actual results could differ from the estimates and adjustments, if any, will be reflected in the period of settlement or upon a change in the estimate.

(k) Comparative Figures

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year. These changes did not have an impact on the annual surplus.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

2. CASH AND CASH EQUIVALENTS

| | 2021 | 2020 |
|------------------|---------------------|---------------------|
| Cash | \$ 1,146,611 | \$ 873,761 |
| Cash equivalents | - | 268,125 |
| | <u>\$ 1,146,611</u> | <u>\$ 1,141,886</u> |

Cash and cash equivalents includes short term deposits, bonds, and treasury bills. As at December 31, 2021, the City had no cash equivalents. The 2020 cash equivalents yielded an annual return of 0.09% to 0.50%.

3. INVESTMENTS

The Vancouver Charter enables the City to invest money that is not immediately required. Section 201(1) of the Charter limits the types of securities the City may purchase. The following is a summary of the City's current holdings:

2021:

| | Cost | Fair Market Value | Asset Mix | Interest Rates | Maturity |
|----------------------------------|--------------------|---------------------|-------------|----------------|--------------|
| Bonds | \$1,109,532 | \$ 1,104,754 | 58% | 0.65% - 3.25% | 0 - 29 years |
| Treasury Bills and Term Deposits | 790,641 | 790,641 | 42% | 0.62% - 1.50% | 0 - 1 year |
| Total | <u>\$1,900,173</u> | <u>\$ 1,895,395</u> | <u>100%</u> | | |

2020:

| | Cost | Fair Market Value | Asset Mix | Interest Rates | Maturity |
|----------------------------------|--------------------|---------------------|-------------|----------------|--------------|
| Bonds | \$ 853,319 | \$ 878,754 | 41% | 0.85% - 3.25% | 0 - 27 years |
| Treasury Bills and Term Deposits | 1,212,725 | 1,214,377 | 59% | 0.09% - 2.00% | 0 - 1 year |
| Total | <u>\$2,066,044</u> | <u>\$ 2,093,131</u> | <u>100%</u> | | |

4. ACCOUNTS RECEIVABLES

| | 2021 | 2020 |
|-------------------------------|-------------------|-------------------|
| Accrued interest | \$ 7,584 | \$ 9,769 |
| Employee advances | 372 | 1,044 |
| Local improvement receivables | 1,512 | 1,644 |
| Property taxes receivables | 71,399 | 95,844 |
| Rental and lease receivables | 5,489 | 5,889 |
| Trade and other receivables | 111,811 | 116,351 |
| Utility receivables | 39,538 | 36,730 |
| | <u>\$ 237,705</u> | <u>\$ 267,271</u> |

5. LEASE AGREEMENT RECEIVABLES

In 2013, the City provided a 10-year interest-free loan of \$1.95 million to S.U.C.C.E.S.S. Affordable Housing Society, in support of an affordable rental housing project. The loan, secured by a mortgage agreement, is due on December 1, 2023.

The remaining balance of \$0.15 million relates to lease agreement receivables for affordable housing.

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

| | 2021 | 2020 |
|--|-------------------|-------------------|
| Payroll liabilities | \$ 99,368 | \$ 76,285 |
| Property tax advance deposits and receipts | 130,323 | 105,702 |
| Other advance deposits and receipts | 77,262 | 66,670 |
| Trade and other liabilities | 251,932 | 589,582 |
| | <u>\$ 558,885</u> | <u>\$ 838,239</u> |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

7. DEFERRED LIABILITIES

| | 2021 | 2020 |
|---|------------|------------|
| Deferred employee benefit liabilities (a) | \$ 94,831 | \$ 95,343 |
| Landfill closure and post-closure costs (b) | 57,887 | 58,155 |
| Contaminated sites | 6,788 | 6,326 |
| Accrued interest on long term debt | 5,189 | 5,210 |
| | <hr/> | <hr/> |
| | \$ 164,695 | \$ 165,034 |

(a) Deferred Employee Benefit Liabilities

The City has accumulated \$62.6 million (2020 - \$58.6 million) in a reserve for the funding of post-retirement and post-employment benefits (note 12(a)). An actuarial valuation is completed once every three years. The last actuarial valuation was completed as at December 31, 2020. An extrapolation of the valuation for results as at December 31, 2021 uses the following valuation assumptions:

| | 2021 | 2020 |
|---|----------------|----------------|
| Discount rate | 2.90% | 3.03% |
| Inflation rate | 2.50% | 2.50% |
| Rate of compensation increase (including inflation) | 2.58% to 4.63% | 2.58% to 4.63% |
| Amortization period of actuarial loss in years | 12 | 12 |

| | 2021 | 2020 |
|------------------------------------|-----------|-----------|
| Sick leave gratuity | \$ 35,226 | \$ 35,091 |
| Deferred vacation | 13,375 | 13,853 |
| Non-vested accumulating sick leave | 25,592 | 25,275 |
| Long term disability | 19,820 | 19,643 |
| Other post-employment benefits | 23,006 | 23,131 |
| | <hr/> | <hr/> |
| Unamortized actuarial loss | (22,188) | (21,650) |
| | <hr/> | <hr/> |
| | \$ 94,831 | \$ 95,343 |

Reconciliation of deferred employee benefit liabilities:

| | 2021 | 2020 |
|--|------------|-----------|
| Accrued benefit obligation, beginning of the year | \$ 116,993 | \$ 96,848 |
| Current service cost | 9,592 | 11,666 |
| Interest cost | 3,560 | 3,375 |
| Actual benefits paid | (15,361) | (9,800) |
| Actuarial loss | 2,235 | 14,904 |
| | <hr/> | <hr/> |
| Accrued benefit Obligation, end of the year | 117,019 | 116,993 |
| Unamortized actuarial loss | (22,188) | (21,650) |
| | <hr/> | <hr/> |
| Deferred employee benefit liabilities, end of the year | \$ 94,831 | \$ 95,343 |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

7. DEFERRED LIABILITIES - Continued

(b) Landfill Closure and Post-Closure Costs

The City has accumulated \$68.0 million (2020 - \$64.9 million) in a Solid Waste Capital reserve for the funding of landfill liabilities (note 12(a)).

The landfill liabilities reported are based on the following assumptions:

| | 2021 | 2020 |
|---|---------|---------|
| Closure date | 2036 | 2036 |
| Years of post-closure maintenance | 30 | 30 |
| Total capacity (million tonnes) | 28.2 | 28.0 |
| Future costs (million) | \$197.2 | \$203.8 |
| Present value of future costs (million) | \$112.7 | \$113.6 |
| Deposited to date (million tonnes) | 22.5 | 21.8 |
| Utilization of total capacity to date | 79.8% | 77.9% |
| City's share of liability | 64.3% | 65.7% |
| Discount rate | 2.90% | 3.03% |
| Inflation rate | 2.00% | 2.00% |

In accordance with an agreement between the City and the Greater Vancouver Sewerage and Drainage District, the City is responsible for its share of the overall liability for closure and post-closure costs based on tonnage deposited by parties to the agreement.

8. MORTGAGE AND LOAN AGREEMENT

- (a) The mortgage agreement for \$2.1 million (2020 - \$2.4 million) payable to Canada Mortgage and Housing Corporation for a non-market housing project has interest payable at 2.09% and matures on June 1, 2023. The interest paid in 2021 was \$0.1 million (2020 - \$0.1 million).
- (b) The loan agreement is the revolving facility for the PNE with a Canadian chartered bank providing for borrowing of up to \$34.9 million (2020 - \$34.9 million). The facility bears interest at the bank prime rate minus 0.25% and is due on demand. As at December 31, 2021, \$5.7 million (2020 - \$13.8 million) has been drawn on this facility.

Principal payments on the mortgage and the loan agreement over the next 5 years and thereafter, assuming the loan agreement is not called, are as follows:

| | |
|----------------|-----------------|
| 2022 | \$ 369 |
| 2023 | 377 |
| 2024 | 384 |
| 2025 | 392 |
| 2026 | 401 |
| Thereafter | 139 |
| | 2,062 |
| Loan agreement | 5,739 |
| Total | <u>\$ 7,801</u> |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

9. DEBT

Debenture debt is shown at its face amount.

| Maturing in | Total |
|---------------------|---------------------|
| 2022 | \$ 754 |
| 2023 | 110,760 |
| 2024 | 105,764 |
| 2025 | 90,769 |
| 2026 | 90,773 |
| Thereafter | <u>592,141</u> |
| Subtotal Debt Issue | 990,961 |
| Unamortized Premium | 22,202 |
| Total | <u>\$ 1,013,163</u> |

Interest rates payable on the principal amount of the debentures range from 1.40% to 4.07% per annum (2020 - 1.40% to 4.07%). The weighted average interest rate on total external debt to maturity is 3.08% (2020 - 3.10%). Total interest paid in 2021 on externally held debt amounted to \$32.0 million (2020 - \$33.4 million). Reserve for debt retirement at December 31, 2021 amounted to \$423.2 million (2020 - \$458.8 million) (note 12) resulting in an unfunded external debt balance of \$590.0 million (2020 - \$595.8 million).

10. DEFERRED REVENUE

Deferred revenue is comprised of the following:

| | 2020 | Contributions and Interest | Recognized as Revenue | 2021 |
|-------------------------|-------------------|-------------------------------|--------------------------|-------------------|
| Development cost levies | | | | |
| City-wide | \$ 324,920 | \$ 74,140 | \$ (98,570) | \$ 300,490 |
| Area-specific | 109,952 | 1,142 | (13,605) | 97,489 |
| | <u>434,872</u> | <u>75,282</u> | <u>(112,175)</u> | <u>397,979</u> |
| Prepaid leases | 177,204 | 3,070 | (5,454) | 174,820 |
| Other | 53,141 | 55,702 | (79,614) | 29,229 |
| | <u>\$ 665,217</u> | <u>\$ 134,054</u> | <u>\$ (197,243)</u> | <u>\$ 602,028</u> |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

11. TANGIBLE CAPITAL ASSETS

| | Balance beginning of year | Additions net of transfers | Disposals | Balance end of year |
|-------------------------------------|---------------------------------|-------------------------------|--------------------|---------------------------|
| Cost | | | | |
| Land | \$ 2,359,759 | \$ 125,969 | \$ (1) | \$ 2,485,727 |
| Landfill and land improvements | 343,298 | 10,651 | (37) | 353,912 |
| Buildings and building improvements | 1,733,448 | 258,079 | - | 1,991,527 |
| Leasehold improvements | 70,829 | 30,502 | - | 101,331 |
| Vehicles, equipment and furniture | 423,218 | 19,663 | (2,387) | 440,494 |
| Computer systems | 273,083 | 22,951 | - | 296,034 |
| Library books and materials | 39,195 | 2,591 | - | 41,786 |
| Infrastructure | | | | |
| Streets and structures | 3,491,041 | 78,326 | (1,439) | 3,567,928 |
| Water system | 840,750 | 52,497 | (2,518) | 890,729 |
| Sewer system | 1,663,245 | 44,409 | (1,080) | 1,706,574 |
| Assets under construction | 145,990 | (60,239) | - | 85,751 |
| Total Cost | 11,383,856 | 585,399 | (7,462) | 11,961,793 |
| Accumulated amortization | | | | |
| Landfill and land improvements | 199,345 | 10,037 | (2) | 209,380 |
| Buildings and building improvements | 589,319 | 41,634 | - | 630,953 |
| Leasehold improvements | 29,848 | 5,241 | - | 35,089 |
| Vehicles, equipment and furniture | 263,498 | 24,801 | (1,945) | 286,354 |
| Computer systems | 217,108 | 20,205 | - | 237,313 |
| Library books and materials | 27,539 | 2,206 | - | 29,745 |
| Infrastructure | | | | |
| Streets and structures | 1,993,168 | 72,180 | (1,048) | 2,064,300 |
| Water system | 231,119 | 10,743 | (1,441) | 240,421 |
| Sewer system | 458,394 | 18,279 | (659) | 476,014 |
| Accumulated amortization | 4,009,338 | 205,326 | (5,095) | 4,209,569 |
| Net book value | | | | |
| Land * | 2,359,759 | 125,969 | (1) | 2,485,727 |
| Landfill and land improvements | 143,953 | 614 | (35) | 144,532 |
| Buildings and building improvements | 1,144,129 | 216,445 | - | 1,360,574 |
| Leasehold improvements | 40,981 | 25,261 | - | 66,242 |
| Vehicles, equipment and furniture | 159,720 | (5,138) | (442) | 154,140 |
| Computer systems | 55,975 | 2,746 | - | 58,721 |
| Library books and materials | 11,656 | 385 | - | 12,041 |
| Infrastructure | | | | |
| Streets and structures | 1,497,873 | 6,146 | (391) | 1,503,628 |
| Water system | 609,631 | 41,754 | (1,077) | 650,308 |
| Sewer system | 1,204,851 | 26,130 | (421) | 1,230,560 |
| Assets under construction | 145,990 | (60,239) | - | 85,751 |
| Net Book Value | \$ 7,374,518 | \$ 380,073 | \$ (2,367) | \$ 7,752,224 |
| Net Book Value (2020) | \$ 7,234,799 | \$ 157,191 | \$ (17,472) | \$ 7,374,518 |

*The Assessed Value of land is \$24.5 billion (2020 - \$24.9 billion)

Additions include contributed tangible capital assets - buildings \$145.7 million, land \$69.2 million, Streets and structures \$3.5million, Sewer systems \$1.1million, Vechicles, equipment and furniture \$1.0 million and Water systems \$0.4 million.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

12. ACCUMULATED SURPLUS

| | 2021 | 2020 |
|--|--------------|--------------|
| Investment in tangible capital assets | \$ 6,753,462 | \$ 6,333,388 |
| Prepaid lease revenue not yet recognized | (151,689) | \$ (154,551) |
| Reserve for Sinking Fund debt retirement - statutory | 314,166 | 369,542 |
| Reserve for Sinking Fund debt retirement - non-statutory | 109,078 | 89,212 |
| Reserves (a) | 1,460,330 | 1,342,419 |
| Fund balances (b) | 400,607 | 322,873 |
| Obligations to be funded from future revenues (Note 7) | (164,695) | (165,034) |
| | <hr/> | <hr/> |
| | \$ 8,721,259 | \$ 8,137,849 |

(a) The following reserve amounts are set aside for specific purposes:

| | 2020 | Transfer To | Transfer From | Change During Year | 2021 |
|---------------------------------------|---------------------|-------------------|---------------------|-----------------------|---------------------|
| Financial Stabilization | | | | | |
| Deferred Payroll Obligation | \$ 58,570 | \$ 4,000 | \$ - | \$ 4,000 | \$ 62,570 |
| General Revenue Stabilization | 146,714 | 41,716 | (26,243) | 15,473 | 162,187 |
| Solid Waste Capital | 64,935 | 12,628 | (9,596) | 3,032 | 67,967 |
| Utility Rate Stabilization | 26,880 | 5,027 | (561) | 4,466 | 31,346 |
| Other | 7,139 | - | - | - | 7,139 |
| | <u>304,238</u> | <u>63,371</u> | <u>(36,400)</u> | <u>26,971</u> | <u>331,209</u> |
| Asset Management | | | | | |
| Golf Course and Artificial Turf | 3,655 | 500 | (984) | (484) | 3,171 |
| Plant and Equipment | 55,740 | 32,316 | (24,904) | 7,412 | 63,152 |
| Streets Capital Maintenance | 19,463 | 1,329 | (3,334) | (2,005) | 17,458 |
| | <u>78,858</u> | <u>34,145</u> | <u>(29,222)</u> | <u>4,923</u> | <u>83,781</u> |
| Future Capital | | | | | |
| Affordable Housing | 198,387 | 37,722 | (4,092) | 33,630 | 232,017 |
| Capital Facilities and Infrastructure | 92,519 | 16,342 | (13,486) | 2,856 | 95,375 |
| Community Amenities | 429,402 | 52,571 | (22,696) | 29,875 | 459,277 |
| Parking Sites | 43,836 | 18,325 | (7,907) | 10,418 | 54,254 |
| Pedestrian and Cycling | 6,715 | 400 | (91) | 309 | 7,024 |
| | <u>770,859</u> | <u>125,360</u> | <u>(48,272)</u> | <u>77,088</u> | <u>847,947</u> |
| Special Revenue and Programs | | | | | |
| Childcare Endowment | 18,086 | 273 | (636) | (363) | 17,723 |
| Community Amenity Operations | 11,553 | 309 | (491) | (182) | 11,371 |
| Donations | 16,266 | 2,083 | (1,223) | 860 | 17,126 |
| Emerging Neighbourhood | 10,000 | - | - | - | 10,000 |
| Insurance | 27,822 | 3,035 | (5,166) | (2,131) | 25,691 |
| Outstanding Commitments | 17,781 | 7,837 | (6,845) | 992 | 18,773 |
| Public Art | 17,391 | 2,169 | (921) | 1,248 | 18,639 |
| Social and Cultural | 27,608 | 2,077 | (1,475) | 602 | 28,210 |
| Other | 22,054 | 5,195 | (4,293) | 902 | 22,956 |
| | <u>168,561</u> | <u>22,978</u> | <u>(21,050)</u> | <u>1,928</u> | <u>170,489</u> |
| Future Debt Repayment | | | | | |
| | 19,903 | 7,154 | (153) | 7,001 | 26,904 |
| | <u>\$ 1,342,419</u> | <u>\$ 253,008</u> | <u>\$ (135,097)</u> | <u>\$ 117,911</u> | <u>\$ 1,460,330</u> |

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

12. ACCUMULATED SURPLUS - Continued

(b) Fund balances are comprised of:

| | 2020 | Change During Year | 2021 |
|--|-------------------|-----------------------|-------------------|
| Revenue Fund | \$ 26,239 | \$ - | \$ 26,239 |
| Capital Fund | (24,716) | 32,451 | 7,735 |
| Capital Financing Fund | 181,862 | 10,333 | 192,195 |
| Property Endowment Fund | 120,862 | 36,765 | 157,627 |
| Vancouver Affordable Housing Endowment Fund | - | (8,091) | (8,091) |
| Harbour Park Development Ltd. | (7) | (4) | (11) |
| Vancouver Civic Development Corp. | 11,940 | 17 | 11,957 |
| Hastings Institute Inc. | 258 | 6 | 264 |
| Pacific National Exhibition | (10,903) | 3,629 | (7,274) |
| City of Vancouver Public Housing Corporation | (542) | 271 | (271) |
| Vancouver Economic Commission | 1,110 | 312 | 1,422 |
| Parking Corporation of Vancouver | 342 | (20) | 322 |
| | <u>306,445</u> | <u>75,669</u> | <u>382,114</u> |
| Eliminations on consolidation | 16,428 | 2,065 | 18,493 |
| | <u>\$ 322,873</u> | <u>\$ 77,734</u> | <u>\$ 400,607</u> |

13. CONTRACTUAL RIGHTS, CONTINGENCIES AND COMMITMENTS

(a) Contractual Rights

The City's contractual rights arise from rights to receive payments under shared cost agreements and leases.

The City has entered into cost sharing agreements with senior governments and other agencies for projects in four priority areas, totalling \$220.8 million. Cumulative revenues of \$87.3 million have been recognized from the time that the agreements were entered, leaving \$133.5 million in contractual rights. Revenues under these contractual rights are expected to be recognized over the next four years as part of the City's capital plan activity.

Infrastructure Priority Area:

| | Shared Cost Revenue |
|---|---------------------|
| Affordable Housing | \$ 11,055 |
| Green Infrastructure & Climate Change | 39,454 |
| Rapid Transit & Transportation Infrastructure | 50,100 |
| Social & Community Infrastructure | 32,877 |
| | <u>\$ 133,486</u> |

The City leases real property to commercial, affordable housing and non-profit organizations with terms ranging from 1 to 116 years. The City has contractual rights to receive the following amounts of lease revenue in the next 5 years.

| Year | Lease Revenue |
|------|------------------|
| 2022 | \$ 32,355 |
| 2023 | 20,184 |
| 2024 | 16,843 |
| 2025 | 14,182 |
| 2026 | 12,304 |
| | <u>\$ 95,868</u> |

13. CONTRACTUAL RIGHTS, CONTINGENCIES AND COMMITMENTS – Continued

(b) Contingent Liability and Commitment

The City is contingently liable in respect of debentures of the Greater Vancouver Water District, the Greater Vancouver Sewerage and Drainage District and the Greater Vancouver Regional District.

The City 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 City holds 2 Class A shares and 1 Class B share (of a total 36 Class A and 19 Class B shares issued and outstanding at December 31, 2021). As a Class A shareholder, the City 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 City 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 \$22.4 million during the year (2020 - \$21.5 million).

(c) Municipal Pension Plan

The City 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, 2021, the plan has about 220,000 active members and approximately 112,000 retired members. Active members include approximately 42,000 contributors from local governments.

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

The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2,866.0 million funding surplus for basic pension benefits on a going concern basis.

The City paid \$84.4 million (2020 - \$80.5 million) for employer contributions while employees contributed \$68.2 million (2020 - \$64.8 million) to the plan in 2021.

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 individual employers participating in the plan.

(d) Contingent Legal Liabilities

As at December 31, 2021, there were various legal claims pending against the City arising in the ordinary course of its operations. The City has recorded a liability for certain uninsured claims, but has made no specific provision for those where the outcome is presently indeterminable. The City also has an insurance reserve of \$25.7 million (2020 - \$27.8 million) for potential claims (note 12(a)).

(e) Property Assessment Appeals

As at December 31, 2021, there were various assessment appeals pending with respect to properties. The outcome of those appeals may result in adjustments to property taxes receivable for the current and prior years. The City has estimated a liability for certain appeals and makes an annual provision against property taxes receivable for the impact of appeals.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

13. CONTRACTUAL RIGHTS, CONTINGENCIES AND COMMITMENTS – Continued

(f) Loan Guarantees

The City has entered into 60 year prepaid leases and operating agreements with respect to two affordable rental housing complexes in Southeast False Creek. Under the agreements, the City has guaranteed the operators' loan obligations with respect to their mortgages to finance the pre-paid rent. The outstanding balances of the mortgages as reported in their most recent audited financial statements are:

| | |
|---|----------|
| First Avenue Athletes Village Housing Co-operative as at September 30, 2021 | \$17,169 |
| S.U.C.C.E.S.S. Affordable Housing Society as at March 31, 2021 | \$19,979 |

(g) Collection of Taxes on Behalf of Other Taxing Authorities

| | 2021 | 2020 |
|---|------------------------|------------------------|
| Taxes collected by the City: | | |
| Property and business taxes | \$ 1,840,433 | \$ 1,576,899 |
| Payment in lieu of taxes | 31,754 | 29,186 |
| Local improvement levies | 519 | 620 |
| | <hr/> 1,872,706 | <hr/> 1,606,705 |
| Less taxes remitted to: | | |
| Province of British Columbia - School Taxes | 690,272 | 476,004 |
| Translink | 150,622 | 147,826 |
| B.C. Assessment Authority | 22,173 | 22,322 |
| Metro Vancouver | 27,428 | 24,913 |
| Municipal Finance Authority | 103 | 102 |
| | <hr/> 890,598 | <hr/> 671,167 |
| Net Taxes for Municipal Purposes | <hr/> <hr/> \$ 982,108 | <hr/> <hr/> \$ 935,538 |

14. TRUST FUNDS

Certain assets have been conveyed or assigned to the City to be administered as directed by agreement or statute. The City holds the assets for the benefit of, and stands in fiduciary relationship to, the beneficiary. The following trust funds and assets are excluded from the City's consolidated financial statements:

| | 2021 | 2020 |
|-------------------------|-----------------|-----------------|
| Vancouver Agreement | \$ 1,495 | \$ 1,846 |
| Cemetery Perpetual Care | 9,015 | 8,201 |
| General | 466 | 462 |
| | <hr/> \$ 10,976 | <hr/> \$ 10,509 |

The Vancouver Agreement is an urban development agreement between the Federal and Provincial Governments and the City to facilitate sustainable economic, social and community development in the City.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

15. BUDGET

The Budget information presented in these consolidated financial statements is based upon the 2021 operating, capital and property endowment budgets as approved by Council on December 8, 2020 and adjusted to comply with Canadian public sector accounting standards for inclusion in the Consolidated Statement of Operations and Consolidated Statement of Change in Net Financial Assets.

| Revenues | 2021 |
|--|--------------|
| Approved Budgeted Revenues | |
| Operating Budget | \$ 1,597,313 |
| Capital Budget | 352,975 |
| Property Endowment Operating Budget | 52,390 |
| Other City of Vancouver funds | 16,614 |
| Vancouver Public Housing Corporation | 4,154 |
| Pacific National Exhibition (1) | 27,464 |
| Other City of Vancouver Reporting Entities | 185 |
| | 2,051,095 |
| PSAB Revenue Adjustments | |
| Interfund revenue eliminated | (13,367) |
| Budgeted Revenues as presented in financial statements | \$ 2,037,728 |
| Expenses | |
| Approved Budgeted Expenditures | |
| Operating Budget | \$ 1,597,313 |
| Capital Budget | 352,975 |
| Property Endowment Operating Budget | 52,390 |
| Other City of Vancouver funds | 16,614 |
| Vancouver Public Housing Corporation | 4,154 |
| Pacific National Exhibition (1) | 33,306 |
| Other City of Vancouver Reporting Entities | 185 |
| | 2,056,937 |
| PSAB Expenses Adjustments | |
| Operating Budget PSAB expense adjustments (2) | 203,342 |
| Capital asset expenditures | (567,825) |
| Amortization of tangible capital assets | 208,245 |
| Interfund expense eliminated | (13,367) |
| | (169,605) |
| Budgeted Expenses as presented in financial statements | \$ 1,887,332 |
| Annual Surplus | \$ 150,396 |

Note:

- (1) Revised from Vancouver Budget 2021 amounts to align PNE's budget with the City's reporting period ending December 31, 2021. The PNE board approved budget information required for alignment was not available at the time of the City budget preparation.
- (2) Debt issue receipts, debt principal payments and transfers

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Tabular amounts in \$000s)
Year Ended December 31, 2021

16. GOVERNMENT TRANSFERS

| | Budget Program | 2021 | 2020 |
|--|-------------------|-------------------|------------------|
| By Source | | | |
| Federal | | | |
| Canadian Mortgage Housing Corporation Rapid Housing Initiative | Capital | \$ 62,041 | \$ - |
| Canada Infrastructure | Capital | 3,990 | - |
| Mountain View Cemetery Field of Honour | Capital | 1,115 | - |
| Zero Emission Vehicle Infrastructure Program | Capital | 315 | 360 |
| Other capital | Capital | 372 | 1,148 |
| Other operating | Operating | 360 | - |
| | | <u>68,193</u> | <u>1,508</u> |
| Provincial | | | |
| Revenue Sharing | Operating | 18,088 | 16,187 |
| Climate Action Revenue Incentive Program | Operating | 72 | 1,114 |
| COVID Safe Restart Grant | Operating | 9,676 | 16,371 |
| Federal Gas Tax Fund | Capital | 3,978 | 1,945 |
| COVID emergency response | Operating | 3,359 | 7,476 |
| BC Housing non-market housing operating subsidies | Operating | 5,161 | 5,160 |
| BC Housing capital | Capital | - | 5,843 |
| Library | Operating | 1,240 | 1,287 |
| Other capital | Capital | 2,056 | - |
| Other operating | Operating | 1,044 | 94 |
| | | <u>44,674</u> | <u>55,477</u> |
| South Coast British Columbia Transportation Authority | | | |
| Operations and maintenance | Operating | 3,487 | 1,407 |
| Major Road Network and Bike | Capital | 5,304 | 319 |
| Major Road Rehabilitation | Capital | 6,625 | - |
| Street signal and lighting rehabilitation | Capital | 2,324 | 441 |
| | | <u>17,740</u> | <u>2,167</u> |
| Other | | | |
| | Operating | - | 250 |
| | | <u>\$ 130,607</u> | <u>\$ 59,402</u> |
| By Budget Program | | | |
| Capital | | \$ 88,120 | \$ 10,056 |
| Operating | | <u>42,487</u> | <u>49,346</u> |
| | | <u>\$ 130,607</u> | <u>\$ 59,402</u> |

17. SEGMENTED INFORMATION AND EXPENSES BY OBJECT

City services are provided by departments and their activities are reported in the City's Funds as described in Note 1(b). 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 shown in General Government.

Amounts shown for wages, contract services, supplies and debt charges are the gross amounts incurred by departments for all segmented activity. Allocated costs include services performed by departments for other segments or for work related to capital construction activity.

The segments include:

- **General Government** which provides internal support services to Council and other departments who provide direct services to its citizens. These internal departments include the City Manager's Office, City Clerk, Financial Services, Real Estate and Facilities Management, Legal and Human Resources, Technology Services, Risk and Supply Chain Management.
- **Police Protection** which provides operational and investigation services to maintain public order, uphold the rule of law and prevent crime.
- **Fire Protection** which provides emergency and prevention services related to firefighting and medical services.
- **Engineering** which provides planning, design, construction and maintenance of the City's streets, street lighting, traffic control, parking enforcement, transportation planning and utility and communication corridors.
- **Utilities** which are managed by the Engineering department and provide planning, design, construction and maintenance related to the water distribution, sewerage collection, drainage, neighbourhood energy utilities and refuse removal services.
- **Planning and Development** which creates plans, programs and policies required for City-wide and community planning, zoning and subdivision, building by-law administration and inspection, various licensing and animal control services.
- **Parks and Recreation** which provides recreation services through its parks, community centres, swimming pools and ice rinks.
- **Arts, Culture, and Community Services** which includes the civic theatres and the Britannia Community Centre and other programs to create sustainable, creative and inclusive communities for living and working.
- **Library** which provides access to reading and information needs, and a free place for everyone to discover, create, and share ideas.

NOTE 17 CONTINUED – SEGMENTED INFORMATION AND EXPENSES BY OBJECT (Tabular amounts in \$000s)
Year Ended December 31, 2021

| | General Government | Police Protection | Fire Protection | Engineering | Utilities | Planning & Development | Parks & Recreation | Arts, Culture & Community Services | Library | 2021 Consolidated | 2020 Consolidated |
|--|-----------------------|----------------------|--------------------|--------------|------------|---------------------------|-----------------------|--|-------------|-----------------------------|-----------------------------|
| Revenues | | | | | | | | | | | |
| Property taxes, penalties and interest | \$ 982,108 | \$ - | \$ - | \$ - | \$ 338,481 | - | \$ 12 | - | \$ 982,108 | \$ 935,538 | |
| Utility fees | 8 | - | - | - | 338,481 | - | 12 | - | - | 338,501 | 320,914 |
| Program fees | 880 | 1,877 | 867 | 40 | 197 | - | 67,184 | 8,565 | 749 | 80,359 | 45,426 |
| License and development fees | 110,401 | - | - | (3) | 409 | - | - | (1) | - | 110,806 | 73,791 |
| Parking | 49,765 | 31 | - | 20,670 | - | - | 9,487 | 430 | - | 80,383 | 67,391 |
| Government transfers | 36,511 | 40 | 89 | 16,920 | 4,040 | 72 | 166 | 71,454 | 1,315 | 130,607 | 59,402 |
| Cost recoveries and donations | 7,140 | 32,818 | 12,757 | 16,101 | 37,390 | 2,048 | 4,411 | 2,732 | 1,433 | 116,830 | 90,250 |
| Investment income | 31,283 | - | - | - | - | - | - | 171 | - | 31,454 | 40,471 |
| Rental, lease and other | 34,221 | 64 | 20 | 9,874 | 764 | 1 | 7,079 | 13,358 | 1,180 | 66,561 | 70,062 |
| Bylaw fines | 25,430 | (1) | - | - | - | - | (7) | 5 | - | 25,427 | 16,156 |
| Developer contributions | 56,716 | - | - | 37,032 | 7,563 | - | 66,563 | 217,075 | - | 384,949 | 125,829 |
| Gain (loss) on sale of tangible capital assets | (442) | - | - | 4,213 | (1,497) | - | (35) | - | - | 2,239 | 12,957 |
| | 1,334,021 | 34,829 | 13,733 | 104,847 | 387,347 | 2,121 | 154,860 | 313,789 | 4,677 | 2,350,224 | 1,858,187 |
| Operating Expenses | | | | | | | | | | | |
| Wages, salaries and benefits | 113,471 | 313,823 | 137,874 | 94,942 | 60,852 | 68,595 | 111,106 | 41,710 | 42,308 | 984,681 | 894,298 |
| Contract services | 13,389 | 25,058 | 5,351 | 10,880 | 21,445 | 6,018 | 9,943 | 7,026 | 2,545 | 101,655 | 112,622 |
| Supplies, material and equipment | 49,816 | 25,704 | 7,353 | 25,230 | 203,715 | 4,295 | 44,472 | 74,722 | 7,658 | 442,965 | 390,348 |
| Debt charges | 1,286 | 859 | 889 | 5,698 | 14,270 | - | 5,469 | 3,366 | 350 | 32,187 | 34,156 |
| | 177,962 | 365,444 | 151,467 | 136,750 | 300,282 | 78,908 | 170,990 | 126,824 | 52,861 | 1,561,488 | 1,431,424 |
| Amortization | | | | | | | | | | | |
| | 26,067 | 11,753 | 5,557 | 81,408 | 34,492 | 1 | 24,800 | 14,671 | 6,577 | 205,326 | 197,786 |
| | 204,029 | 377,197 | 157,024 | 218,158 | 334,774 | 78,909 | 195,790 | 141,495 | 59,438 | 1,766,814 | 1,629,210 |
| Annual Surplus (Deficit) | | | | | | | | | | | |
| | \$ 1,129,992 | \$ (342,368) | \$ (143,291) | \$ (113,311) | \$ 52,573 | \$ (76,788) | \$ (40,930) | \$ 172,294 | \$ (54,761) | \$ 583,410 | \$ 228,977 |

**SUPPLEMENTARY
FINANCIAL
INFORMATION**

UNAUDITED

COVID-19 SAFE RESTART GRANT UNAUDITED (Tabular amounts in \$000s)
Year Ended December 31, 2021

In 2021, The City of Vancouver received approval for funding from the Union of BC municipalities (UBCM) for the Strengthening Communities' Services Program totalling \$19,351,572. This program is part of the federally and provincially funded Safe Restart program and is meant to address costs related to supporting unsheltered homeless populations and addressing the related community impacts as a result of COVID-19. Of the total approved funding, the City has received \$9,675,786. The remaining payment is to be provided when the city satisfies the terms and conditions as set forth by the agreement.

The schedule below summarizes the total funding approved for the City:

| | 2021 | 2020 |
|--|----------------|-------------|
| COVID-19 Safe Restart Grants approved: | \$ 19,352 | \$ 16,371 |
| Revenue recognized: | (9,676) | (16,371) |
| Balance, end of year | <hr/> \$ 9,676 | <hr/> \$ - |

FIVE YEAR - CONSOLIDATED STATEMENT OF FINANCIAL POSITION UNAUDITED (Tabular amounts in \$000s)
Years Ended December 31

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
| FINANCIAL ASSETS | | | | | |
| Cash and cash equivalents | \$ 1,146,611 | \$ 1,141,886 | \$ 385,645 | \$ 320,400 | \$ 184,694 |
| Investments | 1,900,173 | 2,066,044 | 2,262,090 | 2,060,045 | 1,900,806 |
| Accounts receivables | 237,705 | 267,271 | 265,411 | 281,310 | 209,907 |
| Lease agreement receivable | 2,094 | 2,083 | 2,161 | 8,290 | 13,861 |
| | <u>3,286,583</u> | <u>3,477,284</u> | <u>2,915,307</u> | <u>2,670,045</u> | <u>2,309,268</u> |
| LIABILITIES | | | | | |
| Accounts payable and accrued liabilities | 558,885 | 838,239 | 424,001 | 378,175 | 388,638 |
| Deferred liabilities | 164,695 | 165,034 | 164,979 | 164,272 | 168,824 |
| Mortgages and loan agreement | 7,801 | 16,204 | 15,229 | 21,625 | 30,408 |
| Debt | 1,013,163 | 1,054,635 | 1,081,103 | 1,083,202 | 993,440 |
| Deferred revenue | 602,028 | 665,217 | 580,228 | 525,820 | 476,049 |
| | <u>2,346,572</u> | <u>2,739,329</u> | <u>2,265,540</u> | <u>2,173,094</u> | <u>2,057,359</u> |
| NET FINANCIAL ASSETS | | | | | |
| | <u>940,011</u> | <u>737,955</u> | <u>649,767</u> | <u>496,951</u> | <u>251,909</u> |
| NON-FINANCIAL ASSETS | | | | | |
| Inventory and prepaids | 29,024 | 25,376 | 24,306 | 24,539 | 28,713 |
| Tangible capital assets | 7,752,224 | 7,374,518 | 7,234,709 | 7,086,656 | 6,935,837 |
| | <u>7,781,248</u> | <u>7,399,894</u> | <u>7,259,015</u> | <u>7,111,195</u> | <u>6,964,550</u> |
| ACCUMULATED SURPLUS | | | | | |
| | <u>\$ 8,721,259</u> | <u>\$ 8,137,849</u> | <u>\$ 7,908,782</u> | <u>\$ 7,608,146</u> | <u>\$ 7,216,459</u> |

FIVE YEAR - CONSOLIDATED STATEMENT OF OPERATIONS UNAUDITED (Tabular amounts in \$000s)
Years Ended December 31

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUES | | | | | |
| Property taxes, penalties and interest | \$ 982,108 | \$ 935,538 | \$ 873,498 | \$ 833,414 | \$ 753,152 |
| Utility fees | 338,501 | 320,914 | 299,411 | 277,143 | 260,786 |
| Program fees | 80,359 | 45,426 | 127,059 | 123,888 | 116,664 |
| License and development fees | 110,806 | 73,791 | 95,910 | 94,828 | 74,458 |
| Parking | 80,383 | 67,391 | 102,906 | 98,063 | 93,010 |
| Government Transfers | 130,607 | 59,402 | 51,545 | 67,784 | 51,780 |
| Cost Recoveries and Donations | 116,830 | 90,250 | 141,658 | 107,258 | 93,579 |
| Investment income | 31,454 | 40,471 | 49,070 | 37,681 | 28,497 |
| Rental, lease and other | 66,561 | 70,062 | 77,989 | 66,813 | 69,567 |
| Bylaw fines | 25,427 | 16,156 | 22,152 | 22,352 | 20,490 |
| Developer contributions | 384,949 | 125,829 | 132,695 | 256,763 | 331,587 |
| Gain (loss) on sale of tangible capital assets | 2,239 | 12,957 | (7,057) | (7,094) | (6,973) |
| | 2,350,224 | 1,858,187 | 1,966,836 | 1,978,893 | 1,886,597 |
| EXPENSES | | | | | |
| Utilities | 334,774 | 325,828 | 320,907 | 300,504 | 277,607 |
| General Government | 204,029 | 184,018 | 178,088 | 175,712 | 175,071 |
| Police Protection | 377,197 | 350,064 | 340,780 | 324,602 | 314,348 |
| Fire Protection | 157,024 | 145,955 | 140,368 | 136,046 | 131,425 |
| Engineering | 218,158 | 213,130 | 226,529 | 212,454 | 222,415 |
| Planning and development | 78,909 | 70,816 | 67,614 | 59,805 | 55,089 |
| Parks and recreation | 195,790 | 163,625 | 222,470 | 206,028 | 198,810 |
| Community and cultural services | 141,495 | 124,165 | 110,860 | 116,947 | 106,051 |
| Library | 59,438 | 51,609 | 58,497 | 55,105 | 53,763 |
| | 1,766,814 | 1,629,210 | 1,666,113 | 1,587,203 | 1,534,579 |
| ANNUAL SURPLUS | \$ 583,410 | \$ 228,977 | \$ 300,723 | \$ 391,690 | \$ 352,018 |

FIVE YEAR – RESERVES UNAUDITED (Tabular amounts in \$000s)
Years Ended December 31

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Financial Stabilization | | | | | |
| Deferred Payroll Obligation | \$ 62,570 | \$ 58,570 | \$ 54,974 | \$ 54,974 | \$ 54,974 |
| General Revenue Stabilization | 162,187 | 146,714 | 134,956 | 121,754 | 84,443 |
| Solid Waste Capital | 67,967 | 64,935 | 70,689 | 64,863 | 76,576 |
| Utility Rate Stabilization | 31,346 | 26,880 | 24,830 | 17,578 | 17,270 |
| Other | 7,139 | 7,139 | 6,939 | | |
| | <u>331,209</u> | <u>304,238</u> | <u>292,388</u> | <u>259,169</u> | <u>233,263</u> |
| Asset Management | | | | | |
| Golf Course and Artificial Turf | 3,171 | 3,655 | 4,316 | 5,148 | 5,045 |
| Plant and Equipment | 63,152 | 55,740 | 51,922 | 53,936 | 50,542 |
| Streets Capital Maintenance | 17,458 | 19,463 | 19,047 | 16,526 | 15,855 |
| | <u>83,781</u> | <u>78,858</u> | <u>75,285</u> | <u>75,610</u> | <u>71,442</u> |
| Future Capital | | | | | |
| Affordable Housing | 232,017 | 198,387 | 162,871 | 123,733 | 73,109 |
| Capital Facilities and Infrastructure | 95,375 | 92,519 | 83,645 | 75,283 | 54,147 |
| Community Amenities | 459,277 | 429,402 | 435,586 | 415,252 | 342,390 |
| Parking Sites | 54,254 | 43,836 | 44,818 | 41,971 | 36,848 |
| Pedestrian and Cycling | 7,024 | 6,715 | 6,816 | 6,619 | 6,544 |
| | <u>847,947</u> | <u>770,859</u> | <u>733,736</u> | <u>662,858</u> | <u>513,038</u> |
| Special Revenue and Programs | | | | | |
| Childcare Endowment | 17,723 | 18,086 | 18,588 | 19,034 | 19,476 |
| Community Amenity Operations | 11,371 | 11,553 | 11,518 | 7,630 | 7,602 |
| Donations | 17,126 | 16,266 | 14,831 | 14,055 | 13,273 |
| Emerging Neighbourhood | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Insurance | 25,691 | 27,822 | 28,381 | 25,401 | 28,069 |
| Outstanding Commitments | 18,773 | 17,781 | 26,523 | 22,078 | 19,842 |
| Public Art | 18,639 | 17,391 | 16,106 | 14,693 | 13,329 |
| Social and Cultural | 28,210 | 27,608 | 25,630 | 24,756 | 22,417 |
| Other | 22,956 | 22,054 | 9,365 | 9,976 | 13,980 |
| | <u>170,489</u> | <u>168,561</u> | <u>160,942</u> | <u>147,623</u> | <u>147,988</u> |
| Future Debt Repayment | | | | | |
| | 26,904 | 19,903 | 22,215 | 29,530 | 29,530 |
| | <u>\$ 1,460,330</u> | <u>\$ 1,342,419</u> | <u>\$ 1,284,566</u> | <u>\$ 1,174,790</u> | <u>\$ 995,261</u> |

REVENUE FUND – SCHEDULE OF FINANCIAL ACTIVITIES UNAUDITED (Tabular amounts in \$000s)
Year Ended December 31, 2021

| | 2021 Budget | 2021 | 2020 |
|---|------------------------|----------------|----------------|
| REVENUES | | | |
| Property taxes, penalties and interest | \$ 942,198 | \$ 982,108 | \$ 935,532 |
| Utility fees | 339,922 | 338,803 | 321,052 |
| Programs fees | 39,979 | 45,536 | 31,098 |
| License and development fees | 78,031 | 110,787 | 73,831 |
| Parking | 63,516 | 59,928 | 49,033 |
| Government Transfers | 19,126 | 42,487 | 49,436 |
| Cost recoveries and donations | 45,725 | 68,678 | 59,015 |
| Investment income | 12,087 | 14,240 | 18,795 |
| Rental, lease and other | 39,152 | 44,098 | 40,442 |
| Bylaw fines | 17,577 | 25,427 | 16,156 |
| | 1,597,313 | 1,732,092 | 1,594,390 |
| EXPENDITURES | | | |
| Utilities | 279,015 | 274,114 | 277,607 |
| General government | 187,384 | 144,760 | 104,911 |
| Police protection | 338,350 | 365,534 | 338,853 |
| Fire protection | 138,384 | 150,014 | 138,216 |
| Engineering | 105,157 | 107,687 | 101,320 |
| Planning and development | 74,275 | 75,638 | 69,183 |
| Parks and recreation | 138,567 | 132,538 | 110,220 |
| Community and cultural services | 111,077 | 112,374 | 105,438 |
| Library | 52,458 | 52,221 | 43,985 |
| | 1,424,667 | 1,414,880 | 1,289,733 |
| ANNUAL SURPLUS | 172,646 | 317,212 | 304,657 |
| DEBT, TRANSFERS AND OTHER | | | |
| Debt principal repayments | (1,320) | (1,198) | (1,318) |
| Transfers | | | |
| Net transfers to other funds | (220,642) | (254,685) | (244,881) |
| Net transfers to reserves | 49,316 | (60,529) | (56,922) |
| Change in obligations to be funded from | | | |
| Future revenue | - | (800) | (1,536) |
| | (172,646) | (317,212) | (304,657) |
| CHANGE IN FUND BALANCE | | | |
| FUND BALANCE | | | |
| Beginning of year | 26,239 | 26,239 | 26,239 |
| Change in year | - | - | - |
| End of year | \$ 26,239 | \$ 26,239 | \$ 26,239 |

REVENUE FUND – FEES AND RECOVERIES UNAUDITED (Tabular amounts in \$000s)
Year Ended December 31, 2021

| | 2021 Budget | 2021 | 2020 |
|--|------------------------|-------------------|------------------|
| Program fees | | | |
| Parks and recreation | \$ 24,501 | \$ 32,032 | \$ 19,614 |
| Community and cultural services | 11,101 | 8,903 | 7,394 |
| Library | 1,096 | 749 | 522 |
| Police | 2,081 | 1,877 | 1,865 |
| Fire | 736 | 867 | 723 |
| Other | 464 | 1,108 | 980 |
| | <u>\$ 39,979</u> | <u>\$ 45,536</u> | <u>\$ 31,098</u> |
| License and development fees | | | |
| License fees | \$ 20,694 | \$ 21,804 | \$ 21,290 |
| Engineering fees | 9,420 | 11,518 | 10,391 |
| Trade permits | 14,735 | 15,550 | 14,011 |
| Development and building permits | 27,293 | 53,909 | 21,826 |
| Rezoning fees | 5,175 | 5,489 | 4,928 |
| Other fees | 714 | 2,517 | 1,385 |
| | <u>\$ 78,031</u> | <u>\$ 110,787</u> | <u>\$ 73,831</u> |
| Parking | | | |
| On street parking | \$ 54,503 | \$ 47,913 | \$ 40,903 |
| Parks | 7,443 | 8,447 | 5,285 |
| Civic Theatre | 388 | 393 | 376 |
| Other | 1,181 | 3,175 | 2,469 |
| | <u>\$ 63,515</u> | <u>\$ 59,928</u> | <u>\$ 49,033</u> |
| Government Transfers | | | |
| Police | \$ 1,225 | \$ 40 | \$ 30 |
| Fire | 637 | 89 | - |
| General government | 10,128 | 32,533 | 34,400 |
| Parks and recreation | 970 | 166 | 176 |
| Community and cultural services | 4,430 | 8,297 | 12,330 |
| Engineering services | 87 | - | - |
| Library | 270 | 1,240 | 1,287 |
| Planning and development | 1,300 | 72 | 1,213 |
| Utilities | 80 | 50 | - |
| | <u>\$ 19,127</u> | <u>\$ 42,487</u> | <u>\$ 49,436</u> |
| Cost recoveries & donations | | | |
| Police | \$ 20,854 | \$ 32,940 | \$ 25,150 |
| Fire | 8,051 | 11,865 | 10,812 |
| General government | 2,921 | 4,781 | 2,959 |
| Parks and recreation | 4,464 | 3,801 | 2,776 |
| Community and cultural services | (158) | 2,884 | 3,908 |
| Engineering services | 5,668 | 8,440 | 7,929 |
| Library | 2,218 | 1,434 | 1,714 |
| Planning and development | 693 | 2,048 | 2,487 |
| Utilities | 1,014 | 485 | 1,280 |
| | <u>\$ 45,725</u> | <u>\$ 68,678</u> | <u>\$ 59,015</u> |
| Rental, lease and other | | | |
| Property rentals and leases | 22,676 | 19,832 | 19,303 |
| Street use | 1,420 | 1,807 | 1,234 |
| False alarm reduction program | 1,000 | 957 | 929 |
| Other | 14,056 | 21,502 | 18,976 |
| | <u>\$ 39,152</u> | <u>\$ 44,098</u> | <u>\$ 40,442</u> |

PROPERTY ENDOWMENT FUND – STATEMENT OF OPERATIONS UNAUDITED (Tabular amounts in \$000s)
Year Ended December 31, 2021

| | 2021 | 2020 |
|---|------------------|------------------|
| OPERATIONS | | |
| Rental and leases | | |
| Revenue | \$ 23,044 | \$ 27,190 |
| Expenses | 11,002 | 14,239 |
| | <hr/> 12,042 | <hr/> 12,951 |
| Parking | | |
| Revenue | 19,542 | 18,026 |
| Expenses | 16,748 | 19,372 |
| | <hr/> 2,794 | <hr/> (1,346) |
| Water moorage | | |
| Revenue | 1,494 | 1,532 |
| Expenses | 743 | 770 |
| | <hr/> 751 | <hr/> 762 |
| NET REVENUES FROM OPERATIONS | 15,587 | 12,367 |
| Other Revenue | | |
| Other income | 584 | 978 |
| Investment Income | 1,470 | 1,910 |
| Gain in sale of tangible capital assets | 35,391 | 18,022 |
| | <hr/> 37,445 | <hr/> 20,910 |
| Administration and operating | 9,052 | 6,533 |
| NET REVENUES | \$ 43,980 | \$ 26,744 |

FIVE YEAR STATISTICAL REVIEW - TAXATION UNAUDITED (Tabular amounts in \$000s)
Years Ended December 31

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|---|----------------|----------------|----------------|----------------|----------------|
| Property Assessment (\$000s) | | | | | |
| Rateable property general purposes | \$ 448,644,058 | \$ 439,911,668 | \$ 478,299,759 | \$ 466,900,439 | \$ 428,738,649 |
| Tax Rates – Rate per \$1,000 of Assessment | | | | | |
| Residential - class 1 | | | | | |
| Municipal purposes | 1.60152 | 1.58076 | 1.33572 | 1.24393 | 1.26093 |
| Education | 0.96661 | 0.99877 | 0.91773 | 0.92146 | 0.98007 |
| Other taxing authorities | 0.35437 | 0.34615 | 0.30771 | 0.30287 | 0.31389 |
| Total Residential | 2.92250 | 2.92568 | 2.56116 | 2.46826 | 2.55489 |
| Business/other - class 6 | | | | | |
| Municipal purposes | 4.91463 | 4.47887 | 4.27116 | 5.03019 | 5.79744 |
| Education | 3.92342 | 1.13968 | 3.94555 | 4.56143 | 5.21946 |
| Other taxing authorities | 1.13169 | 1.11228 | 1.11260 | 1.26257 | 1.42795 |
| Total Business/Other | 9.96974 | 6.73083 | 9.32931 | 10.85419 | 12.44485 |
| Major industrial - class 4 | | | | | |
| Municipal purposes | 33.31879 | 30.98898 | 30.39510 | 34.25325 | 34.51349 |
| Education | 3.86000 | 0.00010 | 3.70000 | 4.20000 | 4.80000 |
| Other taxing authorities | 2.18289 | 2.15009 | 2.18658 | 2.35169 | 2.51911 |
| Total Major Industrial | 39.36168 | 33.13917 | 36.28168 | 40.80494 | 41.83260 |
| Light industrial - class 5 | | | | | |
| Municipal purposes | 4.91463 | 4.47887 | 4.27116 | 5.03019 | 5.79744 |
| Education | 4.04384 | 1.21966 | 4.74286 | 5.29083 | 6.16093 |
| Other taxing authorities | 1.28758 | 1.40367 | 1.59483 | 1.76900 | 2.04973 |
| Total Light Industrial | 10.24605 | 7.10220 | 10.60885 | 12.09002 | 14.00810 |
| Total Utilities - Class 2 | 44.21992 | 42.43394 | 40.36626 | 43.00812 | 44.93083 |
| Total Supportive Housing - Class 3 | 0.15423 | 0.14990 | 0.14184 | 0.14373 | 0.14276 |
| Total Recreational/Non-Profit - Class 8 | 4.21332 | 2.62917 | 3.86290 | 3.97858 | 4.21729 |
| Total Farm – All Purposes - Class 9 | 8.96082 | 9.06227 | 8.84050 | 8.63580 | 8.55989 |
| Property Tax Revenue by Property Class (%) | | | | | |
| Residential - class 1 | 56.9 | 56.6 | 55.7 | 54.5 | 54.1 |
| Business - class 6 | 40.0 | 40.3 | 41.1 | 42.3 | 42.8 |
| Major industrial - class 4 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Light industrial - class 5 | 1.1 | 1.0 | 1.1 | 1.1 | 1.0 |
| Other utilities, rec/non-profit and farm | 1.0 | 1.1 | 1.1 | 1.1 | 1.1 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

FIVE-YEAR STATISTICAL REVIEW - DEBT UNAUDITED (Tabular amounts in \$000s)
Years Ended December 31

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Population * | 693,235 | 697,266 | 685,885 | 672,963 | 656,164 |
| Long Term Debt (\$000s) | | | | | |
| Debenture debt outstanding | \$ 1,014,570 | \$ 1,056,454 | \$ 1,083,368 | \$ 1,086,101 | \$ 997,109 |
| Less: Internally held debt | (1,407) | (1,819) | (2,265) | (2,899) | (3,669) |
| Externally held debt | 1,013,163 | 1,054,635 | 1,081,103 | 1,083,202 | 993,440 |
| Less: Sinking Fund reserves | 423,244 | 458,755 | 476,419 | 494,182 | 395,407 |
| Net externally held debt | <u>\$ 589,919</u> | <u>\$ 595,880</u> | <u>\$ 604,684</u> | <u>\$ 589,020</u> | <u>\$ 598,033</u> |
| Gross debt per capita (externally held) | \$ 1,462 | \$ 1,513 | \$ 1,576 | \$ 1,610 | \$ 1,514 |
| Net debt per capita (externally held) | \$ 851 | \$ 855 | \$ 882 | \$ 875 | \$ 911 |

* Source: Population Section, B.C. Stats

Ministry of Labour Citizens' Services, Government of British Columbia

Long Term Debt Continuity

| | Externally | Internally | | Total |
|----------------------------|---------------------|-------------------|---------------------|--------------|
| | Held | Held | Total | |
| Balance, beginning of year | \$ 1,054,635 | \$ 1,819 | \$ 1,056,454 | |
| Add: Debentures issued | 100,000 | - | 100,000 | |
| Local improvements | - | 36 | 36 | |
| | <u>1,154,635</u> | <u>1,855</u> | <u>1,156,490</u> | |
| Less: Premium amortization | (721) | - | (721) | |
| Less: Maturities | | | | |
| General and water | 140,751 | - | 140,751 | |
| Local improvements | - | 448 | 448 | |
| | <u>140,751</u> | <u>448</u> | <u>141,199</u> | |
| Balance, end of year | <u>\$ 1,013,163</u> | <u>\$ 1,407</u> | <u>\$ 1,014,570</u> | |

OUTSTANDING BORROWING AUTHORITY AND SCHEDULE OF GENERAL DEBT UNAUDITED
(Tabular amounts in \$000s)
Year Ended December 31, 2021

| | Capital Plan Borrowing Authority* | Council-approved Debenture Funding** | Debentures Issued to end of 2021 | Outstanding Borrowing Authority |
|--|--|---|---|--|
| General | | | | |
| 2015-2018 | \$ 235,000 | \$ 231,428 | \$ 229,428 | \$ 2,000 |
| 2019-2022 | 300,000 | 207,526 | 61,188 | 146,338 |
| | <u>535,000</u> | <u>438,954</u> | <u>290,616</u> | <u>148,338</u> |
| Sewer, Water and NEU | | | | |
| 2015-2018 | 147,500 | 144,850 | 144,850 | - |
| 2019-2022 | 195,000 | 149,226 | 108,784 | 40,442 |
| | <u>342,500</u> | <u>294,076</u> | <u>253,634</u> | <u>40,442</u> |
| Total General, Sewer, Water and NEU | | | | |
| 2015-2018 | 382,500 | 376,278 | 374,278 | 2,000 |
| 2019-2022 | 495,000 | 356,752 | 169,972 | 186,780 |
| | <u>\$ 877,500</u> | <u>\$ 733,030</u> | <u>\$ 544,250</u> | <u>\$ 188,780</u> |

* Borrowing authorities are established as part of the Capital Plan. General borrowing authorities for each Capital Plan are approved by the electors. Sewer, Water and NEU borrowing authorities are approved by Council.

** Debenture funding is approved by Council as part of Annual Budget.

SCHEDULE OF GENERAL DEBT

| Bylaw | Maturity Date & Purpose | Rate % | Term (Years) | Debenture Outstanding | Sinking Fund Reserve Balance |
|--------------|------------------------------------|---------------|-------------------------|---------------------------------------|---|
| 10117 | September 30, 2021 - 2030 | 1.71% | 20 | \$ 2,712 | \$ - |
| 10393 | December 02, 2021 | 3.45% | 10 | 140,000 | 123,218 |
| 10565 | October 18, 2052 | 3.70% | 40 | 120,000 | 9,582 |
| 10797 | October 24, 2023 | 3.75% | 10 | 110,000 | 71,867 |
| 11080 | October 16, 2024 | 3.05% | 10 | 105,000 | 57,372 |
| 11362 | November 20, 2025 | 2.90% | 10 | 90,000 | 39,760 |
| 11673 | December 15, 2026 | 2.70% | 10 | 90,000 | 30,908 |
| 11941 | November 03, 2027 | 2.85% | 10 | 85,000 | 21,474 |
| 12203 | September 21, 2028 | 3.10% | 10 | 85,000 | 14,045 |
| 12307 | November 20, 2021 - 2028 | 4.07% | 10 | 4,000 | - |
| 12561 | October 18, 2052 | 3.70% | 33 | 100,000 | 1,262 |
| 12814 | November 06, 2030 | 1.40% | 10 | 100,000 | - |
| | | | | 1,031,712 | 369,488 |
| | | | | Unamortized Premium | 22,923 |
| | | | | Other Sinking Fund statutory reserves | - |
| | | | | Total | 54 |
| | | | | | \$ 1,054,635 \$ 369,542 |

FUTURE PRINCIPAL AND INTEREST PAYMENTS ON DEBT UNAUDITED (Tabular amounts in \$000s)
Year Ended December 31, 2021

| | General | | | Waterworks | | | Local Improvements | | | Total General, Waterworks and Local Improvements | | |
|-------------|------------|------------|--------------|------------|-----------|-----------|--------------------|----------|----------|--|------------|--------------|
| | Principal | Interest | Total | Principal | Interest | Total | Principal | Interest | Total | Principal | Interest | Total |
| 2022 | 755 | 27,561 | 28,316 | - | 1,883 | 1,883 | 413 | 84 | 497 | 1,168 | 29,528 | 30,696 |
| 2023 | 97,760 | 27,536 | 125,296 | 13,000 | 1,883 | 14,883 | 300 | 60 | 360 | 111,060 | 29,479 | 140,539 |
| 2024 | 97,764 | 23,874 | 121,638 | 8,000 | 1,395 | 9,395 | 258 | 42 | 300 | 106,022 | 25,311 | 131,333 |
| 2025 | 84,769 | 20,890 | 105,659 | 6,000 | 1,151 | 7,151 | 164 | 26 | 190 | 90,933 | 22,067 | 113,000 |
| 2026 | 85,773 | 18,429 | 104,202 | 5,000 | 977 | 5,977 | 81 | 16 | 97 | 90,854 | 19,422 | 110,276 |
| 2027 - 2031 | 366,175 | 62,005 | 428,180 | 5,966 | 3,583 | 9,549 | 137 | 39 | 176 | 372,278 | 65,627 | 437,905 |
| Thereafter | 202,000 | 156,954 | 358,954 | 18,000 | 13,986 | 31,986 | 54 | 6 | 60 | 220,054 | 170,946 | 391,000 |
| | \$ 934,996 | \$ 337,249 | \$ 1,272,245 | \$ 55,966 | \$ 24,858 | \$ 80,824 | \$ 1,407 | \$ 273 | \$ 1,680 | \$ 992,369 | \$ 362,380 | \$ 1,354,749 |

External Debt Only

| | General | | | Waterworks | | | Total General & Waterworks | | |
|-------------|------------|------------|--------------|------------|-----------|-----------|----------------------------|------------|--------------|
| | Principal | Interest | Total | Principal | Interest | Total | Principal | Interest | Total |
| 2022 | 755 | 27,561 | 28,316 | - | 1,883 | 1,883 | 755 | 29,444 | 30,199 |
| 2023 | 97,760 | 27,536 | 125,296 | 13,000 | 1,883 | 14,883 | 110,760 | 29,419 | 140,179 |
| 2024 | 97,764 | 23,874 | 121,638 | 8,000 | 1,395 | 9,395 | 105,764 | 25,269 | 131,033 |
| 2025 | 84,769 | 20,890 | 105,659 | 6,000 | 1,151 | 7,151 | 90,769 | 22,041 | 112,810 |
| 2026 | 85,773 | 18,429 | 104,202 | 5,000 | 977 | 5,977 | 90,773 | 19,406 | 110,179 |
| 2027 - 2030 | 366,175 | 62,005 | 428,180 | 5,966 | 3,583 | 9,549 | 372,141 | 65,588 | 437,729 |
| Thereafter | 202,000 | 156,954 | 358,954 | 18,000 | 13,986 | 31,986 | 220,000 | 170,940 | 390,940 |
| | \$ 934,996 | \$ 337,249 | \$ 1,272,245 | \$ 55,966 | \$ 24,858 | \$ 80,824 | \$ 990,962 | \$ 362,107 | \$ 1,353,069 |

**TASK FORCE
FOR CLIMATE-RELATED
FINANCIAL DISCLOSURES (TCFD)**

UNAUDITED

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INTRODUCTION

The City of Vancouver is committed to sustainability as it seeks to fulfill its mission and long-term strategic goals related to our people, the environment and the city's prosperity. The report contains information for Council, taxpayers, citizens, lenders, insurance underwriters and other stakeholders about our plans, activities and results related to key climate-related risks and opportunities.

Vancouver was one of the first cities in the world to recognize the significance of climate change. In 1990, the groundbreaking Clouds of Change Task Force recommended that Vancouver begin to reduce its greenhouse gas emissions. The City of Vancouver is committed to taking action to mitigate and adapt to the emerging and anticipated impacts of climate change. This commitment began with the adoption of our Greenest City Action Plan in 2011, followed by our Climate Change Adaptation Strategy (CCAS) in 2012 and 2018 and more recently the Climate Emergency Action Plan in 2020 (CEAP).

The February, 2022 Intergovernmental Panel on Climate Change (IPCC) report identifies with very high confidence that the magnitude and rate of climate change and associated risks depend strongly on near-term mitigation and adaptation actions, and projected adverse impacts and related losses and damages escalate with every increment of global warming. The City is addressing both carbon emissions that cause climate change (through CEAP) and enhancing resilience to climate-related shocks and stresses (through CCAS).

Since publishing the first CCAS in 2012, the city has experienced a variety of climate-related events.

- In December 2012, a one in 50-year return period storm coincided with one of the highest tides of the year (king tide). Rare flooding occurred along the coastline including seawater inundating Kitsilano Pool and the Jericho Sailing Centre.
- In July 2015, very high levels of fine particles were measured in Metro Vancouver air due to smoke from wildfires outside the region. Fine particulate matter reached 300 ug/m³. Normal levels are less than 15 ug/m³. In total, wildfire smoke degraded air quality for 8 days during the summer of 2015, an unprecedented total of 19 days in 2017 and 22 days in 2018. Since 2015 there have been 60 days of degraded air quality due to smoke from wildfires.

In 2021 and early 2022, the City experienced several climate change related events including:

- A province-wide heat dome in the summer during which the weather station at the Vancouver Harbour¹ measured maximum daily temperatures over 33°C between June 26th and June 28th inclusive. Nearly 600 people died Province wide due to extreme temperatures with Vancouver and our neighbours in Surrey and Burnaby seeing the highest numbers of deaths by town, with 99, 67 and 63, respectively.
- Provincial wide flooding incidences in September where the Insurance Bureau of Canada estimates the insured damage caused by flooding in British Columbia was \$450 million, calling it the "most costly severe weather event in the province's history." Although Vancouver did not directly experience impacts near the level of others in the region such as Abbotsford's Sumas Prairie, supply chain issues and disaster response assistance significantly impacted the City for several weeks.
- In January 2022, a king tide resulted in significant damage to the City's seawall, an important and highly utilized regional recreational asset.

Events such as those described above strengthen our commitment to both responding to and preparing for climate change.

¹ Environment and Climate Change Canada monitored station with historical data available.

TCFD Reporting as Means to Action on Climate Change in Vancouver

In 2017, our CFO signed an Accounting for Sustainability (A4S) statement, supporting climate-related financial disclosure and committing the City to “affirm our commitment to support the voluntary recommendations” of the Taskforce for Climate-related Financial Disclosure (TCFD). Starting in 2018, the City began including unaudited climate-related financial disclosures in its annual financial report. Recommended disclosure includes four core elements: governance, strategy, risk management and metrics and targets.

Although support for the TCFD reporting framework is growing, disclosure standards are still evolving out of this voluntary guidance. In November 2021, the International Financial Reporting Standards Foundation (IFRS) announced the formation of an International Sustainability Standards Board (ISSB) and published prototype climate and general disclosure requirements developed by the Technical Readiness Working Group (TRWG), a group formed by the IFRS Foundation Trustees to undertake preparatory work for the ISSB. Based on TCFD recommendations, this *Climate-Related Disclosures Prototype* includes more specific disclosures. The formation of the ISSB also includes the commitment from three other organization with similar global reporting framework initiatives to consolidate with the ISSB. Along with these developments, financial regulators and governments across the globe (including Canada) are moving towards mandatory TCFD-type reporting.

The City is supportive of these developments in climate-related reporting guidance. For the purposes of this year’s report, we have taken into consideration both the TCFD recommendations and the TRWG prototype disclosures.

City of Vancouver’s TCFD Reporting Capability Status

In 2020, CPA Canada published [*Enhancing Climate-related Disclosure by Cities*](#), an overview of how cities can benefit from alignment with the TCFD recommendations, and a guide for implementation. Vancouver provided input and direction as part of a working group of Canadian cities and supporting organizations. This guide contains a Maturity Assessment Framework to help cities self-assess their alignment with the TCFD recommendations.

The City aspires to reach what the guide refers to as a *Phase 3 High Integration* level of reporting: one where we routinely integrate climate change into our decision-making processes and the awareness and collaboration across departments and functions is high. As such, we are working towards:

- proactively developing plans to adapt to climate change and mitigate climate risks and seize opportunities
- integrating climate risks, opportunities and impacts into our decision-making processes
- using qualitative and quantitative climate information and scenarios to inform decisions
- putting controls in place to ensure appropriate selection and calculation methods are used for relevant metrics and targets
- subjecting metrics and targets to internal procedures and, where appropriate, obtain independent assurance by an external auditor
- aligning disclosures closely with the four TCFD recommendation areas

The guide also describes the governance, strategy, risk management, and metrics and target activities required to reach a high integration level of TCFD reporting.



TASK FORCE FOR CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) UNAUDITED

With respect to the City's reporting capability, the goals, objectives and actions contained in the City's CCAS and CEAP provide a strong planning foundation to move forward on climate change. We also have a good foundation for GHG reporting as we have been reporting through initiatives such as CDP and C40 Cities. Through our TCFD reporting over the last several years we have become very familiar with the requirements and challenges of this reporting framework.

However, further development is required to meet the comprehensiveness and complexity challenges of TCFD reporting. The table to the right notes several enabling actions the City must implement in order to be able to meet our reporting aspirations.

In addition, being a public-sector entity adds a layer of complexity to the reporting. TCFD recommendations are primarily aimed at the private sector, with the scope of reporting limited to the individual reporting entity. Therefore as a public sector entity, TCFD concepts like the influence of "investors" and the risks and opportunities of "markets" are not directly transferable. Another example is the scope of reporting. As a local government entity, we look at climate change impact to our community as a whole, crossing public and private domains. The absence of a public-sector disclosure standard means we have relied on our own interpretation of TCFD guidance.

The TCFD 2021 Status Report provided information on the reporting capability and key reporting challenges of 1,700 entities worldwide in the process of implementing the reporting. The status of the City of Vancouver's TCFD reporting and related challenges are very similar to global disclosure trends described in the report. The actions the City plans to take to further develop our reporting capability in each for the four TCFD Core Elements is provided in each section of the report.

Improving Climate-Risk Management and Disclosure

Several Enabling Actions within the *Climate Change Adaptation Strategy (2018)* focus on mainstreaming climate-related disclosure and risk considerations into City processes:

1. Begin incorporating climate-related financial disclosure in City financial planning in 2019. Work with partners like the City of Toronto and CPA Canada in their TCFD Guidance for Cities project.
2. After several years of climate-related financial disclosure, explore adding a specific climate assessment to large capital plan projects.
3. Incorporate a scan of major projects against hazard and risk mapping to identify where staff risk experts should be involved early in the project.
4. Add climate change considerations to the Sustainability addendum of the Engineering Asset Management framework.
5. Support application of the Envision climate-risk section to the two Envision pilot projects, and propose any improvements to the scope/deployment of Envision.
6. Add climate projections and information to multi-hazards risk assessment in the new Engineering Asset Management framework.

GOVERNANCE

Structure

The City of Vancouver considers climate change to be a top risk to the city. The overall risk governance structure of the City comprises the following roles and responsibilities. See also the Risk Management section for more information.

City Council approves all the City's long-term service strategic plans, including climate-related strategies, and prioritizes the implementation of those plans through budget funding approval. Progress against targets and implementation is reported annually to Council or at stated intervals.

The **Chief Risk Officer** and the Risk Management Team lead the **Enterprise Risk Management** (ERM) program, under direction of the Risk Management Committee. They are responsible for monitoring and facilitating the implementation through operational management of ERM processes, tools and reporting to achieve effective risk treatment. The Risk team also sits on key steering committees related to climate risk.

The **Risk Management Committee**, made up of the City Manager, Chief Legal Counsel, Chief Financial Officer, and the Chief Risk Officer, oversees risk governance and the general risk framework. The Risk Management Committee sets limits within which risks should be managed.

Department General Managers (GMs) are responsible for ensuring appropriate risk management practices are in place and operating effectively for their area of responsibility. GMs retain the ultimate responsibility for effective risk management in their departments, which includes identifying, treating, and reporting risks following the ERM process and timeline, assisted by the Risk team. Implementation updates are given regularly to senior management through steering and oversight committees.

Developing Climate-Risk Governance

The City has been considering climate-related risks at a comprehensive strategic level for several years, with incremental improvements to prioritization and funding processes made along the way. Climate-related responsibility is assigned to specific managers or committees.

Increasing the effectiveness of our governance related to TCFD reporting will require the development of a corporate framework that incorporates more financial and other quantitative information to support our decision-making processes than we currently have in place. The strategic planning horizon will have to be extended to cover 50-100 years to incorporate climate related issues with a framework incorporating impacts on climate goals, risk factors and financial resources to guide our decision-making processes.

In addition, opportunities to streamline climate-related management responsibilities and the potential of benefit of increased reporting frequency will also be assessed.

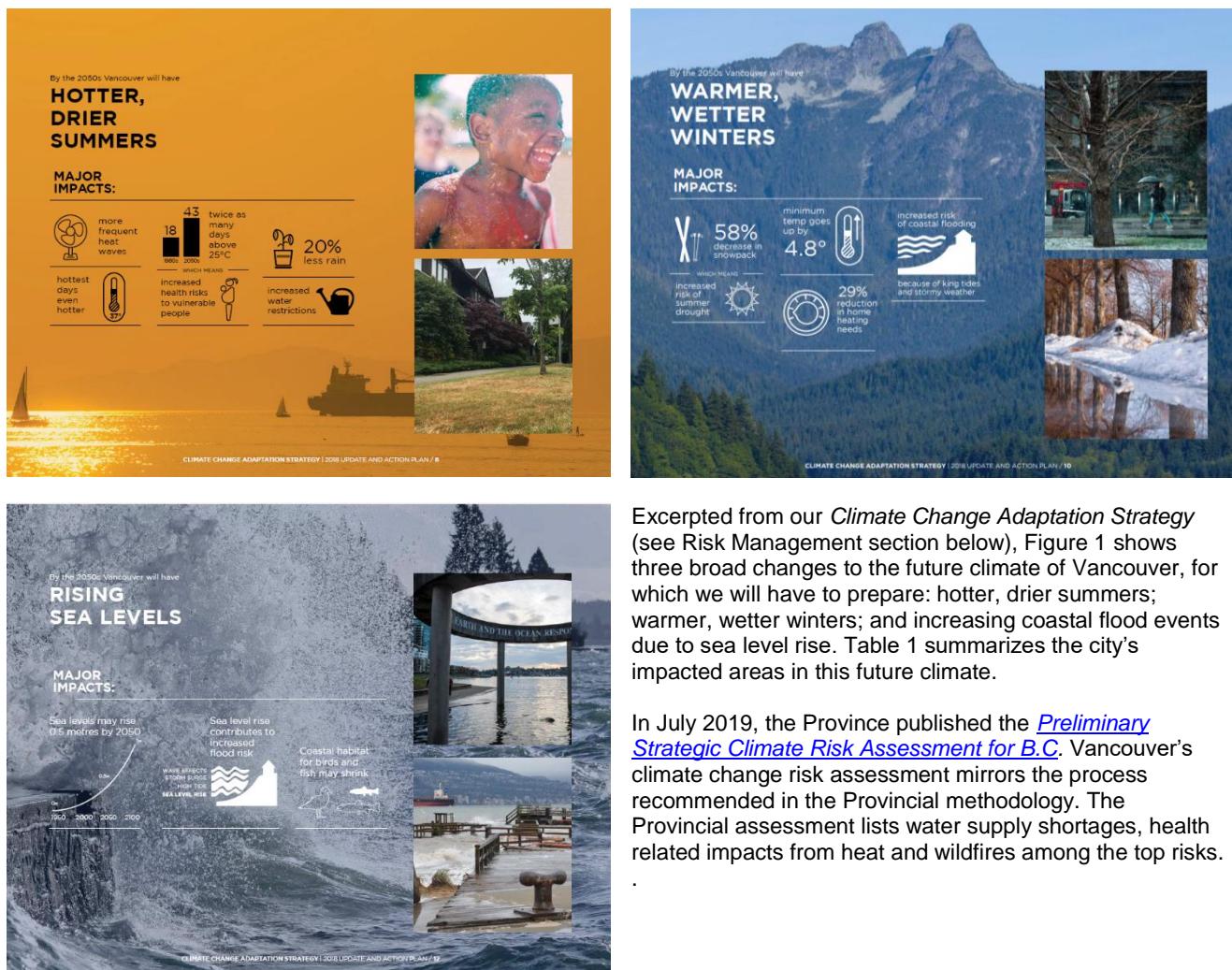
STRATEGY

Climate Risk Assessment

Through two separate rounds of climate adaptation planning in 2011 and 2018, staff from across the organization were engaged in prioritizing climate-related hazards and impacts for action, by identifying where systems and service-delivery areas were the most vulnerable, and where the greatest risk (likelihood of impact and magnitude of consequences) lay.

The City's ERM Group identified climate change as a top risk to the community and the organization. The inclusion of climate change in our enterprise risk process provides a basis for further discussing and identifying the impacts of climate risk on our operations and services provided to the public. Potential climate-related risks and hazards present our city with threats to health and safety, to assets and infrastructure, and to the economy that must be addressed and prepared for.

Figure 1 – Climate-related Impacts to Vancouver



Excerpted from our *Climate Change Adaptation Strategy* (see Risk Management section below), Figure 1 shows three broad changes to the future climate of Vancouver, for which we will have to prepare: hotter, drier summers; warmer, wetter winters; and increasing coastal flood events due to sea level rise. Table 1 summarizes the city's impacted areas in this future climate.

In July 2019, the Province published the [Preliminary Strategic Climate Risk Assessment for B.C.](#) Vancouver's climate change risk assessment mirrors the process recommended in the Provincial methodology. The Provincial assessment lists water supply shortages, health related impacts from heat and wildfires among the top risks.

Table 1 – Examples of Projected Climate Impacts to Vancouver

| Impacted Area | Impacts | Timeframe | Impacted assets/services |
|---|--|-----------------------|---|
| Human Systems (Community) | Increased health and safety risks for frontline communities including those in lower quality housing, homeless population and seniors | Short- to medium-term | Public health; emergency management |
| | Increases in private property sewer back-ups in combined sewer areas due to high rainfall volume in sewer system and increased costs for response actions and clean-up after heavy rain events | Short-term | Residential, commercial, industrial, institutional premises; water supply and sanitation; public health |
| | Water supply shortages felt in late summer due to a decreased spring snow pack and higher summer temps could result in increased costs for water and imperative conservation measures | Medium-term | Water supply and sanitation; public health |
| Natural Systems | Increase in impacts to urban forests, green spaces and trees from temperature extremes and wind storms resulting in increased maintenance and replacement costs and changes to aesthetics and use | Medium-term | Public health, urban forest and biodiversity |
| Built Environment (Buildings and Infrastructure) | New and existing buildings may be maladapted as the climate changes in terms of thermal comfort, water ingress, wind durability, rain and snow loads and require additional investment or early retirement | Short- to medium-term | Residential, commercial, institutional premises; public health; emergency management; transportation |
| | Increased volume of third-party liability claims against the city from major rain events | Medium-term | Public and private assets; water supply and sanitation; public health |

Climate-related hazards will be considered further through a hazard, risk and vulnerability assessment (HRVA), a legislated requirement of local governments through the Emergency Programs Act. Phase one of the HRVA was completed in 2021 with Phase 2 to be underway by the end of 2022. The HRVA considers current and future risks of human caused and natural hazards including many that are climate-related. The HRVA will also focus on vulnerable conditions that influence the adaptive capacity of individuals and predispose them to adverse impacts. Risk mitigation actions developed during Phase 2 will focus on who and what is disproportionately impacted by the hazards assessed.

Coastal Flood Risk Assessment

As an example of the risk assessment approach taken, the City conducted a Coastal Flood Risk Assessment (CFRA) in three phases between 2012 and 2018. This assessment took a fulsome, rigorous look at current and future flood risk given sea level rise around the coastline.

CFRA Phase I confirmed that Vancouver is most vulnerable to flooding caused by the combined effect of a coastal storm surge and a king tide (exceptionally high tides that typically occur in December and January). In addition to mapping the areas vulnerable to flooding, Phase I also identified the community assets, infrastructure and buildings at risk to flooding over time.

In January 2022, an onshore storm caused powerful winds and a storm surge. This coincided with a seasonal king tide and caused significant damage to coastal infrastructure in the City of Vancouver. Waterfront parks and facilities were flooded, shorelines were eroded, a pier was heavily damaged, and portions of the Stanley Park seawall were washed away completely.

November Rain: Impacts of Climate-Related Floods

In November 2021, the Lower Mainland and Fraser Valley regions of British Columbia experienced an atmospheric river event. This 1:100 year event hit the eastern parts of Metro Vancouver and the Fraser Valley hardest. There were multiple direct and knock-on impacts.

- Landslides cut off main provincial transportation corridors and effectively severed transportation links between Metro Vancouver and the Port of Vancouver from the rest of British Columbia and Canada.
- Power outages effected at least 60,000 customers across BC.
- In Vancouver, houses, roads and parks in the Southlands area of Vancouver were flooded, while severe flooding in the Fraser Valley forced almost 15,000 people from their homes.
- Flood damage caused a shutdown of the main fuel pipeline supplying the region. Gasoline purchases were rationed for nearly a month. This further intensified existing supply-chain issues caused by the COVID pandemic.
- A nearly 200-foot barge came unmoored during the event and ran aground on the seawall. Months later, after attempts to refloat it, the barge will have to be disassembled and removed in spring 2022.
- Early findings suggest that damage caused by the January 2022 king tide flooding event was exacerbated by the high volume of ocean debris, due in part to the November rainstorm.

The Insurance Bureau of Canada estimated the insured damage caused by the flooding at \$450 million, calling it the “most costly severe weather event in the province’s history”.

Climate Mitigation and Adaptation Plans

A number of related strategies at the City of Vancouver capture and manage climate-related risks and hazards. The City's climate actions fall into two broad categories: mitigation and adaptation.

Climate change **mitigation** relates to the reduction of greenhouse gas (GHG) emissions. The 2018 Intergovernmental Panel on Climate Change (IPCC) *Special Report* reaffirmed that global GHG emissions must be cut by 45% by 2030 if we are to avoid global warming above 1.5°C, which would have widespread and unforeseeable impacts. Mitigating climate change through emissions reductions plays a vital role managing the amount we potentially have to adapt, by keeping risk levels within predictable scales.

Climate Emergency Action Plan (CEAP)

Approved November 2020

Description: The *Climate Emergency Action Plan* is mitigation-focused, and contains 31 action recommendations (organized into six “Big Moves”) in line with efforts to limit global warming to 1.5°C. CEAP sets a target of 50% reduction in community-wide greenhouse gas emissions reduction by 2030. CEAP adopts an existing goal of deriving 100% of energy used in Vancouver from renewable sources before 2050. It expands the 2050 target, by committing to achieving carbon neutrality in our community-wide greenhouse gas emissions before 2050. CEAP supersedes the previous Renewable City Action Plan (2017), and the greenhouse-gas related goals in the Greenest City Action Plan (2011).

| | | |
|---|--|---|
| Priority Action Areas (“Big Moves”): | 1. Complete, Walkable Communities 2. Active Transportation and Transit 3. Zero Emission Vehicles | 4. Zero Emission Space and Hot Water Heating 5. Low-Carbon Construction Materials 6. Carbon Sequestration |
|---|--|---|

Governance: The Climate Emergency Directors Forum provides oversight at a working level, while the Climate Emergency Steering Committee provides oversight at a program level. The Sustainability Group tracks progress and reports to Council annually. Executive reports are also prepared as required. Staff will update CEAP for approval by Council at the halfway mark of implementation (2025).

Link: [Full report](#) / [Summary](#)

TASK FORCE FOR CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) UNAUDITED

Climate change **adaptation** relates to preparing City operations and the community for the impacts of climate change. Due to GHGs already emitted into the atmosphere from human activity, some level of climate impact is already locked-in, and many have already been observed.

Climate Change Adaptation Strategy (CCAS)

Approved July 2012; updated December 2018

Description: Among the first of its kind in Canada, the Climate Change Adaptation Strategy is the City's strategy in addressing climate-related risks and hazards in the community. Its priorities include addressing urban drainage flooding and coastal flooding and inundation, and heat and air quality-related impacts to community and City services and infrastructure. It contains 84 core actions in five core areas, and 17 enabling actions to help integrate an adaptation lens as standard practice into all City work.

| | | |
|---------------------------|------------------------------------|-------------------------------------|
| Core Action Areas: | Climate Robust Infrastructure | Coastal Preparedness |
| | Climate Resilient Buildings | Healthy and Vigorous Natural Assets |
| | Connected and Prepared Communities | |

Governance: The Adaptation Steering Committee provides oversight to implementation. This committee comprises senior managers, many of whom are also in the Corporate Leadership Team. The Sustainability Group tracks progress and reports to Council annually. Executive reports are also prepared as required. Staff will update the Adaptation Strategy every five years, which includes updating climate information, reviewing the status of adaptation actions, and identifying new or revised actions. The next update will be in 2023.

Link: [Strategy](#)

Resilient Vancouver Strategy (RVS)

Approved June 2019

Description: The Resilient Vancouver Strategy builds City capacity to understand and proactively address current and future shocks and stresses, including those related to climate change. It leverages global and local knowledge to build the resilience of organizational, community, and infrastructure systems, and works in unison with the Climate Change Adaptation Strategy to build resilience to priority shocks and stresses in Vancouver. Objectives aligned with the "Proactive and Collaborative City" priority include strengthening organizational capacity to manage risk and recover from shocks and stresses and advancing collaborative disaster risk reduction and recovery planning. An associated action taking shape currently is to bring various City governance structures that deal with risk together into one disaster-risk reduction group. The group would oversee risk posed by various shocks and stresses, whether climate-related or not.

- Priority Areas:**
1. Thriving and Prepared Neighbourhoods
 2. Proactive and Collaborative City
 3. Safe and Adaptive Buildings and Infrastructure

Governance: Staff in the Vancouver Emergency Management Agency (VEMA), and staff working on seismic policy in other departments, manage RVS implementation.

Link: [Strategy](#)

Both climate mitigation and adaptation are foundational in the forthcoming Vancouver Plan. Under development, *Vancouver Plan* will be a strategic, long-range plan guiding Vancouver to 2050 and beyond, with the aims of creating a more sustainable, inclusive, and affordable city. The plan will address issues such as long-term land use and transportation directions, housing affordability, environmental and social health, and the need to better leverage long-term public investments. With a core focus on resilience, Vancouver Plan will draw from CEAP, CCAS, and RVS.

Note there is often overlap between climate mitigation and adaptation actions. For example, CCAS and CEAP come together in CEAP's Big Move 6, an action area focused on natural climate solutions, which have the potential to sequester

carbon emissions at the same time as improving flood management, biodiversity and reducing urban heat island effect mitigation in the city.

The Sea2City Design Challenge

Vancouver's CFRA highlighted the need to plan for future sea level rise and improve resilience to current and future coastal flooding in flood-vulnerable shoreline neighbourhoods, communities, and businesses.

Currently underway, the Sea2City Design Challenge (Sea2City) will help inform a framework and vision to guide urban development and ecological revitalization in the False Creek floodplain, a highly valued and constrained urban waterway in the heart of the city.

The design challenge has engaged two multidisciplinary teams to work co-operatively with the City and project partners to:

- Explore coastal adaptation approaches that respond to the social equity, economic, and ecological challenges posed by sea level rise and coastal flooding
- Investigate coastal adaptation approaches for sea level rise beyond one metre
- Expand the City's toolbox of coastal flood management approaches
- Increase public awareness of climate change and sea level rise

The City will further refine Sea2City outcomes, working with project partners, Indigenous governments, stakeholders, the public, and coastal regulators. The outcomes will inform the next phase of the City's overarching Coastal Adaptation Plan.

Conceptual designs, created as part of Sea2City, will not be built immediately, but will inform next steps (including more detailed design development and planning). The City will start to take those next steps after the completion of Sea2City and will likely continue for several years recognizing the additional research, planning, technical design, and engagement that will be required to move coastal adaption forward in a constrained urban waterway like False Creek.

Natural Assets

Vancouver's natural asset—from street trees to wetlands—sequester carbon and play an important role in adapting to climate change. Natural assets on the coastline buffer wave energy; green space and wetlands can manage flood risk; and our urban forest and vegetation help cool the city. A recent BC Centre for Disease Control (BCCDC) study of the mortality during the June 2021 heat dome event identified being within 100m of 'greenness' as a protective factor. Natural assets also bring many other co-benefits with them, including enhanced biodiversity and mental health support.

In 2020, the City assessed baseline carbon sequestration by natural assets in the city at approximately 16,000 tCO₂e/year. CEAP Big Move 6 set a target to increase sequestration in the city by an additional 5,000 tCO₂e/year by 2050. We will also explore opportunities with regional partners to sequester carbon outside city boundaries. A focus of Big Move 6 and the upcoming Vancouver Plan is to increase natural assets in historically underserved communities that are also disproportionately impacted by climate change. Adding to city natural assets and improving their management provides a host of benefits and begins to address long standing structural inequities in the city.

Scenario Analysis

Climate projections for the 2050s and 2080s, from downscaled Global Climate Models (GCM), form the inputs to the City's climate adaptation planning processes. To date the City has been employing the IPCC AR5 RCP8.5 scenario following best practices to ensure we are considering outcomes that best track the current pace of global action on reducing emissions. This approach also ensures that we will be prepared ahead of time if a more favourable scenario prevails.

As of January 2022, the IPCC's Sixth Assessment Report (AR6) is underway, with reports available now. Environment and Climate Change Canada is currently updating the climate change models that drive local projections. AR6 also includes the introduction of Shared Socioeconomic Pathways (SSPs) that are designed to complement the RCPs. The SSPs model how factors such as economic growth, technological development and education will change over time. They are based on five narratives, describing trends that could shape a range of plausible futures.

The City plans to begin updating the Adaptation Strategy at the end of 2022 and plans to incorporate updated climate science, ensuring the use of multiple scenarios including business-as-usual and 2°C scenarios.

Coastal Flood Risk Assessment: Scenario Analysis

Vancouver's CFRA employed specific scenario analysis. A technical advisory team of academics, practitioners in the field and stakeholders advised on five scenarios to use for flood hazard mapping, with the following ranges to help understand the varying levels of risk possible:

- year flooding is mapped for (base case 2013 out to 2200)
- severity/frequency of storm events (1:200 to 1:500 (0.2% Annual Exceedance Probability or AEP) storm surge)
- amount of sea level rise (0 to 2.0 meters).

This information highlighted the importance of planning now for sea level rise and of prioritizing our efforts, such that critical infrastructure and vulnerable populations are protected first.

Integration into Financial Planning

The City's current capital planning framework includes sustainability and resilience benefits as considerations to guide capital investments and assist with prioritization. However, the advent of TCFD disclosure has brought greater institutional awareness to the need for more formalized, overarching frameworks for incorporating climate mitigation and adaptation priorities into capital planning and asset management systems. Work is underway within the Finance and Sustainability departments to create and integrate these frameworks. This work will continue over several years, and will help inform the preparation of the upcoming 2023-2026 Capital Plan and future Annual Capital Budget allocations.

Funding Climate Mitigation: the Climate Emergency Action Plan (CEAP) Financial Framework

The CEAP financial framework is a roadmap, projecting capital and operating funding requirements for CEAP initiatives, both on-going (e.g., improving our walking and cycling infrastructure, expanding electric vehicle charging) and new initiatives (e.g., Metro Core transport-pricing system, Zero Emission Building Retrofit Strategy). This estimate is periodically refined based on project reprioritization, improved costing estimates and emerging timeline challenges or implementation opportunities.

In 2020, the CEAP estimated an approximate \$500M investment required from 2021-2025 to meet the 2030 climate goal (Table 2). Note this estimate does not include funding for Big Move 6 (Restored Coasts and Forests), which was unknown at the time pending development of a roadmap of Big Move 6 actions (approved by Council in late 2021).

Table 2 – CEAP Five-Year Financial Framework

| Six Big Moves | \$M |
|--|---------------------------|
| 1. 90% of people live within easy walk/roll of their daily needs | 70.0 |
| 2. Two thirds of all trips in Vancouver will be made by foot, bike or transit | 288.4 |
| 3. 50% of the kilometres driven on Vancouver's roads will be zero emissions vehicles | 77.9 |
| 4. Carbon pollution from buildings in Vancouver will be reduced by 50% below 2007 levels | 56.6 |
| 5. Embodied emissions from new buildings will be reduced by 40% compared to 2018 baseline | 3.2 |
| 6. Develop "negative emissions" targets that can be achieved by restoring forest and coastal ecosystems. | <i>not yet identified</i> |
| Total | \$ 496.1 |

Approximately \$270M of that was identified as “baseline spend” – business-as-usual funding already identified within the 2019-2022 Capital Plan and allocated to programs that further CEAP objectives. This left an estimated funding gap of \$230M (Figure 2).

Figure 2:

CEAP Financial Framework: 2021-2025



Staff have been pursuing four strategies to address this funding gap:

| Using cost-effective approaches | Leveraging funding from senior governments and other partners | New charges and fees | Prioritizing bold climate actions in the next capital plan |
|---|---|---|--|
| Given the significant funding gap, it will be critical for the City to deploy more cost-effective approaches to achieve low-carbon outcomes, wherever feasible. | While the City's financial investment is critical to the success of the Climate Emergency Action Plan, other levels of government and partner organizations will need to play a role as well. | CEAP contains a number of new pricing actions that will generate additional revenue to fund the work needed (pending Council decisions). These may include transport pricing, and building performance standards. | Using more cost-effective approaches, generating new revenue and leveraging external funding are all important funding tools, but are likely insufficient to fully close the funding gap. The 2023–2027 Capital Plan presents an opportunity to scale up CEAP actions. |

Funding Climate Adaptation: the Climate Change Adaptation Strategy

Historically, adaptation work at the City has relied primarily on existing departmental budgets and where successful, grants from other levels of government in matching funds. Work is underway to better incorporate climate-related risks into the Enterprise Risk Management System, which will help identify funding needs where the risk is highest. The City is improving its tracking of climate-related capital and operating budgets; we also need to begin monitoring the impact of climate change on available capital and operational budgets themselves. The refresh to the Adaptation Strategy in 2023 will include a financial strategy similar to CEAP.

Coastal Flood Risk Assessment: Community Vulnerability Estimates

Vancouver's CFRA estimated that with one metre of sea level rise and a major storm surge event (1:500 (0.2% AEP) storm surge event), **approximately 13 sq. km of land and buildings valued at CAD \$7B (2013 land value assessment) are vulnerable to flooding in Vancouver**. Included in this is City infrastructure such as waterfront parks and seawalls, as well as a number of the City's facilities currently located in low-lying areas (e.g., City service yards located by the Fraser River and in the False Creek Flats). To protect vulnerable areas, the CFRA estimated \$1 billion of flood management infrastructure would be needed in Vancouver by 2100.

Internal Carbon Price

Although the social, environmental, and economic impacts of climate change are well established, they are often under-represented in decision-making processes. Setting a corporate carbon price is one approach that organizations can use to better account for those costs. Integrating a carbon price into decision-making processes provides a consistent shift towards lower carbon outcomes such as renewable energy and energy efficiency.

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The City of Vancouver approved a Corporate Carbon Pricing Policy in 2018, concentrating on decisions impacting corporate operations. The Policy includes guidance to link decisions to the progress the City is making to its corporate climate targets. In essence, the Policy serves as an enabler of additional actions if the City is falling short of its climate targets. If the City is on track for those targets, the guidance allows for corporate resources to be directed to other priorities.

Price per tonne CO₂e started at \$150 in 2018 to be in alignment with the Metro Vancouver Regional District (which developed a similar policy in 2017). The price then escalates at the same rate as BC's carbon tax until 2021, after which it will escalate at 6% per year (\$10 per tonne in 2022). This approach allows the Policy to align with Metro Vancouver initially and then gradually increase over time to reach levels in 2030 that align with those needed to achieve BC and Canada's climate targets.

Table 3 – Vancouver Internal Carbon Price Schedule

| Year | Carbon Price, \$ per tonne CO ₂ e |
|-----------------|--|
| 2018 | \$150 |
| 2019 | \$155 |
| 2020 | \$160 |
| 2021 | \$165 |
| 2022 and beyond | previous year price x 1.06 |

For 2022, the City's internal carbon price is set at **\$175 per tonne CO₂-equivalent**.

The Corporate Carbon Pricing Policy applies to all options analyses that use life cycle cost analysis for the following City of Vancouver projects, initiatives, programs, bylaws or policies:

- Procuring vehicles and other mobile equipment, procuring fuels for City of Vancouver vehicles and other mobile equipment, and the use of telematics to improve the utilization of City of Vancouver vehicles.
- Procuring new City of Vancouver buildings, upgrades to the energy efficiency of existing City of Vancouver buildings, upgrades to energy using equipment at City of Vancouver buildings, upgrades to equipment with process emissions at City of Vancouver buildings, and procuring energy sources for City of Vancouver buildings.
- Managing methane emissions from the Vancouver Landfill.

2022 Capital Deployment

In the [Vancouver Budget 2022](#), the City defined “Accelerating Action on Climate Change” as one of four Council priorities to assist staff in making decisions about which projects, initiatives and service improvements will most advance our work to address our city’s key issues. These include all actions contained within the Climate Emergency Action Plan and the Climate Change Adaptation Strategy, as well as related zero waste, healthy ecosystems and biodiversity projects. **In 2022, investments will total \$119.2M.**

| Accelerating Action on Climate Change | \$M |
|---|-----------------|
| Capital investments (transportation improvements, zero emission building retrofits, biodiversity and climate adaptation) | 77.1 |
| Operational activities (existing and ongoing) | 42.0 |
| Operational activities (new) | 0.1 |
| 2022 Total | \$ 119.2 |

RISK MANAGEMENT

Identifying, Assessing and Managing Climate-related Risks

The City of Vancouver's Enterprise Risk Management (ERM) program ensures major risks to the City are identified, assessed, and mitigated. The Risk Management Committee (RMC) oversees this work to ensure the risks are evaluated in a standard manner and the treatments meet the risk tolerance for the City (see the Governance section). The City has multiple goals to create a socially and economical vibrant City. The ERM program looks at the risks to meeting those goals.

The ERM identification process includes discussions with management, workshops, review of recent incidents, and examination of incidents and news outside the city. Once identified the risks are evaluated using a standard risk evaluation matrix of likelihood and impact. Major risks to the City that score high on the evaluation matrix are named Key Risks. Risk Owners are assigned Key Risks, and are responsible for developing and executing a treatment plan to address the risk. Climate risks are included in the same ERM process.

RMC oversight includes the City's management of both acute physical risks that relate to storm events, flood damage, heat impacts or wind damage and chronic physical risks from warmer-wetter winters, hotter-drier summers and sea level rise.

The strategies and actions to manage the climate-related risks identified through the risk management process are contained in the Strategy section of this report.

METRICS AND TARGETS

Targets and metrics communicate the City's performance in managing the risks and opportunities that arise from climate change. The new *Climate-related Disclosure Prototype* prepared by the IFRS Technical Readiness Working Group specifies the following measures:

- cross-industry metrics: greenhouse gas emissions, physical and transition risks, opportunities, capital deployment, internal carbon prices, and remuneration of executive management
- industry-based metrics
- targets set by management to mitigate or adapt to climate-related risks or maximise climate-related opportunities; and
- other key performance indicators used by the board or management to measure progress towards identified targets

Some of the recommended metrics are not directly applicable to public-sector organizations (e.g., board remuneration). The City looks to future municipal government-specific guidance and will continue to evolve this disclosure as needed.

Canopy Cover

Vancouver's urban forest provides a multitude of benefits for the community, especially for climate resilience. The urban forest attenuates stormwater, helps keep ambient and building temperature down during hot summers, aids in cleaning the air and provides health and wellness benefits. Neighbourhood heat mapping illustrates that areas with greater canopy cover tend to be much cooler on hot days.

With many municipalities are establishing ambitious canopy cover targets (example targets in other North American cities with similar levels of urbanization: Toronto 40%; Portland 33%; Seattle 30%), the Park Board also re-established a more ambitious canopy cover target of 30% canopy cover by 2050. Achieving this target will require efforts beyond planting trees in parks. It will require ongoing stewardship of existing trees to ensure robust and healthy canopy growth, continuing advocacy and expansion of the urban forest in canopy-deficient areas. See the Park Board's [Urban Forest Strategy Update](#) report for more information.

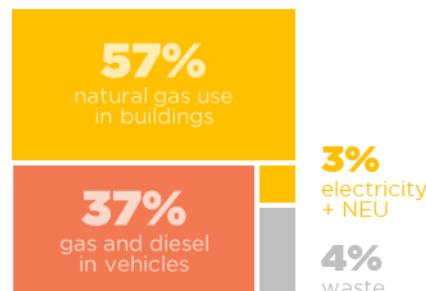
Vancouver's Greenhouse Gas Emissions

Community

The City compiles annual inventories of community greenhouse gas (GHG) emissions², as part of the CEAP indicators framework³. CEAP sets a target of 50% reduction in community-wide greenhouse gas emissions reduction by 2030, and carbon neutrality before 2050.

As of 2020 (the latest year data are available), Vancouver's emissions have decreased 15% from 2007 levels. Scope 1 emission sources dominate Vancouver's emissions: natural gas use in buildings, followed by gas and diesel use in vehicles. Electricity (scope 2) is a smaller component due to a largely hydroelectrically powered grid. Scope 3 emissions from landfilled, incinerated and composted waste make up the remainder⁴.

Vancouver's Carbon Pollution, 2020



² Community emissions are measured according to the *Global Protocol for Community-Scale Greenhouse Gas Emission Inventories* (GPC). Methods are consistent from 2007 to present. Note the GHG emission figures reported here do not align with figures published in past annual *Greenest City Implementation Updates*, which were compiled to the *International Local Government Greenhouse Gas Emissions Analysis Protocol* (community section) published by ICLEI in 2009. While the City maintained both inventories until 2020, this protocol has since been superseded by the GPC.

³ See Appendix M of the *Climate Emergency Action Plan* for the Indicators Framework (<https://vancouver.ca/climateemergency>).

⁴ The City compiled community-wide ecological footprint reports—which included additional community Scope 3 emission sources—as part of the Greenest City Action Plan. The most recent inventory is from 2015. These inventories were based on national-level Census data (particularly food and goods consumption). The City does not consider these inventories sufficiently illustrative of the impact of local policies to improve resilience and reduce exposure to transition risks. In the next iteration of the City's environmental sustainability plan (as directed by the forthcoming Vancouver Plan), methodologies may be revisited to determine whether more localized, disaggregated consumption data is available.

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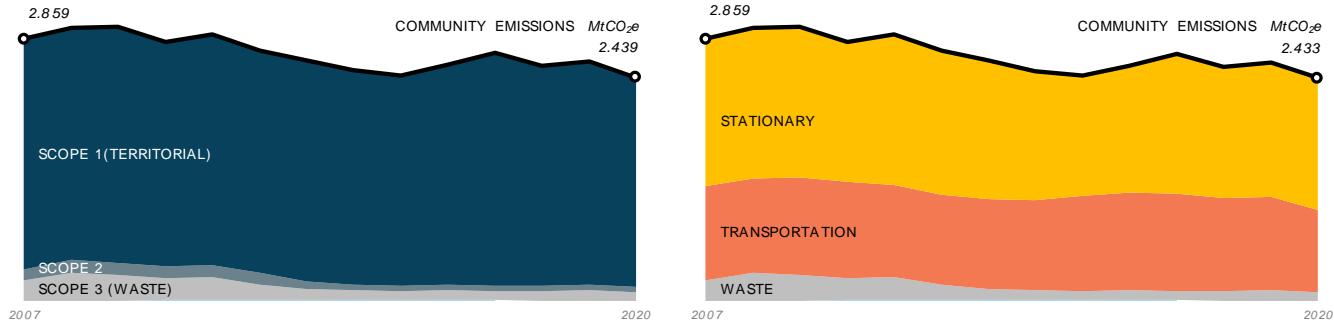
Table 4: Community GHG Emissions

VANCOUVER COMMUNITY GREENHOUSE GAS EMISSIONS million tonnes CO₂e

| By Source | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Stationary | 1.610 | 1.654 | 1.651 | 1.535 | 1.653 | 1.570 | 1.516 | 1.409 | 1.318 | 1.396 | 1.538 | 1.439 | 1.472 | 1.443 |
| Transportation | 1.033 | 1.030 | 1.067 | 1.050 | 1.005 | 0.985 | 0.977 | 0.988 | 1.036 | 1.066 | 1.060 | 1.018 | 1.021 | 0.899 |
| Waste | 0.216 | 0.302 | 0.277 | 0.244 | 0.250 | 0.170 | 0.128 | 0.113 | 0.104 | 0.108 | 0.101 | 0.098 | 0.108 | 0.091 |
| Total (GPC BASIC) | 2.859 | 2.985 | 2.995 | 2.829 | 2.908 | 2.725 | 2.621 | 2.510 | 2.458 | 2.570 | 2.699 | 2.555 | 2.601 | 2.433 |
| % change from 2007 baseline | 4% | 5% | -1% | 2% | -5% | -8% | -12% | -14% | -10% | -6% | -11% | -9% | -15% | |
| By Scope | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| 1 (Territorial) | 2.525 | 2.542 | 2.589 | 2.457 | 2.526 | 2.426 | 2.421 | 2.347 | 2.304 | 2.408 | 2.543 | 2.403 | 2.437 | 2.288 |
| 2 | 0.117 | 0.142 | 0.129 | 0.129 | 0.132 | 0.130 | 0.073 | 0.053 | 0.053 | 0.058 | 0.060 | 0.058 | 0.065 | 0.061 |
| 3 (Waste) | 0.216 | 0.302 | 0.277 | 0.244 | 0.250 | 0.170 | 0.128 | 0.113 | 0.104 | 0.108 | 0.101 | 0.098 | 0.108 | 0.091 |
| Total (Scopes Framework) | 2.859 | 2.985 | 2.995 | 2.830 | 2.908 | 2.726 | 2.623 | 2.512 | 2.462 | 2.574 | 2.704 | 2.560 | 2.610 | 2.439 |
| % change from 2007 baseline | 4% | 5% | -1% | 2% | -5% | -8% | -12% | -14% | -10% | -5% | -10% | -9% | -15% | |

"BASIC" GHG emissions inventory compiled according to the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC). Totalling emissions by scope provides a slightly different inventory total than a BASIC inventory. Scope 1 includes emissions from energy generation supplied to the grid (in Vancouver's case, the Neighbourhood Energy Utility). These emissions do not contribute to BASIC inventories.

Vancouver's community emissions are dominated by Scope 1 combustion of natural gas in buildings and gasoline/diesel in vehicles.



Vancouver's emissions profile illustrates a continued reliance on fossil fuels (mobile fuels and natural gas). The COVID-19 pandemic and annual weather fluctuations help to highlight this dependency. Pandemic restrictions significantly curtailed vehicle activity and therefore transportation emissions (the main contributor to overall emissions reductions in 2020). Meanwhile, winter heating demand continues to influence year-over-year fluctuations in building emissions. These sensitivities will diminish over the long term as the City implements CEAP and the community transitions to zero emission buildings and vehicles, and active transportation modes.

Corporate

The City compiles annual inventories of corporate GHG emissions⁵. As of 2020 (the latest year data are available), the City's corporate emissions have decreased 54% from 2008 levels.

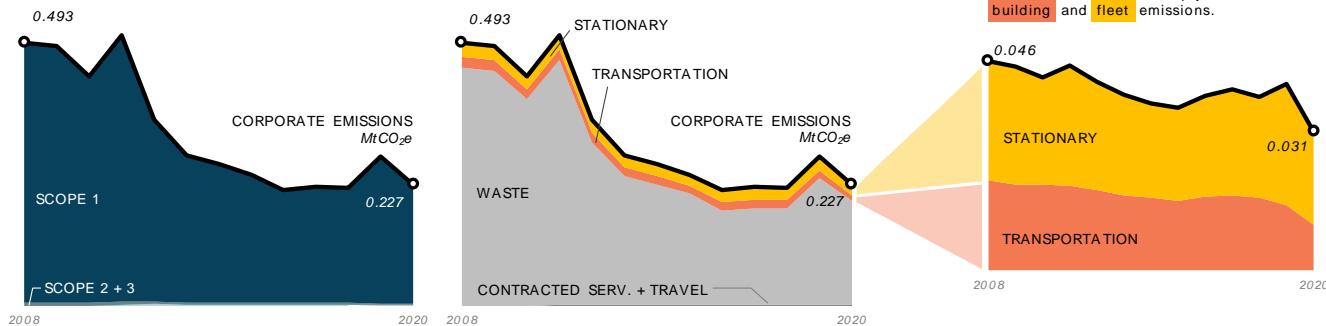
Table 5: Corporate GHG Emissions

VANCOUVER CORPORATE GREENHOUSE GAS EMISSIONS million tonnes CO₂e

| By Source | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Stationary | 0.026 | 0.026 | 0.024 | 0.027 | 0.024 | 0.023 | 0.021 | 0.021 | 0.022 | 0.024 | 0.022 | 0.027 | 0.021 |
| Transportation | 0.020 | 0.019 | 0.019 | 0.019 | 0.018 | 0.016 | 0.016 | 0.015 | 0.016 | 0.017 | 0.016 | 0.014 | 0.010 |
| Waste | 0.446 | 0.441 | 0.387 | 0.460 | 0.305 | 0.241 | 0.226 | 0.209 | 0.178 | 0.180 | 0.181 | 0.237 | 0.195 |
| Contracted Services, Business Travel | 0.0 | 0.0 | 0.0 | 0.001 |
| Total (GPC Basic, Scopes Framework) | 0.493 | 0.486 | 0.430 | 0.506 | 0.348 | 0.281 | 0.264 | 0.246 | 0.217 | 0.221 | 0.220 | 0.280 | 0.227 |
| % change from 2008 baseline | | | | | | | | | | | | | |
| | -1% | -13% | 3% | -29% | -43% | -46% | -50% | -56% | -55% | -55% | -43% | -54% | |

"BASIC" GHG emissions inventory compiled according to the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC). In the case of City-corporate inventories, Scope 1 includes all emissions sources with the City's operational control; therefore, emissions from energy generation supplied to the grid (in Vancouver's case, the Neighbourhood Energy Utility) and facilities outside our geographic boundaries but under our control (e.g., the Vancouver Landfill) are within Scope 1.

Vancouver's corporate emissions are dominated by **Scope 1** landfill emissions, which have decreased greatly due to improvements in landfill-gas capture efficiency.



Methane emissions from decomposition of waste at the Vancouver Landfill are a potent emissions source for Vancouver. An extensive landfill gas capture system, which collects 75% for beneficial reuse (as biomethane) and destruction (through flaring), significantly reduces these emissions. Emission trends from the City's buildings and vehicle fleet illustrate the City's opportunities and ongoing work to reduce corporate exposure to transition risk:

- A priority action with the City's Green Operations Plan is for all new heating and hot water systems in city-owned facilities to be zero emissions, and all capital replacement and maintenance systems to be zero emissions where feasible.
- Another Green Operations priority is for all non-emergency light-duty passenger vehicle purchases to be electric, and for electric or low-carbon options considered for all other fleet and equipment purchases. Fleet fuel purchases are also shifting to renewable natural gas (RNG) and renewable diesel (R100)⁶: in 2021, 50% of the fuel used by the City was either RNG, R100, or Electricity.

A small portion due to Scope 3 emissions (namely contracted services, flights, and the City's use of an external passenger-vehicle carshare service for City business) has largely remained flat.

⁵ Corporate emissions are measured according to the *International Local Government GHG Emissions Analysis Protocol* (IEAP), as referenced in the *Global Protocol for Community-Scale Greenhouse Gas Emission Inventories* (GPC). Methods are consistent from 2008 to present. Corporate inventories include facilities under the City's *operational* control, so while corporate inventories are typically a subset of community inventories, exceptions can occur, such as in the case of Vancouver. Vancouver's landfill is located outside of our geography and used by multiple municipalities, but because we own and operate it, the entirety of its emissions fall within scope for the City.

⁶ Renewable diesel is similar to biodiesel but has some significant differences. Both biodiesel and renewable diesel can be produced from waste organic feedstock such as waste fats and used vegetable oils. However, renewable diesel refines the organic feedstock into an end product that is certified to the same standard as petroleum diesel, allowing renewable diesel to be used in blends of up to 100% without any issues.

False Creek Energy Centre

The City's largest single-facility emitter in 2020 was the False Creek Energy Centre (FCEC). The FCEC generates energy to distribute via the City's neighbourhood energy utility (NEU). The NEU provides low carbon thermal energy (space heating and hot water) to 43 residential, commercial and institutional ratepayer customers, equating to 603,000 square metres (6,491,000 square feet) of floor area. The NEU currently targets 70% production from renewable sources such as sewage waste heat and renewable natural gas (RNG). This results in substantial emission reductions compared to traditional methods of providing heat and hot water to buildings.

However, two events in recent years resulted in a significant temporary reduction in NEU environmental performance as a result of the need for additional conventional natural gas to generate energy at the False Creek Energy Centre.

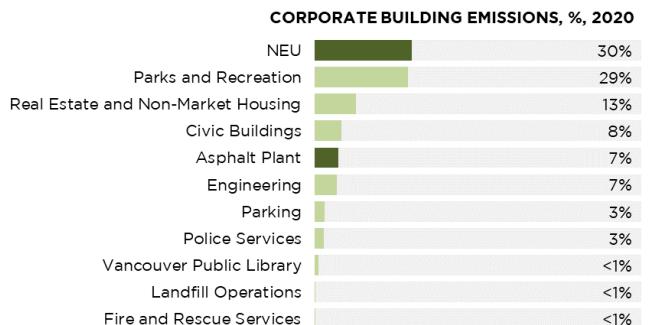
1. On October 28, 2018, flooding triggered by a 1-in-25-year rainfall event caused a prolonged outage of the sewage heat recovery system at the False Creek Energy Centre. Although this event did not disrupt service to customers, it did cause the NEU's forecast renewable energy supply to drop to 33%. The sewage heat recovery system was repaired in 2020.
2. On August 1, 2019, the City received notice from FortisBC that the supply of RNG would be halted for the remainder of the year because of production shortages. RNG supply in 2020 was limited to 40% of the volume of the supply agreement.

In 2020, the NEU successfully implemented its first application of heat recovery from a building and this successful pilot continued in 2021 in which the NEU is forecasting to recover 700 MWh of energy, which accounts for 1% of total energy. In 2021, with the heat pump back in full operation and the RNG curtailment lifted, the NEU achieved 73% renewable energy.

As part of the City's Climate Emergency Action Plan, staff have been tasked with evaluating options to transition the NEU's energy supply from its current target of 70% to a new target of 100% renewable energy sources by 2030. A Roadmap to 100% renewable energy will be presented to Council in 2023.

For more information, see the [2022 False Creek Neighbourhood Energy Utility \("NEU"\) Customer Rates](#) report to City Council.

The NEU and asphalt plant are the largest single users. Parks facilities are the largest energy users in aggregate.



Physical and Transition Risk Metrics

TCFD recommends disclosure of the amount or percentage of assets and service delivery vulnerable to physical and transition risks. The City does not have these figures at this time.

The City has historically used explanatory metrics as part of its *Adaptation Strategy* reporting (see Table 6). These monitor the rate of climate change and its impacts on Vancouver, acting as a proxy for changes in overall climate risk, to support why the City is doing this work.

Completed in 2021, Phase 1 of the Hazards, Risks and Vulnerability Assessment (HRVA) included effort to compile and integrate spatial data on climate-related hazard exposure, intensity and social and physical vulnerability. This information is being used currently to plan for heat before summer 2022. Areas that are hot (surface temperature) and have higher vulnerability (e.g., social and material deprivation) and fewer heat response interventions (e.g., cooling centres, spray parks, lower tree canopy) are being targeted for prioritization.

In addition to spatial information, the first phase of the HRVA brought together staff and external practitioners to inventory a wide range of impacts from the climate-related hazard events and discuss consequences. According to those findings, the risk of climate-related hazards (likelihood and consequence) increases significantly over time, overtaking non-climate related hazards to become the top hazards of concern over time.

Table 6 – Selected Explanatory Metrics

| Source | # of Heat Warnings | Days Under Air Quality Advisory ¹ |
|--------|--------------------|--|
| | Environment Canada | Metro Vancouver |
| 2014 | 0 | 1 |
| 2015 | 0 | 8 |
| 2016 | 0 | 0 |
| 2017 | 1 | 18 |
| 2018 | 4 | 22 |
| 2019* | 0 | 0 |
| 2020 | 0 | 12 |
| 2021 | 3 | TBD |

Climate-related opportunities

The City has long recognized the opportunities from climate policy and action that is targeted, consistent and reliable. The Greenest City Action Plan identified in 2011 that developing Vancouver's green economy is not only necessary for creating a healthy and sustainable city, it is also an incredible opportunity for generating wealth, improving social equity, and building resiliency in the face of uncertain futures. From a City-corporate perspective, a diverse, green, future-proof economy reduces ratepayer risk in the face of climate unknowns. For our residents and businesses, some of the broader community economic benefits can already been seen.

Vancouver's Brand Value

The City of Vancouver's Brand Value [was valued](#) at US\$31 billion as at January 31, 2015.

The City contracted Brand Finance in 2015 to conduct an independent, ISO-recognized Brand Strength Index (BSI) assessment of the Brand Value of Vancouver. The BSI is a balanced scorecard framework to determine the overall strength of the brand of a municipality relative to its five other competitor municipalities on the following components of brand strength:

- Municipal investment in infrastructure and other municipal assets, programs and services
- Perceptual and behavioural equity based on independent market research
- Economic performance of the municipality including, for example, GRDP per capita, crime rate and energy consumption

Brand Finance applied the BSI score for the City of Vancouver to the forecast GRDP using a Royalty Rate Methodology and calculated the Brand Value of the City of Vancouver on this basis.

The study showed how sustainability and existing in harmony with nature are integral to Vancouver's success. Vancouver is recognized globally for its reputation in sustainability, green technology, and environmental protection. This brand value encourages businesses to move and invest here, attracts talented workers, encourages outstanding students and researchers to study here and underpins our long-term economic stability.

Green Jobs Growth

In the City of Vancouver, the [number of green and local food jobs](#) has increased 87% in the period 2010-2020 (approximately 17,400 new jobs). The top three sectors for growth were:

1. Green Building Design & Construction - tied largely to increased market penetration of green building programs, residential industry growth, and updates to the Vancouver Building By-Law
2. Materials Management & Recycling - largely within materials recovery facilities and waste-to-resources
3. Land / Water Remediation & Environmental Consulting

The Vancouver Economic Commission produces [research](#) on the growth of Vancouver's green and local food jobs. A green job is defined as an occupation that has a focus on activities that restore or preserve environmental quality, reduce energy, materials and water consumption, decarbonize the economy, and minimize or altogether avoid the generation of all forms of waste and pollution. A local food job is defined as a job involved in the production, retailing, or processing in Vancouver of food that originated in British Columbia.

Opportunities in the Green Buildings sector

Addressing the global climate crisis has the potential to create huge new market opportunities, and Metro Vancouver is well positioned to capitalize on them. Vancouver Economic Commission [studied the economic opportunity](#) created in the green building sector by local and provincial policies. The *Green Building Market Forecast (2019-2032)* showed that policies such as Vancouver's *Zero Emissions Building Plan* and BC's *Energy Step Code* have created a phased but clear signal to local industry about future building energy use and greenhouse gas requirements. This has helped jumpstart a \$3.3 billion market opportunity for local manufacturers, installers, and suppliers of green building materials in six product categories: fenestration, insulation, heat recovery ventilators (HRVs), HVACs, including heat pumps, domestic hot water systems, and drain water heat recovery systems. The potential economic impact of these policies also include creating 925 well-paying, sustainable manufacturing jobs throughout B.C., and 770 ongoing installation jobs in Metro Vancouver.

Targets, Indicators and Progress

Climate Emergency Action Plan (CEAP)

The [CEAP indicators framework](#) tracks:

- how CEAP implementation will reduce Vancouver's carbon pollution commensurate with limiting global warming to 1.5°C
- what beneficial community-level economic and equity outcomes are achieved through the Big Move actions
- the investments, programs and policies needed to achieve our objectives

The framework comprises the full set of actions, Action and Equity Milestones, Outcome Indicators, and Headline Indicators. Along with projected carbon pollution reductions and the CEAP financial framework, CEAP indicators form a carbon budgeting and accountability framework to track progress transparently and accurately.

The CEAP indicators framework has three levels—each one contributing to the next. Each action ties to its specific milestone(s) and indicator(s), the responsible City department, and projected/actual Big Move carbon reduction. The City produces a CEAP Annual Report for Council.

- See the full set of actions, outcomes, and indicators [here](#).
- The 2021 Report presentation can be found [here](#).
- The 2021 Dashboard containing progress on milestones and indicators can be found [here](#).

Climate Change Adaptation Strategy (CCAS)

Measurement of adaptation work is a nascent discipline still under development. Complications arise due to the long time-horizons involved in adaptation outcomes; the prioritization and selection of process, outcome, and contextual indicators; and appropriate methods for quantifying counterfactual indicators (i.e., avoided climate impacts due to adaptation interventions).

CCAS contains an action to finalize measurement indicators. Some of these derive from existing City of Vancouver and Park Board plans and strategy implementation (see Canopy Cover below). Others are pending completion of related plans and strategies under development at this time (e.g., *Vancouver Plan*, *Rain City Strategy*). Also included within CCAS are Enabling Action indicators looking at the mainstreaming of climate change considerations in to City operations, decisions, and investments. Explanatory metrics monitor the rate of climate change and its impacts on Vancouver (see Table 6 above). Regular reporting against these metrics is in development. For the preliminary Measurement Indicators and for more information, see the full CCAS.

CCAS implementation is underway with regular updates to the Adaptation Steering Committee on progress (see Table 7). All actions have timelines for completion; three years into a five-year implementation, over 70% are currently underway or completed. Several actions have become redundant (for instance, as of 2020, the *Vancouver Plan* process will now address the creation of a Living Systems Strategy).

Table 7 – CCAS Core Actions and Focus

| | Completed | In Progress | Carry Forward to 2023 plan | Redundant | Total |
|-------------------------------------|------------|-------------|----------------------------|------------|-------------|
| Core Actions | 31 | 29 | 18 | 6 | 84 |
| Climate Robust Infrastructure | 8 | 8 | 1 | 1 | 18 |
| Climate Resilient Buildings | 5 | 5 | 5 | 3 | 18 |
| Connected and Prepared Communities | 10 | 4 | 3 | 1 | 18 |
| Coastal Preparedness | 5 | 4 | 8 | | 17 |
| Healthy and Vigorous Natural Assets | 3 | 8 | 1 | 1 | 13 |
| Enabling Actions | 7 | 4 | 3 | 3 | 17 |
| Total | 38 | 33 | 21 | 9 | 101 |
| % Actions | 38% | 33% | 21% | 10% | 100% |

Developing Climate-Risk Metrics and Targets

The City will continue to develop data sources, metrics, and related analysis to measure and communicate our performance in climate mitigation and adaptation. In many cases, the baseline measurement or data collection method is not in place for adaptation monitoring. For instance, work continues on inventorying and mapping the City's assets, generating a 10-year outlook and cost projections for maintenance and renewal. City staff are involved with several national projects beginning to explore methods of assessing return on investment of adaptation interventions. The City's climate metrics have tended to be descriptive and contextual, and do not include a risk dimension or analysis (e.g., total community GHGs without commentary on risk-exposure profile that this figure represents). Similar to many organizations, the City has physical risks well identified and assessed but more work is required to better identify and quantify transition risks.

As mentioned previously, the standards around TCFD disclosure are still in development, and are particularly nascent with respect to public-sector organizations. Appendix B in the *Climate-related Disclosure Prototype* gives industry-specific disclosure requirements and metrics, which may broadly correspond to a municipality's asset classes and service delivery categories. The City has begun mapping these⁷ and may include relevant metrics in future disclosures.

Key considerations remain: Should measures capture not just the resilience of the City's service delivery and owned assets, but also preparedness in the larger community, and impacts to services, infrastructure and land owned and managed by external stakeholders within the City's geography? What metrics are then best suited for measuring municipal government performance, given the differences in fiduciary duty, duty of care, and scope of concern compared to private-sector entities? And given city typologies vary greatly (geography, demography, jurisdictional boundaries and powers), how might readers interpret relative performance between cities.

One approach may be to look at our assets and service delivery from a value-chain perspective (particularly relevant when we eventually examine our Scope 3 emissions) and find similarities with the TCFD's private-sector focus, to develop an approach tailored to municipalities.

⁷ For instance, two industries correspond broadly to major emitters within the City's services: "Electric Utilities & Power Generators" (i.e., the City's neighbourhood energy utility), and "Construction Materials" (i.e., the City's asphalt plant). Discussion around the NEU's emissions in 2020 are included below.

**SCHEDULE OF DEBTS
& GUARANTEE &
INDEMNITY AGREEMENTS**

Please refer to Supplementary Financial Information – Pages 40-42

Prepared in accordance with the Financial Information Regulation Schedule 1, Section 3

Please refer to Consolidated Financial Statements Note 12.

Prepared in accordance with the Financial Information Regulation Schedule 1, Section 5

SCHEDULE OF REMUNERATION AND EXPENSES

- ◆ CITY OF VANCOUVER
- ◆ VANCOUVER BOARD OF PARKS AND RECREATION
- ◆ VANCOUVER POLICE BOARD

PREPARED IN ACCORDANCE WITH
THE FINANCIAL INFORMATION REGULATION
SCHEDULE 1, SECTION 6 (2), (3), (4), (5), (6), (7)

| Name | Remuneration (1) | Local Expenses (2) | Travel & Conferences (3) | Discretionary Expenses (4) |
|----------------|---------------------|-----------------------|-----------------------------|-------------------------------|
| STEWART, K. | \$ 178,473 | \$ 23,276 | \$ 9,615 | \$ 781,543 |
| BLIGH, R. | 99,484 | 6,023 | 3,307 | 3,224 |
| BOYLE, C. | 96,442 | 5,906 | 677 | 9,520 |
| CARR, A. | 102,998 | 7,165 | 1,325 | 945 |
| DE GENOVA, M. | 99,720 | 6,507 | 1,321 | 25,000 |
| DOMINATO, L. | 93,164 | 6,061 | 1,321 | 3,263 |
| FRY, P. | 99,720 | 6,160 | 1,325 | 1,098 |
| HARDWICK, C. | 96,442 | 6,524 | 1,325 | 30,506 |
| KIRBY-YUNG, S. | 103,216 | 9,232 | 1,443 | 1,967 |
| SWANSON, J. | 89,886 | 5,489 | 1,325 | 16,951 |
| WIEBE, M. | 96,442 | 5,492 | 1,440 | 3,231 |
| | \$ 1,155,987 | \$ 87,835 | \$ 24,424 | \$ 877,248 |

(1) Remuneration for Councillors includes:

- Deputy Mayor duties for Councillor(s) Bligh, Boyle, Carr, De Genova, Fry, Hardwick, Kirby-Yung and Wiebe
- Duty Councillor duties for Councillor(s) Bligh, Boyle, Carr, De Genova, Dominato, Fry, Hardwick, Kirby-Yung and Wiebe
- Deputy Mayor and Duty Councillor payments for Dec 2021 were made in January 2022

(2) Local Expenses include:

- For Mayor, a transportation allowance of \$7,175
- For Councillors - maximum of 10% remuneration (includes option for taking 60% of the local expense limit as transportation allowance)

(3) Travel and Conferences - net of recoveries. Mayor's expenses include travel and conferences for political staff

(4) Discretionary Expenses:

- For Mayor - As per by law 11529 - Expenses are segregated by type
- For Mayor - Includes remuneration for Staff, also reported in remuneration requirements under FIA
- For Councillors - maximum of \$30,000

| Name | Remuneration | | Expense | Total |
|----------------|---------------------|-------------|-------------------|--------------|
| Barker, T. | \$ 17,995 | \$ - | \$ 17,995 | |
| Coupar, J. | 17,995 | - | 17,995 | |
| Demers, D. | 17,995 | - | 17,995 | |
| Dumont, C. * | 22,493 | - | 22,493 | |
| Giesbrecht, G. | 17,995 | - | 17,995 | |
| Irwin, J. | 17,995 | - | 17,995 | |
| MacKinnon, S. | 17,995 | - | 17,995 | |
| Total | \$ 130,463 | \$ - | \$ 130,463 | |

* Chair for 2021

| Name | Remuneration | Expense | Total |
|----------------|--------------|----------|-----------|
| Barnes, P. | \$ 10,233 | \$ 368 | \$ 10,601 |
| Black, A. | 8,935 | 368 | 9,303 |
| Chong, F. | 7,995 | 368 | 8,363 |
| Dhahan, B.** | 4,626 | - | 4,626 |
| John, W. | 3,059 | 236 | 3,295 |
| Magee, Dr. S.* | 423 | - | 423 |
| Marshall, C.* | 273 | - | 273 |
| Robson, M. | 8,714 | 395 | 9,109 |
| Roy, R. | 1,569 | 395 | 1,964 |
| Wightman, F. | 10,506 | 447 | 10,953 |
| Wong, Dr. P.* | 821 | - | 821 |
| | <hr/> | <hr/> | <hr/> |
| | \$ 57,154 | \$ 2,578 | \$ 59,732 |

* Term ended 2020; remuneration amount is due to 2020 adjustment was made in 2021

** Term ended 2021

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|----------------------------|--------------|----------|-------------------|--------------|----------|
| Abbasi, S | \$ 103,338 | \$ 955 | Amyotte, M | 101,621 | - |
| Abbrusci, J A | 81,748 | - | Anderson, G | \$ 97,677 | \$ - |
| Abdul Razack, M | 113,549 | 31 | Anderson, J | 88,966 | - |
| Abello-Lee, A | 93,633 | - | Anderson, K P | 134,545 | 670 |
| Abrams, W S | 145,064 | 1,028 | Anderson, P | 112,091 | - |
| Abri, S | 115,075 | 1,049 | Anderson, R | 120,759 | - |
| Acevedo Calle, C | 124,089 | - | Anderson, R S | 97,564 | - |
| Acevedo, J | 110,152 | - | Anderson, T | 79,809 | - |
| Adam, A G | 112,335 | 251 | Andrews, G | 99,299 | - |
| Adam, E | 82,004 | - | Andrews, J | 124,237 | - |
| Adams, D | 105,776 | 163 | Andrews, J G | 76,605 | - |
| Adams, L | 81,075 | - | Anstey, T | 92,893 | - |
| Adcock, J K | 154,515 | - | Anthony, C R | 82,881 | - |
| Adeli, H | 77,007 | - | Anthony, J | 83,752 | - |
| Adolph, C | 114,215 | - | Antoniazzi, R | 95,409 | - |
| Aeng, E | 90,765 | - | Anwar, S | 124,237 | - |
| Afghan, E | 96,257 | 955 | Anzulovich, M M | 141,816 | - |
| Afifi, P | 109,175 | - | Anzulovich, N | 110,882 | - |
| Afonso, G | 102,518 | 960 | April, C RJ | 102,821 | - |
| Agapescu, S | 90,592 | - | Aramini, G J | 146,116 | - |
| Agnihotri, N | 91,998 | - | Araujo, R | 140,449 | 310 |
| Agre, S | 105,041 | - | Araujo, S | 155,502 | 158 |
| Aguilar, A M | 178,774 | 3,086 | Arcangel, D | 79,806 | - |
| Ahlstrom, C B | 88,138 | 587 | Archibald, C | 102,697 | - |
| Ahmadi Diba, F A | 99,053 | 688 | Archide, D | 79,512 | - |
| Ahtesham, B | 132,448 | 661 | Archila Quiroa, D | 116,336 | 600 |
| Ainsworth, J R | 148,683 | - | Areola, G | 93,363 | 1,442 |
| Aitken, J | 119,281 | - | Argo, P | 95,303 | 200 |
| Ajayi, A | 110,103 | - | Armstrong, T | 93,492 | - |
| Ajina, M | 91,551 | - | Arnold, A | 80,146 | 268 |
| Akhtar, J Z | 78,786 | - | Arroyo, R | 87,795 | - |
| Alami Fettouhi, K | 96,761 | - | Arsenault, P G | 101,182 | - |
| Alapour, F | 92,977 | 1,040 | Arseneault, A | 77,721 | - |
| Albitar, M | 89,784 | 1,594 | Arter, A G | 82,770 | - |
| Alblas, A | 117,637 | 1,167 | Arthur, M | 76,381 | - |
| Alexander, O | 79,988 | - | Ashdown, M | 129,253 | 100 |
| Alfaruq, Y | 99,292 | 1,218 | Asli, N | 80,135 | - |
| Alger, M | 124,446 | 504 | Aspinall, J | 207,803 | 1,390 |
| Ali, E | 78,362 | - | Assadipour, G | 96,371 | 3,462 |
| Ali, S | 107,891 | - | Assadizadeh, A | 120,514 | 1,083 |
| Aljebouri, O | 104,360 | - | Atchison, R A | 108,371 | - |
| Allard, B G | 96,575 | - | Atwal, R | 78,983 | 657 |
| Allen, P | 86,581 | - | Atwood, B | 93,676 | - |
| Allen, R | 97,242 | - | Au, M | 147,529 | 1,021 |
| Alojado, J | 85,376 | - | Au, N | 112,828 | - |
| Amarkhanyan, A | 103,983 | 472 | Aube, W | 114,860 | - |
| Amarshi, A | 100,297 | - | Augustine, R W | 134,126 | - |
| Amaya, H | 93,792 | 1,625 | Aujla, K | 181,750 | 1,908 |
| Amendolagine, V J | 93,561 | - | Austin, J | 86,342 | - |
| Amigo Gonzalez Mariscal, J | 91,815 | - | Austin, N | 135,252 | 1,085 |
| Amisano, F | 91,268 | - | Autiero, D | 133,861 | - |
| Amisano, R | 79,250 | - | Aver, R | 132,321 | 650 |
| Amon, K | 113,129 | 1,113 | Avinash, A | 92,234 | - |
| Amon, S | 76,526 | 130 | Awatta, H | 95,727 | 51 |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-----------------|--------------|----------|---------------------|--------------|----------|
| Aylett, S W | 129,671 | 1,029 | Basraon, I S | 122,912 | 1,167 |
| Ayres, E | 83,620 | - | Bastian, A | \$ 101,614 | \$ - |
| Azam, M A | 84,122 | - | Bateman, J K | 88,068 | - |
| Azcoitia, J C | 110,103 | - | Batt, I | 101,235 | - |
| Azuelos, J | 114,603 | - | Baumann, E | 101,182 | - |
| Baas, C | 142,897 | - | Baumert-Samson, M | 109,177 | - |
| Baber, C | 155,293 | 1,007 | Baxter, A | 104,657 | - |
| Babin, J | 109,341 | - | Baxter, D | 132,353 | - |
| Babineau, P B | 91,354 | - | Bayanpour, N | 122,244 | 1,800 |
| Bachan, R | 109,607 | 263 | Bayne, A | 84,551 | 395 |
| Badelt, B | 138,023 | 472 | Baynham, C | 92,325 | - |
| Bahr, N | 106,218 | - | Bayntun, R | 107,868 | 3,861 |
| Bai, J | 80,684 | - | Bean, G | 79,550 | - |
| Bailey, D A | 90,140 | - | Beatch, L | 185,590 | - |
| Bailey, D V | 86,283 | - | Beaulieu, L | 117,460 | - |
| Bailey, G J | 109,698 | - | Beck, B | 124,237 | 595 |
| Bailey, J | 123,773 | 91 | Beck, K H | 182,182 | 3,086 |
| Baillie, M | 102,518 | - | Beck, M | 87,904 | - |
| Baker, C | 77,975 | - | Becker, A | 154,175 | - |
| Baker, K | 77,367 | - | Bedry, R | 89,924 | - |
| Baker, M | 125,324 | - | Beesley, M | 75,960 | 210 |
| Baker, M | 121,119 | 650 | Begg, A | 114,356 | - |
| Bakewell, G | 95,174 | 226 | Behler, K | 123,151 | - |
| Bal, K | 76,015 | - | Behnam-Shabahang, A | 120,605 | - |
| Baldwin, D | 130,229 | - | Belanger, L | 155,293 | 483 |
| Ballantyne, M T | 105,234 | - | Belczyk, A M | 117,222 | - |
| Ballard, T J | 132,510 | - | Bell, M | 95,094 | - |
| Balogh, Z E | 94,706 | - | Bell, M | 91,096 | - |
| Balson, J | 120,503 | - | Bell, S | 99,016 | - |
| Bancroft, D L | 92,026 | - | Belluce, M N | 103,256 | - |
| Bancy, B | 77,127 | - | Belsham, J J | 92,501 | - |
| Bandiera, P | 93,047 | - | Ben David, S | 114,850 | - |
| Baptiste, C A | 100,297 | - | Bench, C | 84,636 | - |
| Baranyais, L | 102,696 | - | Bender, A S | 96,832 | - |
| Baras, D | 101,182 | - | Bening, N | 81,576 | - |
| Baratta, P | 87,205 | - | Bennett, J | 84,079 | 3,171 |
| Barber, D K | 129,167 | - | Bennett, K M | 102,960 | - |
| Barber, M P | 100,127 | - | Bennington, M | 101,546 | - |
| Barbir, L F | 100,187 | 177 | Bentley, A M | 87,783 | - |
| Barbosa, P | 81,465 | 158 | Benton, E | 85,007 | - |
| Barcelona, C | 78,895 | - | Benvenuti, D | 75,247 | - |
| Barisky, T | 79,602 | 196 | Benvenuti, J | 90,097 | - |
| Bark, D | 87,022 | - | Berda, S D | 124,871 | - |
| Barker, K | 87,382 | - | Berdahl, I L | 88,284 | - |
| Barker, S | 128,878 | - | Bergen, C | 81,070 | - |
| Barlow, B | 82,639 | - | Bergen, J | 114,708 | - |
| Barnes, D | 107,492 | 1,123 | Berger, A P | 80,180 | - |
| Barnes, D W | 86,425 | - | Berka, B G | 125,670 | - |
| Baron, D | 102,459 | 542 | Bernard, C A | 94,027 | - |
| Barone, A | 87,192 | 46 | Bernard, R | 78,620 | - |
| Barron, E | 148,001 | 703 | Berrios, J | 106,666 | - |
| Barry, A | 81,251 | - | Bersabal, D | 90,348 | - |
| Bartlett, J | 102,095 | - | Bertolone, S | 82,591 | - |
| Barton, A | 94,426 | - | Bertuzzi, B R | 163,659 | 3,402 |
| Barton, T | 123,773 | 878 | Bethell, J T | 131,960 | 1,804 |
| Barzen, S | 117,571 | - | Bevacqua, U | 94,834 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-----------------------|--------------|----------|------------------|--------------|----------|
| Beveridge, J | 103,297 | - | Boldt, T | 85,122 | 703 |
| Bevilacqua, A | 77,273 | - | Boleak, D | 103,738 | - |
| Bevilacqua, G | 91,050 | - | Bonamis, I | 106,099 | - |
| Bevilacqua, S | 113,959 | 194 | Bonderud, E | 78,940 | 290 |
| Beyer, C B | 101,182 | - | Bong, S | 94,901 | - |
| Bhade, P | 110,075 | 1,047 | Bonin, E | 86,044 | - |
| Bhokanandh, S | 91,981 | - | Bonner, R | 101,591 | - |
| Bhuiyan, M S | 77,515 | - | Bonneville, G T | 85,764 | - |
| Bhullar, A | 81,147 | - | Boone, D E | 170,542 | 472 |
| Bhullar, A S | 127,619 | - | Boonyaprasop, M | 103,819 | 1,029 |
| Bhullar, G S | 78,982 | - | Bordeville, A | 101,497 | - |
| Biagini, M N | 115,445 | - | Bordignon, A P | 115,588 | - |
| Bianchi, S | 102,099 | 4,850 | Bordignon, D A | 90,374 | - |
| Bibby, J | 113,705 | - | Borger, R | 118,241 | - |
| Bibeau, C | 99,001 | - | Borges, C | 90,437 | - |
| Bidese, L | 97,350 | - | Born, E H | 129,832 | - |
| Bidwell, M G | 93,549 | - | Borromeo, A | 81,193 | - |
| Bifolchi, R | 120,438 | - | Borsa, J | 111,515 | - |
| Bigelow, R | 171,743 | 997 | Borsa, J | 97,066 | - |
| Bigelow, S | 90,479 | - | Borsoi, C | 78,351 | - |
| Billing, J | 178,774 | 3,086 | Bortignon, B T | 88,555 | - |
| Biln, M | 109,392 | - | Boruck, R A | 167,954 | 1,029 |
| Biln, P J | 90,769 | - | Boscher, W | 82,721 | - |
| Bingley, T | 105,351 | - | Boskic, B | 106,663 | - |
| Bining, H S | 103,790 | - | Bosnjak, J | 102,814 | - |
| Bird, J A | 81,096 | - | Botero, S | 75,669 | - |
| Bird, M | 102,309 | - | Botsis, N | 75,146 | - |
| Birdi, G | 108,495 | - | Bottineau, M | 78,051 | 184 |
| Birk, T A | 94,680 | - | Bouchir, J V | 106,104 | 1,167 |
| Bishop, J A | 114,693 | - | Boullard, T | 109,280 | - |
| Bishop, S C | 79,809 | - | Bourdeaud'Huy, D | 130,708 | - |
| Bjarnason, C | 99,111 | 2,378 | Bourgeau, J | 149,595 | - |
| Black, C | 92,989 | - | Bourke, M T | 126,540 | 53 |
| Black, J C | 94,726 | - | Bourne, T C | 150,525 | - |
| Black, S | 126,549 | - | Bourque, J | 142,920 | - |
| Blackburn, J | 101,777 | - | Bowling, B | 95,216 | - |
| Blacker, J N | 110,398 | - | Bowling, J | 78,859 | - |
| Blackmore, J | 88,448 | - | Bowyer, M | 94,288 | 808 |
| Blackmore, J | 86,982 | - | Boychuk, B A | 120,908 | - |
| Blagojevic, G | 109,009 | 472 | Boyd, J | 123,505 | 758 |
| Blanco, J | 75,533 | - | Boyer, E JP | 87,306 | - |
| Blandino, R F | 77,058 | - | Boyes, T | 75,907 | - |
| Blay, H S | 91,194 | - | Bracewell, D | 161,802 | 562 |
| Blount, J | 128,070 | 666 | Brach, J S | 116,783 | - |
| Blue, D | 95,496 | - | Bradbury, C | 101,988 | 1,029 |
| Blundell, B J | 122,893 | - | Bradford, K | 90,317 | - |
| Blyth, D DB | 82,189 | 669 | Brar, G | 120,087 | - |
| Boaz, R A | 115,875 | 64 | Brar, J Y | 142,667 | - |
| Boddeveld, R | 81,776 | - | Brascia, A | 117,361 | - |
| Bodnar, D A | 110,103 | - | Brasnett, T | 118,017 | - |
| Boerner, C | 79,867 | - | Bredin, M B | 81,073 | - |
| Bogas, J | 76,329 | - | Brennan, B | 90,348 | - |
| Bohorquez Valencia, J | 103,983 | - | Brennan, G | 90,619 | - |
| Boisclair, C D | 89,128 | - | Breure, C J | 124,002 | - |
| Bolan, S M | 141,194 | - | Brideau, L D | 111,575 | - |
| Boldt, J S | 111,515 | - | Bridger, K R | 141,061 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-----------------|--------------|----------|-------------------|--------------|----------|
| Briscoe, L J | 98,908 | - | Burshtynski, C | 101,823 | - |
| Brisson, C | 101,621 | 5,060 | Busch, C | 87,069 | 366 |
| Broadbent, I | 122,254 | - | Busch, Y K | 83,213 | - |
| Brodziak, C A | 126,536 | - | Butler, J | 107,161 | - |
| Bromberger, T J | 113,772 | - | Buttle, M | 126,064 | - |
| Brooker, E | 89,610 | 398 | Buzza, E | 80,206 | - |
| Brooks, L | 102,324 | - | Byma, W | 122,719 | - |
| Brossard, J | 119,470 | 997 | Byrne, R | 83,727 | 3,212 |
| Brotzel, J | 82,717 | - | Cacos, D J | 77,828 | - |
| Brouillet, N | 100,938 | 175 | Caddell, T | 86,222 | - |
| Brouwer, M | 113,298 | - | Cahill, K | 154,766 | 130 |
| Brown, A | 125,336 | - | Calder, K | 124,047 | 255 |
| Brown, L | 121,073 | - | Caldwell, J | 79,398 | - |
| Brown, L | 86,760 | - | Caley, D W | 85,975 | - |
| Brown, L S | 85,367 | - | Call, B J | 129,495 | - |
| Brown, M | 82,457 | - | Callow, K A | 96,067 | - |
| Brown, P | 98,277 | - | Cameron, B | 101,603 | - |
| Brown, S | 155,726 | 1,059 | Cameron, R D | 96,702 | - |
| Brown, T A | 126,258 | - | Cameron, R S | 131,843 | 1,029 |
| Browning, M | 95,409 | - | Campbell, B | 94,862 | - |
| Brownlie, J D | 76,789 | - | Campbell, B | 81,503 | - |
| Broz, A G | 97,616 | - | Campbell, I | 117,127 | 100 |
| Bruce, K | 118,181 | - | Campbell, I | 103,505 | - |
| Bruce, P | 124,257 | - | Campbell, M L | 95,913 | 205 |
| Bruce, R J | 92,708 | - | Campbell, S M | 121,362 | - |
| Bruchet, J | 93,382 | - | Campeau, T | 111,279 | - |
| Bruckmann, P M | 102,705 | - | Canaday, M | 118,976 | 650 |
| Brunton, L | 101,182 | - | Cantagallo, G | 75,606 | - |
| Brustolin, A | 93,618 | 136 | Cap, T N | 134,444 | - |
| Bryant, J A | 133,140 | - | Caparas, R | 104,727 | - |
| Bryant, K R | 81,250 | 2,113 | Capolongo, P | 101,182 | - |
| Bryant, R W | 116,689 | 132 | Carabatsakis, J | 97,729 | - |
| Brzozowski, A | 103,981 | 398 | Carino, N M | 93,202 | - |
| Buchanan, J | 75,494 | - | Carlson, J | 99,924 | - |
| Buchwald, J | 83,211 | - | Carmona, R | 103,675 | 472 |
| Buckham, B | 109,960 | - | Carreiro, D E | 104,504 | - |
| Buckham, C | 102,761 | - | Carroll, M P. | 77,794 | 1,417 |
| Buckingham, T V | 115,972 | - | Carstairs, M | 101,839 | - |
| Budau, R | 101,111 | - | Carswell, K | 94,080 | 650 |
| Buday, S | 106,336 | - | Carten, S | 111,548 | - |
| Budzik, M S | 119,264 | 291 | Carter, C D | 116,366 | - |
| Buksa, K | 123,747 | 79 | Carter, S | 81,961 | 349 |
| Bullock, M | 108,652 | 227 | Carter, S E.J. | 109,289 | - |
| Bunio, N | 99,862 | - | Cartlidge, J R | 116,436 | 269 |
| Bunz, D W | 139,635 | - | Carvalho, N V | 105,045 | - |
| Burant, B | 76,095 | - | Casano, J W | 84,478 | - |
| Burden, R W | 145,302 | - | Cashato, A B | 104,992 | - |
| Bureyko, M W | 94,047 | - | Cashin, K | 98,218 | - |
| Buric, D | 115,982 | - | Castellanes, M | 75,448 | - |
| Buric, I | 110,103 | 199 | Castillo Urena, M | 109,759 | - |
| Burke, D | 109,621 | 256 | Castle, R H | 79,809 | - |
| Burke, T | 86,956 | - | Castro, M | 91,269 | - |
| Burnett, B A | 109,692 | - | Catania, S | 87,464 | - |
| Burnett, J | 96,101 | - | Cates, J J | 79,952 | - |
| Burpee, H E | 138,125 | - | Cavaliere, G A | 82,617 | - |
| Burrero, A | 145,688 | 1,029 | Cavasinni, S | 85,891 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|------------------|--------------|----------|-----------------|--------------|----------|
| Cave, M R | 124,121 | - | Chen, T | 86,544 | 1,075 |
| Cavill, S O | 134,635 | - | Cheng, A | 154,811 | 955 |
| Cen, K | 83,102 | - | Cheng, A | 96,827 | 609 |
| Centeno, A | 81,491 | - | Cheng, A | 93,060 | - |
| Ceolin, M | 99,460 | - | Cheng, D | 106,137 | - |
| Cerantola, M | 126,134 | - | Cheng, G | 186,029 | 561 |
| Cerminara, S | 81,415 | 158 | Cheng, K K | 106,667 | - |
| Chabot, D J | 88,826 | - | Cheng, P | 93,393 | 1,029 |
| Chaggar, H | 113,795 | - | Cheng, P C P | 127,519 | - |
| Chalut, R | 76,504 | - | Cheng, T | 87,028 | 3,320 |
| Chamberlain, D A | 76,442 | - | Chera, S | 117,637 | 703 |
| Chamberland, J | 112,518 | - | Chernikoff, F | 108,824 | - |
| Chambers, W | 78,936 | - | Cherny, K | 94,148 | 263 |
| Chambers, W | 75,744 | - | Chesterton, S P | 79,095 | - |
| Chan Russell, A | 102,185 | - | Cheung, B | 104,061 | 150 |
| Chan, A | 124,626 | 472 | Cheung, I | 79,378 | - |
| Chan, B | 81,530 | - | Cheung, L | 103,414 | - |
| Chan, C | 112,277 | - | Cheung, R W | 156,238 | 1,052 |
| Chan, C | 100,146 | - | Cheung, S | 94,071 | - |
| Chan, C | 94,797 | 1,062 | Cheung, T | 110,103 | 1,120 |
| Chan, C L | 97,255 | 785 | Cheung, W | 94,756 | 559 |
| Chan, D | 90,348 | 530 | Chevrefils, M | 129,193 | 703 |
| Chan, E | 114,325 | 313 | Chew, B A | 83,187 | 1,853 |
| Chan, F | 111,516 | - | Chew, S | 124,451 | - |
| Chan, H | 101,711 | - | Chhim, D | 115,860 | - |
| Chan, I | 84,532 | 483 | Chi, P | 121,696 | - |
| Chan, K | 79,062 | - | Chia, S | 92,782 | - |
| Chan, M | 107,007 | 1,133 | Chiang, C | 78,796 | - |
| Chan, P | 79,950 | 3 | Chima, P S | 122,560 | - |
| Chan, P | 79,476 | - | Chin, D | 91,733 | - |
| Chan, R | 97,145 | 1,151 | Chin, M | 135,437 | 2,343 |
| Chan, S | 86,631 | - | Chin, M | 87,181 | - |
| Chan, T | 78,688 | - | Chinfen, A | 95,870 | - |
| Chan, W | 178,774 | 3,086 | Chinfen, S | 80,566 | - |
| Chan, Y | 110,103 | 696 | Chisholm, J | 113,309 | - |
| Chand, R A | 80,949 | 600 | Chiu, D Y | 95,386 | - |
| Chang, L | 87,052 | - | Chiu, H | 98,358 | 210 |
| Chang, S H | 142,891 | 259 | Cho, E | 127,264 | 398 |
| Chant, C | 106,289 | 483 | Cho, F C | 90,777 | - |
| Chapman, E | 102,544 | - | Cho, G | 94,842 | - |
| Charleston, B | 124,100 | 945 | Chohan, P | 89,576 | 1,075 |
| Charpentier, A | 124,296 | 1,160 | Choi, N | 75,007 | - |
| Chatrbahr, M | 102,243 | - | Choi, R | 77,506 | - |
| Chauo, P | 124,237 | 955 | Chomicki, B P | 85,796 | - |
| Chavada, A | 87,414 | - | Chong, P | 111,336 | - |
| Cheema, H S | 111,851 | - | Chong, T | 91,391 | - |
| Chelak, J J | 111,768 | - | Chong, W | 141,594 | - |
| Chen, A | 75,713 | - | Choo, B | 112,539 | 1,029 |
| Chen, G | 111,892 | - | Choquette, M | 97,200 | - |
| Chen, H | 105,837 | 393 | Chorney, R M | 138,097 | 379 |
| Chen, H | 92,282 | - | Chou, S | 97,256 | - |
| Chen, K | 105,041 | - | Chou, W A | 155,310 | 1,122 |
| Chen, L | 75,658 | - | Chow, E | 79,299 | 637 |
| Chen, M | 125,170 | 650 | Chow, H | 86,631 | - |
| Chen, P | 93,046 | - | Chow, J | 123,773 | 1,711 |
| Chen, T | 126,552 | - | Chow, J | 80,023 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-------------------|--------------|----------|----------------|--------------|----------|
| Chow, K | 102,243 | - | Connolly, S D | 96,945 | - |
| Chow, K | 81,977 | - | Contini, D A | 92,381 | - |
| Chow, L S | 124,717 | 472 | Contois, R | 80,113 | - |
| Choy, A | 85,510 | 284 | Cook, C M | 142,356 | 595 |
| Chretien, M | 79,424 | - | Cook, E | 78,346 | - |
| Christensen, S | 105,099 | - | Cook, G A | 104,184 | - |
| Christopherson, B | 106,101 | - | Cooke, B | 119,680 | 229 |
| Chu, T | 115,588 | 1,029 | Cooke, R M | 94,565 | 497 |
| Chua, S N | 118,271 | 1,301 | Coombs, T J T | 77,115 | 349 |
| Chui, R | 77,423 | 363 | Cooper, T | 92,335 | 100 |
| Chung, M | 94,285 | 1,029 | Cooper, T G | 144,933 | 1,090 |
| Chungath, G | 150,713 | - | Copeland, D D | 83,254 | - |
| Ciar, V | 87,744 | - | Coppin, A | 85,601 | - |
| Ciccone, C | 125,714 | - | Corea, D | 77,905 | - |
| Cikes, R | 105,239 | - | Corey, K | 98,706 | 1,402 |
| Clark, B | 79,785 | - | Coric, N V | 178,774 | 3,086 |
| Clark, B G | 117,354 | 1,075 | Corlayrojas, N | 135,381 | - |
| Clark, E R | 104,236 | 1,314 | Costantini, C | 95,437 | - |
| Clark, G C | 139,962 | - | Cotiangco, M | 87,871 | - |
| Clark, J | 111,503 | - | Couillard, A | 102,381 | 982 |
| Clark, R D | 120,150 | 263 | Couto, D | 80,967 | - |
| Clarke, A | 102,768 | - | Cowan, B J | 101,182 | - |
| Clarke, C | 134,777 | 162 | Cowan, M | 104,227 | - |
| Clarke, C A | 110,232 | - | Cowdell, S | 104,591 | - |
| Clarke, D S | 87,565 | - | Cox, D E | 108,916 | - |
| Clarke, M | 85,987 | - | Coy, R A | 132,314 | 682 |
| Clarke, W | 140,799 | - | Craig, C | 99,862 | 2,464 |
| Clausen, C E | 99,679 | 1,167 | Craig, C | 75,031 | - |
| Clement, J | 93,408 | - | Cranton, C | 91,723 | - |
| Clewlow, G | 104,742 | - | Craven, C T | 97,123 | - |
| Clibbon, C J | 116,248 | - | Craven, L | 97,429 | - |
| Clift, J | 95,723 | 955 | Craven, R A | 145,011 | - |
| Clinaz, M S | 123,305 | - | Cravio, R | 131,955 | - |
| Co, R | 86,632 | - | Cristall, A | 89,242 | 682 |
| Coady, H | 100,441 | - | Critoph, H V | 86,684 | - |
| Coates, M S | 83,360 | 305 | Cronier, E J | 96,061 | - |
| Coates, W | 116,842 | 246 | Cronin, J | 87,194 | - |
| Coburn, D J | 86,566 | - | Crowe, C | 80,665 | - |
| Cochrane, D | 131,718 | - | Crowley, S | 109,881 | 205 |
| Coelho, C | 132,457 | 1,508 | Crump, H W | 134,519 | - |
| Coffey, N | 82,868 | - | Cruz, C | 91,347 | - |
| Coggles, D | 78,264 | 950 | Cruzo, O | 75,176 | - |
| Colbert, S | 132,953 | 1,151 | Cua, A | 75,609 | - |
| Coldwell, M | 80,622 | - | Culbert, R E | 123,919 | - |
| Cole, J H | 81,979 | - | Curley, D S | 93,885 | - |
| Coleman, C | 104,456 | - | Curran, E | 86,631 | - |
| Coleman, D M | 85,045 | - | Currie, B | 101,084 | - |
| Collens, M | 123,309 | - | Currie, B G | 102,706 | - |
| Collett, J | 84,188 | - | Currie, J | 84,043 | - |
| Collins, J O | 105,002 | - | Curry, L | 94,310 | - |
| Collins, T | 122,359 | - | Custodinho, J | 89,924 | - |
| Conacher, D E | 124,990 | - | Cvaci, A | 124,103 | - |
| Conlan, G J | 158,181 | - | Cvetkovic, Z | 132,516 | 20 |
| Connell, F J | 302,735 | 3,086 | Czene, P A | 82,875 | 305 |
| Connelly, T | 156,237 | 310 | Czeppel, A | 176,555 | 877 |
| Connery, K | 107,316 | 938 | Czeppel, R | 100,774 | 2,095 |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|--------------------|--------------|----------|------------------|--------------|----------|
| Czerwinski, M | 76,535 | - | Dela Torre, R L | 95,215 | - |
| Czypionka, H | 93,528 | - | Delaney, E | 83,698 | - |
| Czyz, M | 87,534 | 51 | Delaurier, R | 94,632 | 703 |
| Da Silva, P | 87,515 | - | Deleo, L | 116,806 | - |
| Dabbaghian, M | 123,073 | 1,164 | Demers, J C | 87,690 | - |
| Dacey, E | 129,142 | 1,162 | Dempsey, A | 118,196 | 1,681 |
| D'Agostini, M | 145,655 | - | Dempster, C C | 107,941 | - |
| Dale, S | 78,358 | - | Denholm, N | 101,084 | - |
| Dales, B A | 116,711 | - | Der, K B | 123,773 | - |
| Daley, T | 109,759 | 1,942 | Desanti, M A | 135,485 | 1,591 |
| Daminato, L L | 125,048 | - | Deschenes, L F | 102,050 | 666 |
| Danay, B | 75,648 | - | Desjarlais, L | 93,275 | 712 |
| Danford, N | 102,109 | - | Desrochers, M | 137,921 | - |
| Danilkov, A | 85,279 | - | Dessureault, S M | 99,008 | 559 |
| Danyluk, A K | 111,515 | 1,383 | Detienne, D | 109,016 | - |
| Daoust, L | 77,069 | - | Detina, R M | 84,755 | - |
| Darling, P | 122,509 | 1,049 | Devereaux, M | 103,014 | - |
| Darwent, C | 123,773 | 982 | Devery, J | 118,211 | - |
| Davidson, D R | 135,771 | - | Devitt, P | 76,845 | - |
| Davidson, S C | 125,184 | 1,264 | Devlin, B | 124,703 | - |
| Davies, A | 173,234 | 3,086 | Dhaliwal, G | 83,010 | - |
| Davies, B | 126,652 | - | Dhanoa, S | 124,237 | - |
| Davies, B | 86,883 | - | Dhillon, K | 83,073 | - |
| Davies, S H | 76,428 | - | Dhillon, N | 155,873 | 318 |
| Davies, S R | 118,777 | - | Dhillon, R | 110,467 | - |
| Davis, J | 115,492 | 686 | Dhindsa, J | 80,684 | - |
| Davis, M | 142,920 | - | Dhindsa, N | 109,474 | 2,026 |
| Davis, M G | 105,161 | - | Dhinjal, B | 87,149 | - |
| Davison, K M | 103,531 | - | Di Fonzo, D | 106,985 | - |
| Dawkins, J E | 133,490 | - | Di Marco, P | 102,843 | - |
| Dawson, C D | 86,326 | - | Di Nozzi, A | 128,380 | 2,378 |
| Day, W | 112,773 | - | Di Spirito, D | 78,484 | - |
| De Avila Wilton, M | 102,745 | - | Diaz Haro, J | 86,631 | - |
| De Castell, C | 240,895 | 110 | Dick, S G | 125,233 | - |
| De Hoog, W | 102,436 | - | Dickson, A A | 128,461 | - |
| De Leeuw, L | 107,966 | 472 | Didenko, D | 94,255 | - |
| De Matos, L A | 83,156 | - | Diewert, P | 90,778 | - |
| De Moura, C | 116,348 | - | Dighton, S N | 142,248 | - |
| De Serpa, B | 76,925 | - | Digirolamo, M | 77,504 | - |
| De Sousa, L | 178,857 | - | Dimitrov, M | 100,632 | 914 |
| De Villa, R M | 85,279 | - | Ding, E | 78,960 | 598 |
| De Albuquerque, R | 127,384 | - | Dingwall, D | 98,268 | - |
| De Arcangelis, L | 82,449 | - | Dingwall, G A | 90,348 | 260 |
| De Marchi, A E | 123,009 | - | Dinh, V | 103,625 | 534 |
| Deacon, R | 119,183 | - | Dinwoodie, B W | 90,275 | - |
| Dean, A S | 97,095 | - | Ditchburn, G W | 125,590 | - |
| Deans, R C | 113,965 | - | Dixon, I K | 199,400 | 3,086 |
| Dearing, C | 94,746 | - | Dixon, R | 110,103 | - |
| Debeck, D B | 125,670 | - | Dixon, V S | 178,833 | 3,086 |
| Deboer, S | 86,866 | 479 | Djurkovic, D | 179,870 | 1,304 |
| Debray, E | 85,125 | - | Do, T | 123,519 | - |
| Dediu, V | 124,237 | 1,963 | Dobbie, A J | 84,631 | - |
| Dee, T P | 116,984 | - | Dobson, C G | 122,174 | - |
| Deer, K | 102,837 | 1,075 | Dobud, M | 83,497 | - |
| Degraaf, J | 88,256 | - | Docherty, J | 106,232 | 990 |
| Dejong, U | 114,719 | 42 | Docherty, J A | 97,204 | 598 |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|----------------|--------------|----------|---------------------|--------------|----------|
| Dodd, C | 147,046 | 105 | Dupont, R | 86,229 | - |
| Dodds, J | 89,953 | - | Durnford, J M | 132,951 | - |
| Doel, R | 124,188 | - | Duvelochel, E | 149,932 | - |
| Doggett, S | 119,157 | 703 | Dwelle, S | 77,994 | 1,417 |
| Doherty, R E | 90,191 | - | Dyck, J P | 99,013 | - |
| Dokter, T | 88,137 | 213 | Dyck, S E | 142,813 | - |
| Doleman, D | 143,456 | 595 | Dykes, T N | 115,362 | - |
| Dolyniuk, G | 77,896 | - | Dyste, S | 114,902 | - |
| Domaas, S | 99,943 | - | Easby, S K | 101,182 | - |
| Domes, K | 86,189 | - | Easingwood, M | 99,776 | - |
| Dominiak, L | 89,816 | - | Eddy, R | 87,256 | - |
| Domisse, M F | 85,001 | - | Edgar, J | 99,463 | 955 |
| Don, A J | 91,795 | 349 | Edge, C A | 114,614 | 703 |
| Donaldson, T J | 104,152 | - | Edwards, C | 132,953 | 890 |
| Donaldson, T L | 81,892 | - | Edwards, J H | 85,613 | - |
| Dong, C Y | 116,888 | 1,094 | Edwards, P | 85,510 | - |
| Dong, J | 132,961 | - | Edwards, S | 177,440 | - |
| Dong, L | 130,851 | - | Edwardsen, T | 80,591 | - |
| Donnery, S | 101,182 | 141 | Edwardson, K | 116,453 | 315 |
| Dornan, K | 123,309 | - | Eenkooren, R | 87,887 | - |
| Dornbierer, A | 105,514 | - | Egerton, D | 76,773 | - |
| Dorward, C | 96,682 | - | Eguizabal, T | 84,528 | - |
| Dosanjh, S | 103,005 | - | Eichhorst, W | 108,878 | - |
| Dosen, S | 89,289 | - | Eidher, A | 117,850 | - |
| Dotto, M | 119,248 | 107 | Eklund, D J | 108,160 | - |
| Doucette, D C | 85,672 | 1,989 | Ekman, K | 119,369 | - |
| Douglas, J | 86,643 | 100 | Elliott, M E | 125,103 | 31 |
| Douglas, K A | 109,948 | - | Ellis, S | 107,142 | 398 |
| Douglas, T | 85,014 | 499 | Elliston, M B. | 93,528 | - |
| Dow, K | 130,248 | - | Elmslie, K | 82,668 | - |
| Downey, M | 108,376 | 50 | Embleton-Forrest, J | 128,704 | 400 |
| Downie, A M | 160,169 | - | Embley, E | 121,279 | 1,946 |
| Dragnea, I | 78,912 | - | Enfeldt, M | 195,508 | - |
| Draskovic, R | 117,902 | 1,146 | Eng, C | 80,002 | - |
| Dressel, E | 78,532 | 550 | Eng, N | 94,285 | - |
| Drever, A J | 84,413 | 696 | Engineer, N | 90,865 | - |
| Du Toit, D | 81,513 | - | Enright, D | 109,280 | 2,263 |
| Du Toit, M | 90,993 | - | Enright, P | 121,349 | 1,330 |
| Dube, M | 123,480 | 4,095 | Ens, A | 76,472 | 100 |
| Dubrulle, P | 79,797 | - | Epa, D | 153,200 | 1,216 |
| Ducharme, D | 110,470 | - | Erdman, S | 102,421 | - |
| Dufix, B | 91,392 | - | Erfan, A | 173,436 | 176 |
| Dugaro, S K | 96,328 | - | Erichsen, S | 124,157 | 205 |
| Duggan, A P | 132,457 | - | Eriksson, O | 95,720 | - |
| Duihuis, M | 111,367 | - | Ervin, S | 91,060 | - |
| Dukay, C | 95,453 | - | Esparo, D | 128,103 | - |
| Dunbar, D | 76,476 | - | Espenhain, R M | 92,442 | - |
| Duncan, A J | 102,653 | - | Esposito, K | 81,275 | - |
| Duncan, D | 85,464 | - | Essinger, P | 113,618 | - |
| Duncan, S | 120,888 | - | Essinger, R | 124,015 | 649 |
| Duncan, T K | 113,376 | 324 | Estrin, K | 81,711 | - |
| Dunlop, E | 122,524 | 938 | Evans, F | 90,839 | - |
| Dunn, W B | 96,937 | 595 | Evans, J | 186,555 | 2,069 |
| Dunnet, A | 131,921 | 4,702 | Evans, P | 78,784 | - |
| Dunnet, M M | 90,979 | 4,650 | Evans, R | 143,455 | 1,964 |
| Dunse, A D | 113,639 | - | Ewert, R D | 124,171 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|---------------------|--------------|----------|-------------------|--------------|----------|
| Eyerund, J | 79,074 | - | Floris, J R | 90,568 | - |
| Fahmi, T | 80,762 | - | Foellmer, S | 162,381 | - |
| Fahy, B R | 102,807 | - | Fong, H | 82,346 | - |
| Fairbairn, D G | 122,043 | - | Fong, J | 76,587 | 2 |
| Falbo, T | 113,197 | - | Fonseca Munoz, E | 110,103 | - |
| Falconer, C | 96,185 | 131 | Fonseca, G | 79,060 | 290 |
| Falkenhagen, W | 92,102 | - | Fontaine, D J | 108,870 | 598 |
| Faloure, A | 107,683 | - | Ford, G | 116,610 | 980 |
| Fan, D | 111,811 | 483 | Ford, R | 92,178 | - |
| Fan, E | 89,570 | - | Fordham, L | 80,262 | - |
| Fan, J | 83,193 | - | Forgie, S L | 77,606 | - |
| Fang, C | 98,330 | - | Forsyth, D | 88,608 | 756 |
| Fanning, P J | 110,778 | - | Fortin, A | 98,641 | - |
| Fanzega, T | 101,792 | - | Foster, I | 113,828 | 654 |
| Faria, J | 89,955 | - | Foster, K | 123,773 | 164 |
| Faria, T | 76,216 | - | Foster, R L | 107,060 | - |
| Farina, G | 96,619 | - | Fouladianpour, P | 93,413 | - |
| Farmand, S | 86,631 | - | Fox, P L | 129,235 | - |
| Farrell, L | 123,097 | - | Fox, T J | 76,263 | - |
| Faught, B | 100,126 | - | Fraidenberguer, S | 120,725 | - |
| Fauteux, S | 75,396 | - | Francis, K | 94,834 | - |
| Fazekas, P | 132,953 | 217 | Francisco, J | 75,837 | - |
| Fei, W | 111,515 | - | Frank, M | 105,629 | - |
| Feitsma, J K | 103,889 | - | Fraser, K S | 119,383 | - |
| Felder, R T | 92,763 | 209 | Fraser, S | 121,162 | - |
| Felgner, R | 117,746 | - | Fraser, S J | 125,438 | - |
| Felicio, C E | 115,166 | - | Fredericksen, E | 126,545 | 4,650 |
| Felts, T J | 135,539 | - | Freeman, J C | 111,512 | - |
| Feng, L | 94,285 | - | Freeman, S R | 87,188 | - |
| Fenwick, E | 113,471 | - | Frew, M | 122,915 | - |
| Ferguson, D J | 127,610 | - | Fridkin, A J | 106,269 | - |
| Fernandes, H J | 96,662 | - | Friedman, S | 94,614 | - |
| Fernandes, L | 109,692 | - | Friesen, K | 124,387 | - |
| Fernandez, I | 76,493 | - | Froehlich, N | 79,575 | - |
| Fernandez-Garcia, J | 111,504 | - | Fromberg, M | 84,277 | - |
| Fernquist, C D | 76,088 | - | Frost, G W | 122,328 | - |
| Ferrante, M | 104,273 | - | Fry, K L | 238,494 | 2,393 |
| Ferrer, J | 99,034 | 795 | Fry, M T | 82,292 | 1,522 |
| Ferris, D R | 131,996 | - | Fu Luperdi, F | 89,360 | - |
| Ferris, K | 109,283 | - | Fu, B | 158,431 | - |
| Field, T G | 81,122 | - | Fu, H | 102,638 | 40 |
| Filice, E | 96,605 | - | Fu, T | 94,272 | - |
| Fink, T | 114,609 | 104 | Fuentes, O | 120,501 | - |
| Finley, D | 171,538 | 3,086 | Fung, M G | 95,162 | - |
| Fisher, C | 89,389 | 365 | Fung, P | 76,467 | - |
| Fitzgerald, M | 120,155 | 46 | Fung, V | 84,294 | 1,410 |
| Fitzwalter, T | 86,749 | - | Furlong, T | 84,803 | - |
| Flatt, D | 83,574 | - | Gadey, G | 101,182 | 979 |
| Fleck, C R | 105,144 | - | Gaertner, L | 107,313 | - |
| Fleming, A | 87,875 | - | Gagnon, P J | 86,631 | - |
| Fleming, R | 83,321 | - | Gahan, C M | 86,082 | - |
| Fletcher, D | 91,002 | - | Galambos, J | 111,773 | 58 |
| Fleury, C | 89,946 | - | Galanopoulos, A | 76,529 | 308 |
| Flewin, Y | 76,232 | - | Galanopoulos, C | 76,145 | 858 |
| Flores, A | 97,002 | 349 | Galbraith, C A | 119,421 | - |
| Flores, J | 80,382 | - | Gale, D | 175,930 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-----------------|--------------|----------|-----------------|--------------|----------|
| Galindo, J M | 106,154 | - | Gilmour, D | 80,835 | - |
| Gallen, T L | 111,495 | - | Girard, T | 124,992 | - |
| Gallina, F | 86,631 | - | Girard, T | 107,151 | - |
| Gallo, S | 109,560 | - | Giuricich, K | 85,132 | - |
| Gallos, T | 94,425 | - | Glass, R J | 110,543 | 2,877 |
| Ganchar, D C M | 128,270 | - | Glichitch, T | 77,741 | - |
| Gandha, A K | 185,223 | 576 | Glover, C | 89,236 | - |
| Gandham, K | 104,999 | 263 | Glover, M | 81,266 | 1,360 |
| Ganuelas, G | 110,103 | - | Glover, M | 77,124 | 51 |
| Gaos, D | 133,759 | - | Glushko, R | 85,623 | - |
| Garbe, J | 97,174 | - | Gobeil, P J | 76,382 | - |
| Garcia, E | 104,052 | 997 | Gobillot, J | 111,360 | - |
| Gardener, R | 89,952 | - | Gobillot, P J | 146,198 | - |
| Gardner, M | 103,371 | 200 | Goddard, S J | 132,457 | - |
| Gardner, W M | 108,482 | - | Goh, B | 97,806 | - |
| Garrison, D B | 180,418 | - | Goldsmith, S | 175,446 | 3,413 |
| Garry, A | 110,103 | - | Gombots, H | 101,588 | - |
| Gartner, A | 81,939 | - | Gomes, C | 126,545 | 691 |
| Gash, T | 80,816 | - | Gomes, E | 114,058 | 682 |
| Gatley, R | 92,591 | 2 | Gomez, R | 75,114 | - |
| Gatten, D L | 98,855 | 112 | Goncalves, C M | 86,529 | - |
| Gaudet, G | 90,070 | - | Goncalves, D | 80,709 | - |
| Gauthier, G J | 135,095 | - | Gonsalves, D | 103,769 | 4,650 |
| Gazzola, R A | 93,188 | - | Gonzaga, D J | 127,377 | - |
| Ge, W | 126,581 | - | Gonzaga, R | 118,746 | 3,861 |
| Gee, R | 78,710 | - | Gonzalez, D | 75,556 | - |
| Gelein, M | 102,106 | 205 | Gonzalez, J | 91,380 | - |
| Gelsvik, C E | 130,718 | 379 | Goodchild, J | 109,148 | - |
| Gemmill, K W | 156,109 | 310 | Gooding, I | 83,193 | - |
| Genge, D M | 106,226 | - | Goodlad, J L | 99,805 | - |
| Gent, P T | 124,550 | - | Goranson, J | 143,365 | - |
| George, D | 86,015 | - | Gordon, D | 114,981 | - |
| Gerber, S | 105,313 | - | Gordon, H M | 145,255 | 2,521 |
| Gerow, A M | 99,072 | - | Gormick, J | 130,684 | - |
| Gerth, H M | 86,340 | - | Gornall, T | 97,764 | 704 |
| Ghasemi, H | 94,721 | - | Gorseth, N | 110,153 | 420 |
| Ghuman, N | 82,918 | - | Gottfried, N L | 128,091 | 4,199 |
| Gibbs, A | 123,309 | - | Gould, B | 117,589 | 955 |
| Gibbs, M D | 91,240 | 1,915 | Goulet, M | 121,759 | 703 |
| Gibbs, P J | 125,902 | - | Goundouvas, K | 107,865 | - |
| Gibson, M | 109,428 | - | Goundouvas, K | 90,356 | - |
| Giesbrecht, B | 76,870 | - | Govinthusamy, L | 83,608 | 349 |
| Gildersleeve, M | 103,304 | - | Gowsell, B | 84,504 | 41 |
| Gill, C K | 135,884 | - | Grande, A | 85,032 | 580 |
| Gill, D | 103,451 | - | Grant, L | 93,181 | - |
| Gill, D A | 125,841 | - | Grant, L | 76,476 | - |
| Gill, G | 107,800 | - | Graves, L | 111,364 | - |
| Gill, H | 109,649 | 20 | Gray, J T | 120,801 | 120 |
| Gill, J | 103,865 | - | Gray, J W | 133,493 | 379 |
| Gill, J | 76,960 | - | Grazley, J | 90,811 | - |
| Gill, R | 94,528 | - | Green, A | 123,972 | 2,438 |
| Gillan, B D | 103,564 | - | Green, D R | 119,921 | - |
| Gillan, L | 83,358 | - | Green, R | 78,299 | - |
| Gillis, M J | 128,508 | 666 | Green, S | 86,173 | - |
| Gillman, A R | 126,549 | 4,650 | Greenberg, D J | 100,642 | - |
| Gilmore, S M | 132,493 | - | Greenberg, J M | 201,203 | 3,086 |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-------------------|--------------|----------|-----------------|--------------|----------|
| Greene, J | 109,254 | - | Haller, B F | 118,938 | - |
| Greentree, K | 103,916 | - | Hallgren, D | 122,830 | - |
| Greenwood, A | 97,553 | 318 | Halliday, D | 142,447 | - |
| Greenwood, A G | 150,552 | - | Halverson, M | 127,784 | 2,098 |
| Greer, J C | 160,474 | - | Halyk, M | 95,368 | 1,260 |
| Gregg, T | 123,993 | - | Hama, G | 89,435 | - |
| Gregory, A D | 146,684 | - | Hamilton, A | 108,933 | - |
| Gregory, J P | 108,974 | - | Hamilton, G | 111,808 | - |
| Gregory, K | 95,161 | 645 | Hamilton, M | 120,431 | 3,300 |
| Gregson, J E | 123,506 | 2,378 | Hamilton, R H | 138,018 | - |
| Greig, Z | 92,920 | - | Hamilton, S R | 111,499 | 1,997 |
| Greissel, M | 115,280 | - | Han, H | 83,565 | 1,672 |
| Grewal, A | 93,816 | - | Han, J | 82,356 | - |
| Grewal, B G | 107,463 | - | Hanes, J | 88,396 | - |
| Grewal, K | 85,698 | 3,743 | Hanggi, F | 112,063 | 716 |
| Grewal, P | 144,830 | 1,237 | Hanley, B | 105,677 | - |
| Grieco, R | 81,277 | - | Hansen, D L | 77,415 | - |
| Grieve, A | 94,758 | - | Hansen, M | 102,448 | - |
| Griffin, W W | 82,478 | - | Hanson, L | 85,505 | - |
| Grimann, C | 116,101 | 2,100 | Hanson, S | 80,487 | - |
| Grimminck, P | 109,803 | 242 | Harbun, N | 95,662 | - |
| Grimwood, B | 107,810 | 1,167 | Hardie, C | 101,118 | - |
| Groenewegen, A | 148,355 | - | Harju, P | 122,960 | - |
| Groenewegen, B A | 98,214 | - | Harlos, R | 91,024 | - |
| Groenewold, H A | 125,185 | - | Harman, Q | 78,246 | - |
| Grohmueller, H | 86,696 | - | Harries, D | 88,709 | - |
| Grootendorst, E | 110,392 | - | Harrington, C L | 97,137 | - |
| Grottenberg, J | 117,476 | - | Harris, K | 79,809 | - |
| Grover, R | 111,473 | 1,946 | Harris, M | 75,220 | - |
| Grubb, K A | 178,774 | 3,086 | Harris, N E | 126,505 | 955 |
| Gsponer, D | 103,693 | - | Hart, A | 84,730 | - |
| Guerette, J | 118,693 | - | Hart, M | 99,183 | 141 |
| Guerra, M C | 115,886 | - | Hart, O | 83,630 | - |
| Guilmant-Smith, G | 94,769 | 58 | Hartley, J R | 102,629 | 2,464 |
| Gulevich, R | 112,601 | - | Hartnett, D D | 101,182 | - |
| Gunderson, J | 96,196 | - | Hartwell, H | 84,915 | - |
| Guns, M | 123,582 | 650 | Hartwig, G | 114,298 | - |
| Gupta, A | 115,797 | - | Harvey, A | 108,601 | - |
| Guremel, I | 95,778 | 4,720 | Harvey, D | 75,034 | - |
| Gurniak, D | 79,864 | - | Harvey, S A | 125,049 | - |
| Gusic, B | 105,324 | 682 | Hasanloo, D | 109,692 | 483 |
| Guthrie, E W | 77,635 | - | Hassett, A D | 110,819 | - |
| Gutierrez, D | 103,877 | 990 | Hastings, C | 118,601 | - |
| Gutierrez, P A | 86,300 | - | Hastings, K | 143,820 | - |
| Haapalainen, R | 79,003 | - | Hatchen, D T | 85,993 | - |
| Haber, A | 97,525 | - | Hatcher, M D | 114,158 | - |
| Hache, L | 103,123 | 1,772 | Hatta, J Y | 142,537 | - |
| Hadden, W A | 80,385 | 263 | Hatton, R | 106,270 | - |
| Haggman, I N | 86,094 | - | Havelaar, J | 89,337 | - |
| Hagiwara, R M | 150,686 | 1,039 | Hawksbee, I | 79,001 | - |
| Haid, S | 197,775 | 3,845 | Hawthorne, M | 112,396 | - |
| Haines, J | 83,191 | - | Hayes, R J | 123,968 | - |
| Hajdu, S L | 109,994 | - | Hayne, K R | 117,926 | - |
| Hakimi, S | 87,831 | - | Hayre, D | 119,615 | 650 |
| Hales, J | 117,697 | 4,702 | Hayre, R | 93,281 | - |
| Halldorson, J | 83,004 | - | | | |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|------------------|--------------|----------|----------------|--------------|----------|
| Hayward, D | 123,947 | 997 | Hodgson, K | 123,267 | - |
| Healey, C | 101,076 | 1,049 | Hoffman, G | 101,638 | - |
| Healy, T | 157,737 | 869 | Hoffmann, L M | 109,341 | - |
| Heaney, S M | 131,960 | 163 | Hogan, P | 134,051 | - |
| Heeps, J D | 154,476 | - | Hogarth, H | 123,547 | - |
| Heer, J | 107,517 | - | Hogg, S J | 75,072 | - |
| Hegedus, R S | 127,531 | - | Hojjat, A | 83,732 | - |
| Heikkila, J | 79,912 | - | Holbrook, D | 96,939 | - |
| Heinricks, S | 102,279 | - | Holdbak, N | 78,260 | 100 |
| Heinz, D J | 86,044 | - | Holland, K L | 107,975 | - |
| Heitzman, M | 78,971 | 1,028 | Hollander, T H | 77,769 | - |
| Helenurm, R | 85,289 | 17 | Holm, K | 90,537 | - |
| Helm, S | 103,175 | - | Holmes, A | 94,882 | - |
| Hendren, P | 95,523 | - | Hon, H | 109,259 | 472 |
| Hendricks, D | 91,969 | - | Honan, D | 104,024 | - |
| Hendrickson, A A | 94,839 | - | Hook, J | 98,281 | 819 |
| Hendrickson, S P | 127,602 | - | Hooper, A | 109,692 | - |
| Henriquez, J N | 77,401 | - | Hooper, T | 113,108 | - |
| Henry, G | 98,723 | - | Hooton, J | 96,891 | - |
| Henry, M | 127,738 | - | Hope, C G | 104,141 | - |
| Henselmann, B | 178,295 | 23,628 | Horlacher, H | 123,224 | 982 |
| Hensrud, C M | 108,285 | - | Horn, K | 111,519 | 3,861 |
| Heppner, T | 120,735 | 703 | Horne, J | 130,270 | 130 |
| Herbert, C M | 178,772 | 438 | Horne, M | 131,611 | - |
| Heriot, J J | 117,170 | - | Horne, S | 178,774 | 3,141 |
| Hernandez, E | 79,019 | - | Horne, T | 109,841 | 588 |
| Herrin, M D | 108,122 | 200 | Horner, W | 78,961 | - |
| Heslop, M | 125,832 | 885 | Horvat, K | 91,852 | - |
| Hesse, B C | 124,684 | 1,029 | Hou, M | 139,030 | 4,650 |
| Heywood, K | 108,939 | - | Houghton, S | 82,927 | - |
| Hickey, M N | 134,101 | - | Houser, D | 92,058 | - |
| Hicks, S B | 135,563 | - | Howardson, J R | 110,353 | - |
| Hiebert, G J | 118,598 | - | Howden, M | 87,556 | - |
| Hiebert, K L | 147,737 | - | Howe, D G | 102,466 | 250 |
| Higgins, C | 109,462 | - | Howe, E | 101,182 | - |
| Higgins, D | 126,621 | 324 | Howieson, D I | 79,999 | - |
| Hii, Y | 113,070 | - | Hrushowy, N | 180,061 | - |
| Hildebrand, C | 92,833 | - | Hsieh, J | 90,785 | - |
| Hildebrandt, A | 82,049 | - | Hsieh, K G | 86,444 | - |
| Hildebrandt, B D | 100,919 | 3,628 | Hsieh, S | 121,231 | - |
| Hildebrandt, E | 106,997 | - | Hsieh, T T | 132,953 | - |
| Hillmann, K | 76,418 | - | Hsu, H | 130,036 | 982 |
| Hills, J A | 84,720 | 587 | Hsu, P | 179,729 | 1,262 |
| Hilt, M | 110,236 | - | Huang, A | 78,505 | - |
| Hilton, M | 106,354 | - | Huang, B | 109,676 | - |
| Himmelman, E O | 101,913 | - | Huang, H | 95,438 | 70 |
| Hirakida, R | 78,691 | 580 | Huang, J | 85,571 | - |
| Hirji, K | 167,200 | 1,289 | Huang, P | 85,151 | 290 |
| Hmaidan, M | 80,710 | 100 | Huang, P | 78,529 | 233 |
| Hnilica, P | 90,031 | 221 | Huang, T | 110,096 | 955 |
| Ho, F | 91,104 | - | Huang, Y H | 76,942 | - |
| Ho, V | 77,295 | - | Huber, B A | 113,663 | - |
| Hoban, D | 80,939 | 1,675 | Huber, P E | 137,932 | - |
| Hobbis, L | 127,871 | - | Huculak, S | 107,237 | 350 |
| Hodges, G H | 124,237 | 986 | Hudson, A | 84,214 | - |
| Hodgson, G E | 77,245 | - | Hudson, T | 117,952 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|--------------------|--------------|----------|----------------|--------------|----------|
| Hughes, F | 80,230 | - | Jagodic, N | 82,082 | - |
| Hui, T | 161,097 | 1,115 | Jakubczyk, J M | 103,466 | - |
| Hui, W | 98,667 | - | Jakubec, J | 113,182 | - |
| Hulbert, J | 101,309 | - | James, J | 114,293 | - |
| Humenny, S W | 153,129 | - | James, P | 82,698 | - |
| Hummel, T C | 85,106 | - | Jameson, L S | 83,980 | - |
| Hundal, D | 80,783 | 158 | Jamil, H | 85,613 | - |
| Hundal, G S | 108,802 | - | Janda, M | 77,470 | - |
| Hung, B | 90,348 | - | Jane, L | 105,870 | - |
| Hunt, J | 80,210 | - | Jang, S | 90,967 | - |
| Hunter, J | 76,305 | 524 | Jankovic, Z | 126,529 | 180 |
| Huntley, M J | 150,300 | - | Janzen, C H | 81,737 | - |
| Hurd, T C | 103,116 | - | Jasper, K | 132,953 | - |
| Hurford, D M | 141,140 | 4,650 | Jauernig, N | 91,383 | 156 |
| Hurworth, N | 86,675 | - | Javan, M | 77,491 | 536 |
| Hurzin, W R | 121,520 | - | Javison, J A | 85,759 | 1,781 |
| Husband, J W | 125,217 | - | Jawanda, H | 115,351 | - |
| Huska, T F | 86,768 | - | Jay, S | 83,992 | 205 |
| Huston, C | 75,731 | - | Jayaraman, L | 86,653 | - |
| Hutch, D J | 181,566 | 1,263 | Jean, C | 110,103 | - |
| Hutchinson, K D | 121,220 | - | Jean, L | 82,082 | - |
| Huth, B A | 75,319 | 158 | Jeffery, P | 90,844 | - |
| Hutton, R G | 139,481 | - | Jehman, D | 94,663 | - |
| Hwang, I | 121,001 | - | Jelic, E | 97,204 | - |
| Hynes, M | 86,865 | - | Jellema, R | 90,538 | - |
| Iachetta, G | 90,461 | - | Jenkins, C J | 94,374 | - |
| Iachetta, P | 75,390 | - | Jensen, S M | 113,022 | - |
| Iacoe, C | 123,773 | 716 | Jeon, E | 86,631 | - |
| Iacoe, S | 147,308 | - | Jerkovic, M | 110,651 | 667 |
| Iannacone, J | 161,484 | 242 | Jeske, K E | 143,456 | - |
| Ibey, M | 171,691 | 529 | Jhajj, K J | 115,658 | 446 |
| Ichiiwa, S | 99,306 | - | Ji, G | 112,159 | - |
| Iizuka-Mitchell, M | 85,231 | - | Jiang, Y | 111,502 | - |
| Imani, K | 102,772 | - | Jiew, M S | 94,285 | - |
| Impey, P M | 303,535 | 1,452 | Jimenez, L | 111,585 | 51 |
| Ince, E | 93,118 | - | Jin, J | 83,953 | 625 |
| Ing, C | 86,702 | - | Joe, C | 104,257 | - |
| Innes, E | 112,569 | 63 | Joe, W | 94,345 | - |
| Iosef, P | 89,464 | 4,720 | Joe, W | 85,540 | - |
| Iradia, B | 84,839 | - | Johannson, K | 92,798 | - |
| Irvine, M | 137,777 | 955 | Johl, H | 90,794 | 349 |
| Irvine, R | 103,640 | - | Johnson, D C | 93,372 | - |
| Irvine, T | 90,248 | 1,732 | Johnson, D E | 115,498 | - |
| Irwin, J T | 123,507 | 830 | Johnson, J | 113,788 | 649 |
| Isaac, K M | 123,773 | - | Johnson, M T | 83,626 | 158 |
| Isherwood, M B | 98,557 | - | Johnson, R T | 150,448 | 3,956 |
| Islam, S | 98,104 | 525 | Johnson, T F | 132,953 | - |
| Ivall, J | 89,089 | - | Johnston, A | 116,120 | 703 |
| Jaaffer, I | 76,651 | 522 | Johnstone, S A | 86,301 | - |
| Jackson, D L | 99,316 | 698 | Johnstone, T | 117,142 | - |
| Jackson, J T | 161,097 | - | Jones, D | 113,138 | 2,503 |
| Jackson, M J | 85,645 | - | Jones, D R | 101,853 | - |
| Jackson, O | 136,689 | 195 | Jones, E | 135,324 | 1,755 |
| Jackson, S M | 186,759 | 2,621 | Jones, E | 102,087 | 256 |
| Jackson, T TD | 82,429 | - | Jones, G | 76,992 | 734 |
| Jacobson, R | 86,741 | - | Jones, J E | 85,715 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|---------------------|--------------|----------|---------------------|--------------|----------|
| Jones, K | 124,237 | - | Kelley, P G | 123,883 | 370 |
| Jones, Z S | 82,564 | - | Kellner, B W | 143,741 | - |
| Jones-Cox, H | 116,154 | - | Kelloway, K | 90,186 | - |
| Jong, T Y | 77,109 | - | Kelly, B | 104,525 | - |
| Jordan, B | 185,591 | 3,086 | Kelly, J C | 88,675 | - |
| Jordan, J | 104,539 | - | Kelly, L C | 124,237 | - |
| Jordan, M R | 115,881 | - | Kendall, P N | 117,093 | - |
| Jose, S | 96,151 | - | Kennedy, K | 144,473 | 9,907 |
| Joseph, C | 145,714 | 1,617 | Kennett, B | 95,409 | - |
| Joseph, C | 135,137 | - | Kennett, B | 82,380 | - |
| Joseph, C | 90,070 | - | Kenny, E | 110,103 | 997 |
| Josin, M | 111,147 | 1,167 | Keremidschieff, M A | 87,645 | - |
| Joss, N | 113,377 | - | Kerr, S A | 138,169 | - |
| Jotie, J | 97,694 | - | Kerr, S W | 77,037 | - |
| Joyce, B | 97,229 | - | Kerstetter, A | 79,922 | 68 |
| Jung, A A | 96,325 | - | Keshtkaran, P | 101,144 | 308 |
| Jung, C | 94,285 | - | Kester, J | 94,282 | - |
| Jung, D | 118,350 | - | Kettmann, K | 91,042 | - |
| Jung, D S | 121,909 | - | Kevlahan, C | 102,448 | - |
| Jung, I | 86,858 | - | Khabra, J | 94,505 | - |
| Jung, W K | 99,151 | - | Khan, A | 112,132 | 224 |
| Kadomoto Inomata, F | 82,761 | 347 | Khella, H | 132,954 | - |
| Kagel, T | 99,053 | 2,378 | Kheyri, J | 81,981 | - |
| Kai, Y | 93,202 | - | Khong, W | 105,765 | - |
| Kaila, A | 99,875 | - | Kielan, T | 160,226 | 650 |
| Kainth, H | 90,348 | - | Kiem, J D | 105,992 | - |
| Kajevic, S | 79,667 | - | Kilfoil, C D | 110,321 | - |
| Kajtazovic, M M | 76,535 | 1,579 | Kilpatrick, B E | 89,397 | - |
| Kallweit-Graham, K | 100,022 | - | Kim, C | 84,722 | - |
| Kamer, T J | 98,016 | - | Kim, D | 87,004 | - |
| Kaminski, I D | 113,081 | - | Kim, E | 92,186 | - |
| Kang, H | 80,221 | - | Kim, K | 97,814 | - |
| Kang, T | 78,950 | 50 | Kim, Y | 86,834 | 1,504 |
| Kanwar, S S | 103,658 | - | King, C A | 82,024 | - |
| Kapadia, Y | 82,199 | 5,188 | King, D B | 100,069 | 249 |
| Kapoor, S | 175,888 | 1,639 | King, L | 126,520 | 390 |
| Karabegovic, H | 80,726 | - | King, R J | 86,844 | - |
| Karunakaran, S | 81,427 | 3,572 | King, T | 93,619 | - |
| Karwat, M | 115,890 | - | King, V | 80,134 | - |
| Kassam, N S | 327,774 | - | Kinghorn, D L | 113,356 | - |
| Kauffmann, O | 107,783 | - | Kingston, M C | 94,263 | - |
| Kaur, H | 98,359 | - | Kinley, R | 121,150 | - |
| Kavouras, G | 135,449 | 26 | Kirby, D C | 132,953 | - |
| Kawaguchi, K | 77,816 | - | Kirincic, D J | 119,766 | - |
| Kay, V R | 111,422 | - | Kirk, T | 118,012 | 66 |
| Kaye, B W | 104,977 | - | Kish, F W | 79,707 | - |
| Keates, R J | 86,594 | - | Kitainik, R | 94,273 | - |
| Keating, F | 109,546 | 472 | Kitchener, R G | 134,751 | 682 |
| Keats, J H | 79,488 | - | Klar, P | 77,265 | - |
| Keays, J | 110,346 | - | Klassen, N | 102,457 | - |
| Kee, W | 88,418 | - | Klassen, S | 133,122 | - |
| Keeler, J M | 137,119 | - | Klein, A | 104,446 | - |
| Keen, G W | 91,599 | - | Klein, D | 91,459 | 483 |
| Kehler, T | 101,488 | - | Klein, K B | 75,874 | - |
| Keith, B | 103,810 | 439 | Klein, R A | 103,875 | - |
| Kellett, B | 86,632 | - | Klein, S | 75,444 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|------------------|--------------|----------|----------------|--------------|----------|
| Kleindienst, K | 136,666 | 379 | Kumar, S | 135,437 | - |
| Klemioneck, B | 108,428 | - | Kumar, T | 110,103 | - |
| Kloepffer, K | 118,559 | 650 | Kundarewich, K | 115,138 | - |
| Kloosterboer, J | 137,694 | - | Kung, A | 98,200 | 735 |
| Knezevic, N | 106,829 | - | Kung, N | 125,849 | 571 |
| Knight, C | 177,927 | 1,327 | Kuo, Y S | 110,103 | 4,039 |
| Knoll, M J | 113,749 | - | Kuramoto, R | 94,285 | - |
| Knudson, K A | 85,225 | 419 | Kushner, E | 77,557 | 3 |
| Koch, S | 82,837 | - | Kusmuk, B | 120,971 | - |
| Kochhar, S | 88,532 | - | Kutin, K | 77,524 | - |
| Koep, M | 102,448 | - | Kuyer, T | 103,159 | - |
| Kohli, R | 110,103 | - | Kuys-Clarke, A | 120,173 | 438 |
| Kolakovic, A J | 108,475 | - | Kuzmanoska, B | 109,808 | - |
| Komiya, K D | 86,913 | - | Kwan, K | 86,631 | - |
| Konakh, A | 78,512 | - | Kwan, V S | 83,762 | - |
| Kong, C | 124,103 | 955 | Kwok, H I | 79,826 | - |
| Kong, Q | 97,283 | - | Kyllo, D | 78,502 | - |
| Kong, S P | 145,007 | 287 | Labrador, S | 81,208 | - |
| Konopacki, T G | 86,290 | 587 | Lacaria, A | 86,609 | - |
| Konowalchuk, W L | 125,627 | 1,360 | Laclaire, L L | 284,145 | 955 |
| Koo, D | 164,549 | 3,086 | Ladbrook, W D | 115,999 | - |
| Koo, V | 117,906 | - | Lafortune, P | 110,103 | - |
| Koop, D | 123,309 | - | Lafrance, D | 79,855 | - |
| Kopchia, J | 96,288 | - | Lagerquist, D | 80,264 | - |
| Kopy, V P | 93,528 | - | Lagreca, J | 132,064 | - |
| Kordmahalleh, M | 112,200 | - | Lai, C | 132,914 | 997 |
| Koren, A | 109,692 | - | Lai, E | 76,705 | - |
| Koren, J | 86,922 | 499 | Lai, J | 85,714 | - |
| Kornberger, B T | 119,399 | - | Lai, K E | 93,538 | - |
| Korpan, S | 124,237 | 1,049 | Lai, P | 83,213 | - |
| Korstrom, D | 127,438 | - | Laidlaw, D | 92,250 | - |
| Koscielski, J | 95,004 | - | Lam, A | 132,457 | 58 |
| Koshimura, M | 111,063 | - | Lam, D L K | 132,953 | 997 |
| Kosmak, M | 124,237 | - | Lam, J | 83,465 | - |
| Kounalakis, E | 75,558 | - | Lam, M L | 155,293 | 862 |
| Kovacic, M | 75,639 | - | Lam, R | 106,985 | 994 |
| Kovacic, S | 97,136 | - | Lam, T | 94,285 | - |
| Kowalski, E | 102,470 | - | Lam, T | 93,544 | - |
| Krabbenhoft, L | 79,144 | 11 | Lamb, T | 109,830 | - |
| Kramer, L | 122,495 | - | Lambert, E | 79,411 | - |
| Krawczyk, L | 124,113 | 1,187 | Lambertson, K | 112,959 | 38 |
| Kraynyk, D W | 130,604 | - | Lamont, J A | 178,774 | 3,086 |
| Krezan, B | 206,577 | - | Lancaster, J G | 178,631 | 3,086 |
| Kripps, S | 103,746 | 247 | Land, J M | 149,667 | 140 |
| Kristensen, J | 86,264 | - | Landels, B A | 132,457 | - |
| Kroeker, J | 83,394 | - | Landles, R | 127,751 | - |
| Krsteva, E | 132,900 | - | Landry, L | 145,100 | 997 |
| Krueger, G A | 161,097 | 208 | Landsiedel, S | 108,443 | - |
| Krueger, P W | 112,640 | - | Lane, A D | 77,311 | - |
| Kryszak, K | 81,226 | - | Lang, M | 111,640 | - |
| Kuechler, W | 104,002 | - | Langan, K | 102,055 | - |
| Kuenzig, J Q | 96,951 | - | Langland, H | 109,940 | 481 |
| Kukreja, B | 99,053 | 483 | Langley, M | 125,629 | 46 |
| Kulhanek, P | 87,512 | - | Lanigan, S P | 106,478 | - |
| Kumar, A | 78,940 | 290 | Lanthier, C R | 125,217 | - |
| Kumar, R | 105,164 | - | Lao, A | 89,306 | 896 |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-----------------|--------------|----------|---------------|--------------|----------|
| Lao, D | 102,143 | 1,092 | Lee, H | 104,348 | 266 |
| Lapointe, R | 90,732 | - | Lee, J | 124,237 | 639 |
| Larigakis, M | 87,199 | 184 | Lee, J | 116,800 | - |
| Larijani, A | 90,331 | - | Lee, J | 96,530 | 1,614 |
| Lashin, A | 89,296 | - | Lee, J | 89,473 | - |
| Lasocha, A | 99,597 | 398 | Lee, J | 86,765 | 649 |
| Latimer, T | 111,033 | - | Lee, J | 78,727 | - |
| Latta, J P | 131,457 | 1,029 | Lee, J W | 96,597 | 150 |
| Lau, A | 92,493 | - | Lee, K | 83,883 | 938 |
| Lau, A | 80,355 | 1,183 | Lee, K | 77,690 | - |
| Lau, A Y | 88,327 | 20 | Lee, L | 102,542 | 829 |
| Lau, C | 77,034 | - | Lee, M | 132,023 | 650 |
| Lau, C S | 121,964 | - | Lee, M | 118,246 | 617 |
| Lau, D | 81,048 | - | Lee, N | 110,103 | - |
| Lau, J | 123,773 | 1,561 | Lee, R | 99,208 | 997 |
| Lau, K | 139,482 | 985 | Lee, S | 131,840 | 1,029 |
| Lau, K | 114,142 | 559 | Lee, S | 98,289 | 128 |
| Lau, N | 94,285 | - | Lee, T | 122,626 | 811 |
| Laughlin, T | 82,288 | - | Lee, W | 95,274 | - |
| Lauten, L | 81,107 | 210 | Lee, Y | 81,360 | 290 |
| Lauzon, R | 106,197 | - | Leeks, L C | 78,434 | - |
| Laverock, J A | 114,181 | - | Leeper, J | 91,663 | - |
| Laverty, B A | 93,097 | - | Lees, K A | 131,780 | - |
| Lavieri, L E | 99,038 | - | Lefkowitz, B | 99,467 | - |
| Lavine, V | 89,972 | - | Lehal, A | 98,131 | - |
| Lavoie, H | 83,193 | - | Lehwald, E A | 117,285 | - |
| Law, A H | 208,299 | - | Lehwald, K | 101,529 | - |
| Lawlor, K J | 77,818 | - | Lehwald, M A | 110,151 | - |
| Lawrence, C N | 79,751 | - | Leibel, B B | 131,003 | - |
| Lawson, H | 80,000 | - | Lemire, M | 118,278 | 1,302 |
| Lawson, J D | 118,062 | - | Lemire, P | 109,407 | - |
| Lax, L | 107,960 | - | Lemire, T | 103,024 | - |
| Lay, J | 105,444 | - | Lenkevitch, E | 93,970 | - |
| Le, H | 104,396 | - | Leonati, F | 75,066 | - |
| Le, S | 93,670 | - | Leong, S C | 98,696 | - |
| Le, V | 76,271 | 261 | Leopold, D | 110,106 | - |
| Leadbetter, L M | 83,193 | 554 | Lepard, K | 100,875 | 326 |
| Leblanc, J | 83,193 | - | Lepore, O S | 147,010 | - |
| Leblanc, R | 185,591 | 3,086 | Lepore, P | 87,734 | - |
| Leckovic, K | 137,477 | 715 | Lepore, R | 88,635 | - |
| Ledo, G | 132,953 | 73 | Leroux, G | 145,409 | 1,155 |
| Lee Hunt, M | 116,483 | 829 | Lessard, S J | 112,342 | - |
| Lee, A | 111,515 | - | Letourneau, F | 185,591 | 3,086 |
| Lee, A | 79,821 | - | Leung, A | 101,164 | 838 |
| Lee, A E | 104,702 | - | Leung, A | 93,531 | - |
| Lee, C | 123,124 | 890 | Leung, A M | 124,186 | 2,489 |
| Lee, C | 118,092 | 1,049 | Leung, B | 99,263 | - |
| Lee, C | 109,797 | - | Leung, C | 88,972 | - |
| Lee, C K | 123,773 | 806 | Leung, C | 79,009 | 2,748 |
| Lee, C W | 94,285 | - | Leung, D | 155,293 | - |
| Lee, D | 116,874 | - | Leung, D E | 121,839 | 549 |
| Lee, D | 91,734 | - | Leung, G | 78,823 | - |
| Lee, D | 83,193 | - | Leung, H | 106,860 | 773 |
| Lee, D | 76,463 | - | Leung, J | 94,285 | 997 |
| Lee, D I | 86,636 | 205 | Leung, K | 102,681 | - |
| Lee, E W | 121,737 | 3,357 | Leung, L | 98,994 | 1,151 |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|----------------|--------------|----------|-----------------|--------------|----------|
| Leung, S | 109,154 | - | Lo, B | 84,424 | 1,029 |
| Leung, S | 102,231 | - | Lo, D | 95,829 | 1,412 |
| Leung, T | 155,293 | 1,531 | Lo, J | 90,348 | 530 |
| Leung, T | 112,248 | - | Lo, N | 106,499 | - |
| Levesque, N | 76,709 | - | Lobban, L A | 85,938 | - |
| Levesque, N P | 85,553 | - | Logan, J J | 136,977 | 649 |
| Levesque, W | 76,203 | - | Logtenberg, M | 84,185 | 2,314 |
| Levitt, K R | 293,626 | 236 | Lok, C | 101,874 | 2,109 |
| Levy, S | 113,509 | 1,259 | Loney, E | 102,353 | - |
| Lewis, A | 113,159 | - | Long, M | 131,224 | 1,060 |
| Lewis, D | 122,439 | - | Long, T | 76,486 | - |
| Lewis, K L | 115,487 | - | Look, E | 85,311 | - |
| Lewis, S G | 75,785 | - | Lopes, A | 94,382 | - |
| Li, C | 86,924 | 483 | Lopes, M | 86,640 | 529 |
| Li, D | 178,774 | 3,086 | Lopez Garcia, C | 110,103 | 697 |
| Li, E P | 109,402 | - | Lopez, B | 76,231 | - |
| Li, G | 94,602 | - | Lorimer, C | 108,169 | - |
| Li, H | 79,730 | 520 | Loughlin, J | 80,923 | - |
| Li, J | 103,938 | - | Loughrey, A | 86,631 | - |
| Li, J | 95,889 | - | Louie, A | 88,799 | - |
| Li, J | 83,193 | - | Louie, D L | 106,348 | - |
| Li, K | 87,807 | - | Louie, V | 90,192 | - |
| Li, M | 133,693 | 58 | Loutit, J D | 125,510 | - |
| Li, N | 99,141 | 525 | Love, M | 78,589 | - |
| Li, P | 81,078 | - | Love, S | 78,646 | 109 |
| Li, P | 79,943 | - | Loverin, D | 131,061 | - |
| Li, P | 77,786 | - | Low, L L | 98,277 | - |
| Li, S | 114,756 | 1,702 | Lowe, C | 86,664 | 231 |
| Li, T | 119,398 | 982 | Lowe, G | 75,164 | 158 |
| Liang, J T | 114,717 | - | Lowood, J | 90,348 | - |
| Liang, K | 185,459 | 3,149 | Lowry, S | 132,523 | 1,295 |
| Liao, C | 140,653 | 1,454 | Lozon, J | 98,055 | - |
| Liaw, A | 105,366 | 483 | Lu, G | 91,438 | - |
| Libby, L D | 77,626 | 200 | Lu, K | 106,713 | - |
| Liebel, K | 94,295 | 24 | Lu, Z | 93,448 | 938 |
| Lifton, P | 85,760 | - | Lubiw, N | 155,417 | 1,049 |
| Liggat, M J | 97,381 | - | Lucas, M A | 83,102 | - |
| Lightfoot, A P | 99,048 | - | Lucas, T | 126,930 | - |
| Lightfoot, S | 85,107 | - | Lue, N | 178,772 | 39 |
| Lim, H | 84,200 | - | Lui, E | 96,475 | - |
| Lin, F | 106,624 | 994 | Lui, J | 76,615 | 295 |
| Lin, K | 102,596 | - | Luick, D | 126,396 | 1,164 |
| Linehan, M M | 127,500 | 267 | Lukes, R | 130,814 | 1,112 |
| Ling, T | 77,438 | - | Lulic, D | 103,162 | - |
| Lingl, P | 81,261 | - | Lulic, N A | 75,281 | - |
| Lipinski, B | 86,339 | 369 | Lum, C D | 125,775 | - |
| Lipinski, M D | 88,896 | - | Lum, M | 85,080 | - |
| Lippucci, V G | 97,204 | - | Lum, W | 110,103 | 5,877 |
| Liu, G | 110,103 | - | Lum, W | 80,371 | - |
| Liu, G | 94,285 | 4,039 | Lumagbas, C | 104,444 | - |
| Liu, S | 77,019 | - | Lund, G | 90,569 | - |
| Liu, X | 93,417 | - | Lunghamer, D L | 105,569 | - |
| Liu, Y | 113,942 | 1,150 | Luo, D | 78,944 | 580 |
| Livland, A | 94,514 | 331 | Luong, T | 78,832 | 349 |
| Llagas, J | 88,433 | - | Lusted, M T | 106,047 | - |
| Llewellyn, C R | 100,217 | - | Lyall, G | 101,479 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-------------------|--------------|----------|------------------|--------------|----------|
| Lyford, D C | 99,008 | 182 | Main, K R | 157,795 | - |
| Lynch, J | 99,593 | - | Maina, N | 94,480 | - |
| Lynch, S W | 109,195 | - | Malabuyoc, J | 124,068 | - |
| Lyons, D R | 136,427 | 598 | Malcom, J | 105,480 | 703 |
| Lypkie, J G | 83,635 | - | Malczyk, A | 124,237 | 1,049 |
| Ma, A | 84,333 | - | Malis, I | 124,257 | 600 |
| Ma, B | 98,021 | 857 | Malla, S | 94,993 | 196 |
| Ma, C | 109,604 | - | Mallen, M | 126,524 | - |
| Ma, H | 130,040 | - | Maloney, C | 92,830 | - |
| Ma, N | 95,322 | 1,964 | Manarin, D J | 106,258 | 982 |
| Ma, Q | 84,145 | - | Man-Bourdon, A C | 113,224 | 938 |
| MacAulay, C M | 125,225 | 229 | Maness, A | 111,517 | - |
| MacCallum, M | 132,739 | - | Mangat, R | 100,211 | - |
| MacCubbin, C | 93,947 | - | Maniotakis, G | 108,576 | 310 |
| MacDonald, E | 80,295 | 857 | Mann, K S | 91,411 | - |
| MacDonald, R | 109,692 | - | Manning, W C | 99,904 | - |
| MacDonald, S | 109,384 | - | Manyk, B | 107,283 | - |
| MacDonald, S | 82,296 | - | Mao, J | 78,340 | - |
| MacDonald, T | 106,956 | - | Mao, Y | 100,843 | - |
| MacDougall, K | 101,837 | - | Mar, M H | 75,024 | - |
| MacEdo, L M | 75,524 | - | Marchant, K R | 101,870 | 4,515 |
| MacGillivray, B G | 124,040 | - | Marette, S | 78,865 | - |
| MacGregor, R S | 98,139 | - | Marineau, G S | 124,886 | - |
| MacInnes, J I | 129,992 | - | Maritz, B | 80,704 | - |
| MacIntosh, C | 105,602 | - | Mark, E D | 87,611 | 1,325 |
| MacIntyre, J | 95,118 | - | Markovic, M | 86,631 | - |
| MacIver, J | 102,064 | - | Markovic, Z G | 148,818 | - |
| MacKay, G | 133,449 | 592 | Marley, E | 183,246 | 79 |
| MacKenzie, D | 85,621 | - | Marmolejo, J | 107,419 | - |
| MacKey, B A | 178,763 | 3,086 | Marohn, G K | 190,333 | 2,091 |
| MacKey-Murdock, J | 120,914 | - | Marousek, M | 118,471 | 276 |
| MacKichan, M | 84,545 | - | Marquardt, D | 118,272 | - |
| MacKichan, S | 127,430 | - | Marrello, A | 115,853 | - |
| MacKie, D E | 132,415 | - | Marrello, P | 87,175 | - |
| MacKie, I N | 101,186 | - | Marriott, P | 104,079 | - |
| MacKinnon, S | 78,655 | 853 | Marsh, B | 101,181 | - |
| MacLang, D | 108,497 | 955 | Marsh, R J | 99,155 | - |
| MacLaren, A R | 80,119 | - | Marshall, G | 90,332 | - |
| MacLean, J | 151,967 | 299 | Marshall, K J | 89,196 | - |
| MacLean, L | 93,247 | - | Marshall, T | 77,222 | - |
| MacLeod, T M | 114,587 | - | Martel, M | 86,227 | - |
| MacNeil, R | 97,204 | - | Martin, A H | 93,528 | - |
| MacPhee, I | 111,515 | - | Martin, F | 98,009 | - |
| MacPherson, M | 77,635 | 120 | Martin, L | 79,651 | 205 |
| Madden, A | 84,819 | 3,161 | Martin, M | 93,306 | - |
| Maddison, J | 82,882 | - | Martin, M | 76,363 | - |
| Madsen, S | 90,348 | - | Martineau, J | 82,697 | - |
| Maffei, D C | 123,609 | 650 | Martinez, S | 111,998 | 477 |
| Magnusson, R | 117,650 | - | Martychina, O | 86,635 | 1,102 |
| Magtoto, J | 94,355 | - | Marwah, J | 111,573 | 595 |
| Mah, C | 88,817 | - | Marzin, M | 155,293 | 1,237 |
| Mah, H H | 94,970 | - | Masangane, S | 90,802 | - |
| Mah, J | 129,642 | - | Mashruwala, M | 110,103 | - |
| Mah, L M | 122,515 | 1,049 | Mason, C C | 124,455 | - |
| Mah, T | 109,940 | - | Mason, E | 79,005 | 290 |
| Mahpour, H | 86,647 | - | Mason, R | 80,268 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-------------------|--------------|----------|------------------------|--------------|----------|
| Massey, C R | 80,681 | - | McIntyre, Z | 91,008 | - |
| Massey, J D | 102,024 | - | McIvor, G | 78,552 | 158 |
| Masters, C L | 128,584 | 4,650 | McKay, D | 132,605 | 1,028 |
| Mastromonaco, A | 92,123 | 17 | McKellar, M W | 126,350 | - |
| Mastromonaco, F P | 113,080 | 225 | McKenzie, A | 97,273 | 679 |
| Mate, C | 82,342 | - | McKeown, P J | 107,909 | - |
| Mate, T | 98,265 | - | McKibben, S | 109,339 | - |
| Mathar, S | 108,904 | 1,247 | McKimm, C | 124,237 | - |
| Matharoo, G | 94,285 | - | McKinnon, R L | 125,002 | - |
| Matharu, U | 152,277 | 595 | McKinnon, T M | 87,955 | - |
| Matheson, A | 76,635 | - | McKnight, J | 86,593 | 180 |
| Matheson, N | 83,733 | - | McKnight, P | 79,988 | - |
| Mathieson, D G | 86,580 | - | McLachrie, R M | 108,220 | - |
| Mathur, N | 126,604 | 1,049 | McLaren, C F | 113,765 | - |
| Matricardi, C | 86,631 | - | McLellan, M A | 126,429 | - |
| Matsuda, G T | 102,211 | - | McLennan, J | 107,635 | 955 |
| Mattarollo, S | 95,409 | - | McLennan, R | 124,237 | 1,219 |
| Matterson, A | 135,487 | - | McLeod, J D | 124,624 | 1,897 |
| Matthews, L | 124,394 | 209 | McLeod, R | 91,029 | - |
| Mauboules, A | 116,080 | - | McLeod, T M | 83,193 | 195 |
| Mauboules, C | 167,272 | 1,140 | McManus, J | 98,789 | - |
| Maunsell, W D | 122,042 | - | McManus, P | 118,419 | 4,862 |
| Maurus, N | 81,896 | 630 | McMath, H | 107,429 | - |
| Maxwell, G | 99,486 | - | McMillan, J T | 140,794 | 662 |
| Mazer, K | 86,631 | - | McMillan, S | 82,867 | - |
| Mazurek, R M | 124,263 | - | McMillan, T | 96,843 | 27 |
| Mazzocchio, F | 94,831 | - | McMillen, J N | 93,958 | 938 |
| McAuley, J E | 103,472 | 1,174 | McNabb, M F | 83,801 | - |
| McAuley, R | 88,638 | - | McNaney, K C | 179,704 | - |
| McCall, M | 132,457 | 483 | McNeil, A | 83,585 | - |
| McCarthy, J | 96,477 | - | McNeil, R G | 77,134 | - |
| McCarthy, P | 96,543 | - | McNeill, Y | 147,234 | 205 |
| McCarthy, P | 93,842 | - | McNutt, R | 144,778 | - |
| McCarthy, R D | 100,848 | - | McPherson, N | 78,063 | 314 |
| McCash, M | 131,711 | - | McPherson, T | 81,297 | 3,176 |
| McCaskill, R | 76,460 | - | McPhillips, S | 102,234 | - |
| McCreary, K | 113,885 | 982 | McQuarrie, J | 144,093 | - |
| McCreath, K L | 99,623 | - | McQuillan, R | 77,509 | - |
| McCurdy, A | 169,603 | - | McRae, D R | 75,167 | - |
| McDermott, J | 155,205 | 1,346 | McRae-Smith, A B | 109,705 | - |
| McDonald, A | 81,903 | - | Mead-Fox, N | 81,678 | 1,251 |
| McDonald, B A | 106,111 | - | Meaker, T S | 113,441 | - |
| McDonald, E | 155,157 | - | Medenilla, K | 102,422 | - |
| McDonald, G | 124,237 | - | Medland, C E | 185,972 | 416 |
| McDonnell, B | 119,860 | - | Medwid, G R | 100,108 | 141 |
| McDougall, C | 78,988 | 290 | Meers, D A | 148,003 | 623 |
| McEachern, S A | 105,530 | - | Mehat, M | 78,836 | 416 |
| McElroy, J | 88,620 | - | Mehay, K | 95,660 | - |
| McGillivray, L | 109,180 | 847 | Mei, H | 75,142 | - |
| McGinley, E M | 101,138 | - | Mele, S | 145,499 | - |
| McGinty, C | 135,487 | - | Melten, P F | 126,316 | - |
| McGowan, B D | 101,182 | 141 | Melville, B J | 87,918 | - |
| McIntosh, D | 106,241 | - | Mendoza, F | 80,834 | 522 |
| McIntosh, S I | 93,054 | - | Meneghello, T | 86,134 | - |
| McIntyre, K | 97,071 | 899 | Menjivar Guardado, J S | 80,435 | - |
| McIntyre, L A | 75,153 | - | Mercado-Mallari, S | 109,185 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|---------------------|--------------|----------|-----------------|--------------|----------|
| Mercer, S | 117,475 | - | Moors, A D | 100,343 | - |
| Merchant, R | 102,512 | 333 | Moran, G | 101,495 | - |
| Merino Gutierrez, F | 100,281 | - | Moreau, J C | 96,778 | - |
| Merkins, P | 75,459 | - | Morgan, B | 110,103 | 716 |
| Merrill, C | 118,601 | 650 | Morgan, D | 105,697 | 1,872 |
| Merz, M R | 98,999 | - | Morgan, J A | 76,041 | - |
| Methorst, H | 123,946 | - | Morin, P A | 144,850 | - |
| Meyer, A | 128,651 | - | Morishita, K S | 144,188 | - |
| Mezzomo, F | 79,420 | - | Morishita, L | 115,458 | 1,146 |
| Michaud, J M | 178,774 | 3,086 | Morrell, F | 80,241 | - |
| Middleton, S | 118,148 | 609 | Morrey-Jones, G | 76,029 | - |
| Mikitka, J A | 103,483 | - | Morris, B | 82,134 | - |
| Mikkelsen, R S | 101,445 | - | Morrison, D | 96,570 | - |
| Miklausic, M | 75,460 | - | Morrison, E T | 143,904 | - |
| Milanovic, D | 78,318 | - | Morrison, G S | 98,380 | - |
| Miles, J S. | 75,437 | - | Morrison, J | 169,084 | 1,200 |
| Millar, S T | 121,906 | 1,029 | Morrison, J M | 93,066 | - |
| Miller, B | 100,398 | - | Morrison, S G | 106,059 | - |
| Miller, D | 83,185 | 938 | Morrison, T | 110,405 | - |
| Miller, K | 107,276 | - | Morrison, V | 138,671 | 112 |
| Miller, M J | 88,078 | - | Morrow, B E | 101,302 | - |
| Miller, S | 100,355 | - | Mortimer, J S | 135,667 | - |
| Mills, S | 88,694 | - | Morzaria, S | 131,265 | 2,814 |
| Mills, T | 93,493 | 341 | Mosher, C W | 136,714 | - |
| Min, H | 87,415 | - | Mosher, S | 113,869 | - |
| Mineer, J | 92,200 | - | Moshier, P | 110,102 | - |
| Miro, J | 80,234 | - | Moss, P H | 93,223 | - |
| Mirza, F | 124,237 | 1,031 | Moss, R | 112,776 | - |
| Misci, M | 83,847 | - | Motkaluk, R | 117,651 | 229 |
| Misiak, A | 88,567 | - | Motokado, G | 117,003 | 3,861 |
| Mital, E | 161,422 | 112 | Mott, M | 78,042 | - |
| Mitchell, A | 88,825 | 595 | Mouck, D D | 88,614 | - |
| Mitchell, A L | 95,727 | - | Mouzakis, A | 86,936 | - |
| Mitchell, D | 96,636 | - | Mozo, J | 94,807 | - |
| Mitchell, J | 99,382 | - | Mudrovcic, M | 97,255 | - |
| Miyaji, K | 154,854 | 120 | Mueske, D G | 100,014 | - |
| Moberg, D A | 152,930 | - | Muirhead, A | 78,190 | - |
| Mocharski, M R | 98,476 | - | Muisse, S G | 100,715 | - |
| Mochizuki, G E | 112,509 | - | Mulcahy, J | 136,224 | 865 |
| Mochrie, P R | 332,616 | 158 | Mulder, C C | 131,031 | - |
| Mogerman, O | 120,974 | - | Mulhall, S | 112,521 | 1,915 |
| Mohamad-Khany, S | 107,577 | - | Mulji, K | 182,218 | 100 |
| Mok, C | 94,295 | - | Mulla, Z | 88,270 | - |
| Molina, M A | 86,092 | - | Mulligan, R | 117,955 | 90 |
| Molzahn, J | 88,723 | - | Munro, T | 95,192 | - |
| Monckton, N | 126,366 | - | Muntasir, S | 82,533 | 741 |
| Monteiro, S | 79,809 | - | Murakami, M | 104,124 | - |
| Montgomery, N | 112,770 | - | Muraki, M | 75,990 | - |
| Moody, J | 116,968 | - | Murphy, G | 119,204 | - |
| Moore, A | 86,020 | - | Murphy, K D | 112,994 | - |
| Moore, C | 79,809 | - | Murphy, L | 124,237 | 997 |
| Moore, D | 114,474 | - | Murray, B R | 130,398 | - |
| Moore, G | 113,258 | - | Murray, G | 200,323 | 3,086 |
| Moore, K | 86,763 | 136 | Murray, W R | 161,244 | 682 |
| Moore, P M | 134,416 | - | Murru, D | 124,209 | - |
| Moore, T D | 185,589 | 765 | Murtagh, C J | 88,790 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|----------------------|--------------|----------|-------------------|--------------|----------|
| Murton, B J | 96,285 | - | Nguyen, J | 100,851 | 1,351 |
| Musslick, H | 86,305 | 600 | Nguyen, K | 128,726 | 997 |
| Mydansky, D | 77,105 | - | Nichols, D G | 142,797 | - |
| Myers, J | 105,040 | - | Nichols, E | 112,478 | - |
| Myles, M | 117,243 | - | Nichols, L T | 129,758 | 379 |
| Myles, N | 122,200 | - | Nicholson, A M | 77,545 | - |
| Mylrea, T N | 99,723 | - | Nicholson, J | 113,052 | 650 |
| Nadalini, R D | 75,525 | - | Nicholson, P | 136,897 | 650 |
| Nakanishi, K | 178,774 | 3,086 | Nicholson, W | 130,582 | - |
| Naklicki, A | 242,836 | 288 | Nicol, S C | 137,932 | - |
| Namdari, D | 108,161 | - | Nielson, G | 126,822 | - |
| Nannar, R | 80,921 | - | Nikolai, A J | 97,871 | - |
| Narayan, K | 80,794 | - | Nikolai, K | 97,693 | - |
| Narayan, V | 113,843 | - | Nikolic, S | 99,641 | - |
| Naughty, R | 133,158 | - | Nilsson, B L | 95,409 | - |
| Naundorf, D | 111,515 | - | Nissanka, K | 84,995 | 1,804 |
| Nava Avendano, J | 99,393 | 1,185 | Nitychoruk, M | 110,979 | - |
| Navratil, M A | 127,114 | 649 | Noble, C A | 132,953 | - |
| Nayeri, S | 124,020 | 472 | Noke Smith, A C | 122,261 | - |
| Naylor, M E | 127,641 | - | Norcott, A | 76,800 | - |
| Ndayisenga, D | 75,522 | 349 | Norton, P C | 86,078 | - |
| Ndlovu-Fraser, S | 107,185 | 1,255 | Norton-Daniel, M | 117,483 | - |
| Neal, P | 122,845 | 703 | Nostitz-Tait, G V | 109,363 | - |
| Neale, B | 99,968 | - | Nottingham, P J | 75,576 | - |
| Neale, J | 121,847 | - | Nouri, M | 103,729 | - |
| Neault, M D | 125,890 | 3,861 | Novak, R | 131,958 | - |
| Nedyalkova-Dimova, T | 123,773 | 315 | Nowak, G | 88,590 | - |
| Neill, C L | 101,309 | 2,000 | Nuraney, N | 140,727 | 1,894 |
| Nelson, A D | 119,312 | - | Nurianti, S | 94,285 | 997 |
| Nelson, C | 148,928 | - | Nwaoha, C | 78,940 | 1,928 |
| Nelson, J | 111,354 | - | Oberoi, M | 84,176 | 9,881 |
| Nelson, J D | 80,122 | - | O'Coffey, T | 94,308 | 100 |
| Nelson, T | 102,976 | - | O'Connell, E | 102,972 | - |
| Nelson, T | 81,028 | 869 | Odong, J | 142,574 | - |
| Neufeld, G | 150,532 | - | O'Donnell, T | 255,074 | - |
| Neufeld, J | 102,098 | 938 | O'Donoghue, L | 104,188 | 1,34 |
| Neufeld, L | 78,998 | - | Odynsky, P | 100,159 | - |
| Neville, I R | 108,195 | - | Oehlschlager, C K | 193,949 | 3,086 |
| Newman, A | 146,827 | 1,210 | Ogden, M R | 133,623 | - |
| Newman, A | 86,887 | 290 | Oh, J | 115,509 | 483 |
| Newman, B | 101,335 | - | Okell, C | 154,029 | - |
| Newman, C | 124,231 | - | Oland, H K | 152,531 | 595 |
| Newton, N | 82,139 | 20 | Olderskog, T | 91,835 | - |
| Ng III, A | 147,285 | - | Oldfield, T B | 148,430 | 1,085 |
| Ng, C | 87,530 | - | O'Leary, J EF | 94,441 | 205 |
| Ng, C K | 89,767 | 1,029 | Olinek, J | 161,111 | - |
| Ng, H C | 109,079 | - | Oliver, B | 77,968 | - |
| Ng, L | 102,457 | 955 | Oliver, N | 76,476 | - |
| Ng, L | 90,777 | - | Oliverio, R | 95,462 | - |
| Ng, T C | 124,237 | - | Oljaca, D | 103,946 | - |
| Ng, W | 94,285 | - | Olsen, T W | 103,768 | - |
| Ng, W | 86,631 | - | Olson, J | 112,302 | - |
| Ngan, C | 124,163 | 955 | O'Neill, J | 101,354 | 75 |
| Ngo, H | 132,953 | - | Onions, C | 87,151 | - |
| Nguyen, D | 83,193 | - | Onukwulu, I | 88,084 | - |
| Nguyen, E | 93,949 | 1,289 | Oppenlander, D W | 157,223 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|---------------|--------------|----------|------------------|--------------|----------|
| Or, V | 85,367 | - | Parrotta, D | 81,464 | - |
| Orban, C | 101,811 | 7,174 | Parry, M | 77,132 | - |
| Orchard, S | 84,489 | - | Pasin, J | 87,067 | - |
| Orellana, H | 75,122 | 158 | Pasion, C | 118,092 | 472 |
| Orellana, J | 110,118 | - | Pask, A S | 126,946 | - |
| Ortiz, P R | 85,066 | 263 | Paskova, M | 80,496 | 595 |
| Osganian, D | 124,237 | 1,049 | Passaglia, C M | 99,145 | - |
| Ostafiew, M | 132,574 | - | Passmore, D J | 124,237 | 483 |
| O'Sullivan, D | 123,294 | 3,676 | Pastorek, N T | 98,153 | - |
| Othman, J | 75,443 | 349 | Pate, M | 134,686 | 548 |
| Otoole, S | 100,475 | - | Patel, A | 83,442 | 1,465 |
| O'Toole, S | 83,928 | - | Patenaude, M | 87,027 | - |
| Oum, P | 91,262 | - | Pater, C | 79,986 | 130 |
| Out, T | 100,376 | - | Paterakis, M | 88,865 | - |
| Ouyang, C | 87,825 | - | Pathal, G S | 122,326 | 1,092 |
| Owen, C | 113,134 | 3,396 | Patocka, J | 89,437 | - |
| Owen, K W | 103,656 | - | Paton, J A | 107,103 | - |
| Owen, T | 109,352 | - | Patrao, A V | 85,305 | - |
| Ozdoba, R R | 81,709 | - | Patrk, L | 103,983 | 61 |
| Paar, V R | 93,126 | - | Patterson, C | 96,831 | - |
| Pabillano, J | 108,025 | 6,772 | Pattherwala, S | 76,067 | - |
| Paccani, V | 87,491 | - | Patzke, M | 110,437 | - |
| Pacis, A | 84,913 | - | Paul, D | 82,686 | 150 |
| Pacis, M | 81,517 | 84 | Pauls, B M | 79,850 | 429 |
| Page, S | 86,312 | - | Paulson, M R | 162,989 | 438 |
| Page, T A | 90,102 | - | Pavone, A | 78,200 | - |
| Pagliuso, E | 77,548 | - | Pavone, C | 77,648 | - |
| Pal, N | 75,692 | 107 | Pawlak, C N | 134,335 | - |
| Palazzo, F | 76,630 | - | Pawlitschek, S C | 85,528 | - |
| Palmer, C | 154,030 | 1,575 | Payne, K | 86,249 | - |
| Palmer, C | 75,091 | - | Pease, L | 93,234 | 331 |
| Palmer, J | 115,133 | 885 | Peck, T | 102,381 | - |
| Palmer, L | 117,320 | - | Peddle, Z | 84,488 | - |
| Palmer, R A | 97,204 | - | Peet, B G | 103,414 | - |
| Pander, S | 147,491 | 1,058 | Peigan, D | 91,226 | - |
| Pang, E | 104,671 | 716 | Pelletier, B G | 103,601 | - |
| Pangalia, S | 156,623 | 310 | Peloquin, D G | 76,888 | - |
| Panganiban, M | 86,631 | - | Pendergast, Z C | 99,584 | - |
| Pankratz, M | 132,953 | - | Penney, T | 135,737 | - |
| Pappajohn, S | 95,637 | - | Pennings, R | 117,117 | - |
| Pappas, P | 90,478 | - | Penton, C | 81,423 | 349 |
| Paris, A | 75,209 | - | Peppin, M | 132,469 | - |
| Park, J | 111,922 | - | Pereira, D | 124,609 | - |
| Park, S | 79,019 | - | Pereira, W | 148,332 | - |
| Park, T | 109,692 | - | Perez, J R. | 78,620 | - |
| Parker, D | 124,621 | 2,378 | Peric, R | 97,194 | - |
| Parker, K | 77,480 | - | Perkins, D | 102,557 | - |
| Parker, L | 159,233 | 938 | Perkins, E G | 81,959 | - |
| Parkes, J | 93,836 | - | Perodie, J | 114,194 | - |
| Parkin, D W | 148,407 | 2,378 | Persaud, M H | 119,693 | - |
| Parkinson, L | 154,131 | 955 | Peskett, R | 121,978 | - |
| Parley, D | 81,500 | - | Peskett, R C | 124,541 | 379 |
| Parmar, G | 77,733 | 290 | Peters, P | 79,232 | - |
| Parmar, M | 112,065 | - | Petersen, M | 90,943 | - |
| Parno, M | 106,802 | 1,167 | Peterson, D R | 150,402 | 105 |
| Parr, J | 110,103 | - | Peterson, T R | 120,228 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|--------------------|--------------|----------|----------------|--------------|----------|
| Petrin, R A. | 83,766 | - | Poulter, M | 109,214 | - |
| Petrus, A C. | 79,203 | - | Pour, S | 123,182 | 1,020 |
| Petruzzelli, A C | 92,719 | - | Pow, C | 100,768 | - |
| Petry, M | 109,692 | 696 | Powell, A | 103,169 | - |
| Petsinis, S E | 114,072 | 1,407 | Powell, J L | 93,616 | 1,364 |
| Petticrew, H | 119,351 | - | Powell, L | 113,024 | - |
| Pezzolesi, G | 113,931 | 260 | Powell, R | 114,032 | 703 |
| Pezzotti, A | 87,856 | - | Power, A T | 123,773 | - |
| Pföh, R E | 126,350 | - | Pradel, P | 98,298 | - |
| Phair, B S | 110,051 | - | Prasad, A | 82,113 | - |
| Phan, T Y | 115,507 | 849 | Prescott, L | 180,529 | 629 |
| Phanthoupheng, J | 93,537 | - | Preston, L D | 77,139 | - |
| Philley, S B | 76,563 | - | Prevette, T J | 109,514 | - |
| Phillips, A | 97,908 | - | Price, A | 76,591 | - |
| Phillips, D | 119,907 | - | Price, D | 77,950 | - |
| Phillips, D | 76,768 | - | Price, F | 105,301 | 491 |
| Phillips, J | 118,255 | 1,264 | Pricope, I | 95,477 | - |
| Phillips, M | 132,953 | - | Priest, J | 86,631 | - |
| Picard, E | 127,227 | - | Principe, L | 103,573 | - |
| Piccolo, D | 101,182 | - | Pringle, K | 93,538 | - |
| Pickard, G | 134,614 | - | Pritchard, W | 99,329 | - |
| Pickens, R R | 119,000 | - | Profilii, C | 76,911 | - |
| Pickersgill, M | 119,604 | 4,650 | Pruger, M | 100,340 | - |
| Pickett, E | 140,771 | - | Pruniak, J | 124,954 | - |
| Pickett, I | 107,107 | - | Pucci, P | 88,870 | - |
| Pickett, J D | 85,004 | - | Pughe, D W | 99,667 | - |
| Pickles, D | 81,169 | 1,418 | Pugliese, D | 113,741 | 587 |
| Pidcock, C | 133,509 | - | Puleo, M | 78,253 | - |
| Pighin, D G | 123,948 | - | Puleo, V | 81,049 | - |
| Pikker, D | 79,809 | - | Pulgar, A | 110,744 | 1,085 |
| Pilas, K | 133,616 | - | Pundir, A | 83,585 | 290 |
| Pinder, K | 78,480 | - | Pupneja, K | 104,301 | 314 |
| Pintos, A | 79,747 | - | Purchas, M W | 144,466 | 162 |
| Pirmoradi, Z | 88,839 | - | Puustelli, M M | 123,676 | - |
| Piwowarski, Z | 78,265 | - | Puzio, C | 98,641 | - |
| Pizzolato, L A | 108,543 | - | Pybus, B D | 78,029 | - |
| Planinsic, J | 93,901 | - | Pybus, C | 109,692 | - |
| Plant, S | 113,321 | 982 | Pye, M | 86,884 | - |
| Plasterer, R | 106,995 | 743 | Pylatuk, A | 95,411 | - |
| Plaxton, W A | 76,549 | - | Qazi, H | 108,647 | - |
| Polano, D | 143,232 | 5,229 | Qi, W | 110,103 | 696 |
| Pollard, B | 150,184 | - | Qian, D | 104,399 | 314 |
| Polo, E | 80,279 | 61 | Quan, N | 87,853 | - |
| Polonio, M A | 127,220 | 379 | Quan, V D | 135,437 | - |
| Polovy, S | 110,103 | 175 | Quayle, B T | 173,254 | 3,086 |
| Pontellini, M | 93,209 | 107 | Quennell, B | 115,703 | - |
| Pontikis, M | 148,670 | 22,495 | Quigley, T P | 86,104 | - |
| Pope, D | 118,569 | 1,893 | Quilty, J A | 107,889 | - |
| Popovic, A | 125,329 | - | Quinn, B | 82,556 | - |
| Porcina, D | 100,483 | 457 | Quinn, D T | 83,963 | - |
| Porteous, C | 109,280 | - | Quintero, L A | 117,354 | 483 |
| Porter, J | 134,742 | 3,956 | Quirk, E | 85,875 | - |
| Postlethwaite, C W | 98,662 | - | Radakovich, M | 126,981 | 1,682 |
| Postma, T E | 98,879 | 131 | Radke, D | 125,173 | - |
| Potter, C | 137,537 | 162 | Radziminski, C | 123,750 | 3,901 |
| Pottinger, G H | 132,953 | - | Rafique, F | 125,143 | 628 |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-------------------|--------------|----------|-------------------------|--------------|----------|
| Rai, B | 161,664 | - | Rihani, H | 81,471 | - |
| Rai, B | 132,953 | - | Riley, A | 104,679 | - |
| Rai, H | 138,499 | 3,861 | Riminchan, A | 127,624 | 1,093 |
| Rai, J S | 102,035 | - | Ritchie, A | 87,267 | 300 |
| Rajan, B | 110,011 | - | Ritter, A | 89,847 | - |
| Ralph, P | 174,602 | 937 | Rivet, S | 131,590 | - |
| Ralph, S A | 84,607 | - | Robbins, J | 132,668 | 1,218 |
| Ramirez, J | 108,460 | - | Roberts, B | 96,196 | 447 |
| Ramnani, H | 76,206 | - | Roberts, B | 86,536 | 1,523 |
| Ramogida, S F | 90,716 | - | Roberts, K | 79,109 | - |
| Ramos, M B | 89,323 | - | Robertson, A R | 112,131 | - |
| Ramsden, K | 109,376 | - | Robertson, C | 180,133 | - |
| Rana, G | 97,256 | - | Robertson, D | 120,556 | 650 |
| Randazzo, F | 78,898 | - | Robertson, D R | 128,406 | - |
| Rasley, J M | 96,012 | - | Robin, S | 103,191 | 398 |
| Rasoul Kim, A | 110,103 | - | Robinson, D | 110,795 | - |
| Rathod, B | 83,272 | - | Robinson, D | 102,444 | - |
| Rattray, R | 101,906 | - | Robinson, J D | 77,206 | - |
| Ratushny, G L | 102,707 | - | Robinson, K | 128,106 | - |
| Rautenberg, J | 104,800 | - | Roche, R | 76,426 | - |
| Ravensbergen, G P | 75,439 | - | Roderick, J F | 77,428 | - |
| Rawson, J | 85,661 | - | Rodrigues, G D | 116,940 | - |
| Rawsthorne, D M | 124,237 | 483 | Rodrigues, P | 109,279 | 1,306 |
| Raza, A | 117,517 | 310 | Rodriguez, D | 88,113 | - |
| Reagh, K C | 86,391 | - | Rodriguez, I D | 79,846 | 580 |
| Reddy, A | 136,478 | - | Rodriguez-Masongsong, A | 94,234 | - |
| Reddy, J | 103,919 | 4,650 | Rodukoff, P | 75,721 | - |
| Reddy, R R | 91,888 | - | Rogers, B | 85,449 | - |
| Reed, C | 177,428 | 3,086 | Rogers, W | 76,840 | - |
| Reed, G D | 111,630 | - | Rohrmoser, M | 78,167 | - |
| Reed, J | 107,921 | - | Rolzing, E | 130,394 | 79 |
| Reed, M R | 93,552 | - | Roman, P | 101,166 | 1,187 |
| Reed, P | 115,707 | - | Romaniuk, D S | 115,523 | - |
| Reese, A W | 92,016 | - | Romanko, J | 102,575 | - |
| Reichelt, J | 83,155 | - | Romanowski, A R | 108,811 | - |
| Reid, A N | 124,635 | - | Rombough, M | 95,297 | - |
| Reid, D | 92,254 | - | Ronalds, N | 102,389 | - |
| Reid, J | 84,230 | - | Roos, J M | 126,557 | - |
| Reid, L | 100,873 | - | Roosen, I | 86,282 | - |
| Reid-Woodson, A | 95,675 | - | Root, S | 118,811 | - |
| Reimer, D J | 93,664 | - | Roote, P D | 112,761 | - |
| Reisen, E G | 136,218 | - | Rosa-Brailsford, D | 274,629 | 404 |
| Reisig, D | 102,189 | 17 | Rose, S M | 107,074 | - |
| Rempel, G | 79,594 | 300 | Rosenblat, C | 100,993 | 205 |
| Renning, R D | 179,655 | 542 | Rosengren, P | 143,456 | - |
| Repstock, A | 82,124 | - | Rosenlund, D J | 151,434 | - |
| Revesz, M | 150,672 | 725 | Ross, A | 143,597 | - |
| Rhine, L M | 84,028 | - | Ross, C | 104,856 | - |
| Richardson, J | 83,344 | - | Ross, J N | 124,163 | 1,049 |
| Richardson, J | 81,473 | 257 | Rougeau, G | 83,909 | - |
| Richmond, S | 94,885 | - | Rougeau, T C | 102,075 | - |
| Richter, D | 91,117 | 349 | Rouleau, P | 76,103 | 15 |
| Richter, J | 87,959 | - | Rourke, K | 86,631 | - |
| Ridge, M | 101,165 | - | Rowley, W J | 119,216 | - |
| Riebe, J | 132,423 | - | Roy, A V | 85,231 | - |
| Rigsby, L | 82,071 | 4,650 | | | |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|------------------|--------------|----------|--------------------|--------------|----------|
| Royle, G L | 98,291 | - | Savage, G | 147,453 | - |
| Royrock, L H | 83,508 | 158 | Savage, K | 75,772 | - |
| Ruhle, S | 100,072 | 368 | Savage, M | 133,250 | - |
| Ruiz, A | 79,324 | - | Sayre, C M | 86,643 | 379 |
| Rumm, D | 131,123 | - | Scarborough, M | 114,389 | 1,167 |
| Russell, S | 109,712 | 411 | Scarlett, T | 112,484 | - |
| Rusticus, M R | 124,156 | 369 | Scarr, T | 102,925 | - |
| Rutherford, E | 114,208 | - | Schenderling, R P | 126,278 | - |
| Rutland, K | 85,720 | - | Scherban, J J | 132,953 | 765 |
| Ruz Hernandez, R | 108,879 | - | Schertzer, W | 78,566 | - |
| Ryan, A J | 115,743 | 625 | Scheu, M A | 121,815 | - |
| Ryan, C | 113,767 | - | Schick, J | 81,489 | - |
| Ryan, P | 119,495 | 80 | Schiopu, M | 86,333 | 349 |
| Ryant, J | 81,225 | 2,987 | Schleger, M | 75,737 | 868 |
| Rycroft, L | 143,782 | 1,264 | Schmidt, F | 120,116 | - |
| Rysiewicz, J | 78,911 | 587 | Schmidt, M | 95,163 | - |
| Ryskie, G A | 142,063 | - | Schnackenberg, D E | 97,204 | - |
| Sabadlan, E | 87,714 | 947 | Schneider, J A | 85,032 | - |
| Sabellico, A | 91,332 | - | Schoeffel, K | 123,375 | - |
| Sachdev, M | 83,196 | - | Scholefield, M L | 87,659 | 905 |
| Sagarbarria, J | 90,345 | - | Schouls, M | 155,831 | 2,119 |
| Sagert, T J | 81,601 | - | Schouten, C J | 75,733 | - |
| Sahota, S | 79,809 | - | Schreiner, C J | 91,737 | - |
| Saini, D | 124,144 | 1,029 | Schultz, E | 100,800 | 378 |
| Sakamoto, H | 87,581 | - | Schwab, T | 80,359 | - |
| Salar-Arefi, Y | 114,180 | 209 | Schwarz, M | 172,630 | 1,360 |
| Sales, A P | 125,093 | - | Schwebs, S | 161,542 | 1,510 |
| Salina, M | 96,560 | - | Scollard, T | 188,499 | 1,329 |
| Salinas, C J | 132,599 | 387 | Scott Castro, B | 104,671 | - |
| Saluja, I | 82,908 | - | Scott, A | 141,202 | - |
| Sami, V | 75,751 | 158 | Scott, D S | 111,574 | - |
| Sampert, D R | 128,619 | - | Scott, K J | 95,530 | 379 |
| Samson, T | 79,271 | - | Scudder, N | 87,043 | - |
| Sandberg, K | 130,479 | 703 | Sears, B J | 155,293 | 2,719 |
| Sanders, B | 109,692 | - | Sears, K | 131,564 | 1,007 |
| Sanderson, K M | 90,569 | - | Seaton, M | 106,975 | 41 |
| Sanderson, S P | 83,909 | - | Sebastiano, M | 87,765 | - |
| Sandhu, A | 84,882 | - | Seguin, A T | 84,284 | - |
| Sandhu, B | 98,783 | 661 | Seibel, M | 78,979 | - |
| Sandhu, B | 82,314 | - | Seifert, W D | 101,639 | - |
| Sandhu, C | 115,485 | 703 | Sekoranja, R | 89,034 | - |
| Sandhu, G | 156,143 | 1,996 | Seller, D | 79,133 | - |
| Sandhu, I | 75,435 | - | Sellers, G L | 110,103 | - |
| Sandhu, J | 96,532 | - | Semenya, A H | 83,258 | - |
| Sandhu, J | 80,452 | - | Semproni, M | 82,978 | - |
| Sandhu, M | 77,004 | - | Senior, C M | 95,166 | 162 |
| Sandhu, S | 94,726 | - | Sereda, M J | 157,525 | - |
| Santamaria, E M | 85,774 | - | Seto, E K | 77,105 | - |
| Santema, A N | 89,642 | - | Setterlund, N | 78,363 | 349 |
| Santorelli, V | 113,992 | - | Sevallo, S | 110,806 | - |
| Santos, C | 82,672 | - | Sever, D M | 110,270 | - |
| Santos, J | 134,726 | - | Sevilla, E A | 85,420 | - |
| Santos, J | 82,252 | - | Sew, B M | 91,750 | - |
| Sarazin, P J | 90,009 | - | Sha, X | 96,622 | 1,051 |
| Sarnetsky, G | 76,116 | - | Shaffer, E B | 77,177 | 38 |
| Saunders, K | 83,175 | - | Shah, M | 132,803 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-----------------|--------------|----------|------------------|--------------|----------|
| Shalist, J | 106,374 | - | Simmer, T | 124,090 | 1,049 |
| Shamess, A | 178,104 | - | Simon, G | 83,172 | - |
| Shanahan, J | 119,729 | - | Simons, D J | 82,732 | - |
| Shannon, A | 103,644 | - | Simpson, M | 121,803 | 588 |
| Shannon, C | 96,010 | - | Simpson, M | 112,964 | - |
| Shapka, R | 80,756 | - | Simpson, S | 78,790 | - |
| Sharif, D | 96,266 | - | Sims, R W. | 89,045 | 357 |
| Sharma, B | 110,946 | - | Sinasac, C E | 86,631 | - |
| Sharma, S | 89,938 | - | Singer, J | 105,979 | - |
| Shaul, M | 90,843 | 1,342 | Singh, A | 125,567 | - |
| Shaw, J | 99,630 | - | Singh, A | 104,606 | 3,861 |
| Shayan, H | 95,642 | - | Singh, D | 79,023 | 1,196 |
| Shearer, D | 149,332 | 938 | Singh, J | 81,870 | 196 |
| Sheasby, P | 144,892 | - | Singh, L | 75,006 | 471 |
| Shebib, J | 113,099 | - | Singh, S | 296,815 | - |
| Sheehan, L | 110,103 | 236 | Sivakumar, S | 80,779 | 31 |
| Sheikhakbari, P | 81,485 | - | Siwy, A | 106,577 | - |
| Sheikhakbari, P | 80,013 | - | Siy, M C | 77,495 | - |
| Shen, M | 84,834 | - | Skidmore, D | 101,229 | 141 |
| Shen, Y | 94,473 | - | Skinner, M | 91,245 | - |
| Sheng, W | 94,285 | - | Skinner, M T | 104,154 | - |
| Sheppard, J | 106,639 | 703 | Skrepnik, V | 124,536 | - |
| Shergill, M | 111,963 | 259 | Slade, B | 114,932 | - |
| Sheridan, K | 105,041 | 1,534 | Sleep, S L | 79,664 | - |
| Sherriff, A | 103,571 | - | Sleightholm, D G | 89,135 | - |
| Shetty, T | 84,927 | 1,289 | Sliacky, J | 84,706 | - |
| Sheu, Y | 116,668 | 2,219 | Slingerland, J | 124,181 | - |
| Shewfelt, T | 78,686 | - | Slykerman, D | 109,354 | 922 |
| Shi, W | 83,193 | - | Smaldino, M | 101,588 | - |
| Shi, Y | 124,083 | - | Smale, M | 100,988 | 838 |
| Shier, C | 114,046 | 780 | Smallwood, J W | 84,098 | - |
| Shillito, M H | 75,847 | - | Smit, F | 132,953 | 1,029 |
| Shirley, D | 116,984 | - | Smith, B R. | 90,337 | - |
| Shoji, M | 155,297 | 4,095 | Smith, C | 91,088 | - |
| Shokar, A S | 93,754 | - | Smith, D C | 182,626 | 1,557 |
| Shong, D G | 122,057 | - | Smith, D D | 90,659 | - |
| Short, J | 82,472 | 637 | Smith, D M | 110,103 | 75 |
| Short, J L | 82,097 | - | Smith, G J | 139,091 | 324 |
| Shorter, C | 83,382 | 429 | Smith, J | 113,568 | - |
| Shroff, R | 85,016 | - | Smith, L | 103,097 | - |
| Sibbald, L | 77,199 | - | Smith, L | 81,290 | 631 |
| Sibley, G R | 79,537 | - | Smith, M | 86,477 | - |
| Sibley, M A | 90,054 | - | Smith, N E | 88,700 | 508 |
| Sidhu, B S | 78,548 | - | Smith, P M | 112,001 | - |
| Sidhu, G | 119,313 | - | Smith, S M | 110,925 | - |
| Sidhu, N | 76,465 | - | Smith, T | 81,387 | - |
| Sidhu, R | 143,456 | - | Smulders, C G | 123,128 | - |
| Sidwell, A | 158,857 | 955 | Snikvalds, R | 82,873 | 919 |
| Siemens, R P | 90,644 | - | Snitz, A | 87,603 | - |
| Siggers, K W | 87,693 | - | So, D | 125,943 | 997 |
| Siggers, P | 80,834 | - | So, M | 126,278 | - |
| Sihota, A | 97,154 | - | Sobejko, J | 125,045 | 472 |
| Sihota, P S | 126,978 | 379 | Sobh, M | 110,376 | - |
| Sikolya, N | 95,405 | - | Sobool, E | 77,917 | - |
| Silva, H | 82,103 | - | Soglo, M P | 107,610 | - |
| Silva, O | 161,597 | - | Soh, V | 83,193 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-----------------|--------------|----------|----------------|--------------|----------|
| Sojka, A S | 145,115 | - | Stroup, D M | 156,121 | 310 |
| Soliman, R | 91,511 | - | Struthers, T | 117,705 | 884 |
| Sommer, P | 127,690 | - | Stubbington, J | 83,111 | - |
| Sommerville, A | 94,059 | - | Styles, A G | 123,402 | - |
| Song, D H | 92,204 | 195 | Styles, R | 91,664 | - |
| Soni, H | 149,771 | - | Su, I P | 85,000 | - |
| Sonnenburg, C | 99,613 | - | Su, J | 134,338 | 366 |
| Soo, J M | 110,103 | - | Suarez, J M | 75,141 | 158 |
| Soo, V | 93,397 | 107 | Sue, M | 93,604 | 472 |
| Soukup, G | 82,225 | - | Sullivan, E | 88,128 | - |
| Soutar, R | 114,637 | 209 | Sum, N | 77,473 | - |
| Soutar, T D | 98,909 | - | Sumecki, A D | 77,480 | - |
| Spaans, K | 108,184 | - | Summerton, M | 80,857 | - |
| Sperling, R | 75,948 | - | Sumter, A | 97,047 | - |
| Spillane, J | 85,412 | 205 | Sun, S | 80,052 | - |
| Spinelli, V | 113,335 | - | Sung, C | 115,329 | 617 |
| Sproston, S | 116,299 | 1,167 | Sungur, C | 124,237 | 197 |
| Spythourakis, G | 90,325 | - | Surat, H | 93,996 | - |
| St Clair, A | 110,221 | - | Surette, M L | 87,386 | - |
| St. Michel, P | 80,188 | - | Susanthan, C | 77,917 | - |
| Stad, B | 96,613 | - | Sussmann, C | 102,447 | - |
| Stadnek, C | 117,535 | - | Sutherland, C | 124,237 | - |
| Stainton, D | 76,679 | - | Sutton, S | 114,860 | 994 |
| Standewick, J | 87,577 | - | Suurkask, B R | 94,643 | - |
| Stanford, C | 108,561 | - | Suzuki, K T | 125,160 | - |
| Starritt, A P | 125,790 | 703 | Swain, K | 77,109 | - |
| Steele, B | 97,298 | 1,167 | Swain, M | 86,323 | - |
| Steele, G W | 110,523 | - | Swan, J L | 101,300 | - |
| Steele, R | 132,184 | 703 | Swanson, D | 76,391 | - |
| Steen, A | 93,244 | - | Swantje, E | 122,678 | - |
| Steen, J | 101,072 | - | Sweetapple, K | 112,339 | - |
| Stellick, R | 81,574 | - | Sydenham, D P | 158,109 | - |
| Stephens, S | 132,953 | 246 | Syskakis, T S | 119,894 | - |
| Stephenson, J | 104,650 | 758 | Szegedi, B | 76,275 | - |
| Stephenson, N | 107,546 | - | Szeleczyk, O | 85,832 | - |
| Stephenson, S | 104,288 | - | Szeto, N | 114,067 | 100 |
| Stevens, D | 185,456 | 498 | Szeto, V | 94,606 | 1,151 |
| Stevenson, L J | 82,169 | - | Tabata, W | 145,631 | 162 |
| Stevenson, S W | 78,381 | 587 | Tack, D | 90,224 | - |
| Stevenson, W | 109,908 | - | Taddei, A | 93,556 | - |
| Steward, A | 123,841 | 483 | Taddune, N | 122,198 | 1,337 |
| Stewart, C | 85,515 | - | Taherazar, M | 84,148 | 775 |
| Stewart, D | 108,807 | - | Tai, H | 98,821 | 997 |
| Stewart, I | 139,156 | 938 | Takaki, D | 76,249 | 587 |
| Stewart, K | 88,437 | - | Taleghani, A | 84,193 | 483 |
| Stewart, R | 143,049 | - | Tam, S | 95,397 | - |
| Stiles, C | 76,449 | - | Tam, T | 83,019 | 2,171 |
| Stolbenko, U | 76,485 | - | Tammen, R | 98,407 | - |
| Stoneson, S | 130,481 | 703 | Tan, F | 132,953 | - |
| Storer, P | 181,455 | 856 | Tan, J | 94,285 | - |
| Stouter, C | 104,420 | 194 | Tan, W W | 88,887 | - |
| Straathof, N | 86,079 | - | Tanaka, E | 125,312 | 378 |
| Straka, A | 102,457 | - | Tang, G | 139,026 | - |
| Strand, I | 137,140 | - | Tang, L | 94,285 | - |
| Straub, G | 109,151 | - | Tang, M | 77,218 | - |
| Stroup, C S | 97,273 | - | Tang, W | 102,943 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|--------------------|--------------|----------|----------------------|--------------|----------|
| Tao, A | 132,953 | 1,182 | Tong, R | 82,401 | 1,029 |
| Tartaglio, P | 84,766 | 20 | Toop, D R | 108,682 | - |
| Tavakoli, A | 82,312 | 120 | Topping, M | 117,148 | - |
| Teiffel, R | 140,657 | 79 | Topping, S | 111,965 | - |
| Teixeira, R M | 83,863 | - | Torres-Rivas, W | 100,349 | - |
| Tejani, N | 114,215 | - | Torstveit, R | 111,024 | - |
| Teneese, R L | 81,174 | - | Tostenson, R J | 85,705 | - |
| Teng, W | 110,123 | - | Tough, S | 84,300 | - |
| Tenney, T | 102,457 | - | Townend, R | 83,368 | - |
| Teoh, A | 80,214 | 210 | Townsend, C | 119,489 | 655 |
| Teoli, G A | 155,293 | - | Trach, D | 105,182 | - |
| Ternes, G R | 77,721 | - | Trach, J L | 103,199 | 200 |
| Tessier, D | 102,254 | - | Track, J P | 178,098 | 3,086 |
| Tessier, D A | 81,485 | - | Traer, R | 143,456 | - |
| Tessier, J | 132,165 | - | Trajic, H | 97,926 | 628 |
| Tetzlaff, D K | 86,490 | - | Traviss, R | 95,929 | - |
| Tevely, J | 77,659 | - | Tremblay, M | 91,501 | - |
| Thakur, P | 109,692 | - | Trinh, P | 95,457 | - |
| Tham, M K | 87,341 | - | Trott, K A | 107,049 | - |
| Thawng Mang, J | 88,264 | - | Trudeau, M H | 114,666 | - |
| Theyer-McComb, J N | 87,874 | - | Trylinski, R | 112,335 | - |
| Thibodeau, D | 87,015 | - | Tsai, G | 178,774 | 3,086 |
| Thicke, M | 114,562 | - | Tsang, J | 84,265 | - |
| Thiriar, C | 79,556 | - | Tsang, L | 109,306 | - |
| Thirkell, J T. | 97,766 | - | Tsang, W | 107,057 | 1,235 |
| Thomas, A | 106,573 | 435 | Tsang-Trinaistich, J | 100,919 | - |
| Thomas, A | 82,038 | - | Tsang-Trinaistich, T | 146,197 | - |
| Thomas, D A | 87,015 | - | Tse, J | 76,485 | 580 |
| Thomas, J | 77,376 | - | Tse, J C | 91,226 | 596 |
| Thomas, K | 88,867 | - | Tse, R | 79,809 | - |
| Thomas, S | 90,016 | - | Tse, V | 90,338 | - |
| Thompson, A | 126,545 | - | Tseng, K | 110,103 | 955 |
| Thompson, C | 136,592 | - | Tsikayi, R | 94,741 | - |
| Thompson, C | 124,057 | - | Tudge, J J | 108,307 | - |
| Thompson, J | 101,182 | - | Tudor, L R | 86,694 | - |
| Thomson, J P | 76,280 | - | Tuerlings, L | 84,473 | - |
| Thomson, P | 93,000 | - | Tuerlings, S | 85,763 | - |
| Thorburn, T T | 100,683 | - | Tuiza, M | 78,894 | - |
| Thorlakson, K | 103,024 | - | Tully, A | 97,264 | - |
| Thornley, A | 107,262 | - | Tung, G | 76,313 | - |
| Thorpe, E | 75,031 | 2,193 | Tupper, J A | 81,664 | 1,554 |
| Thorseth, L | 77,984 | 545 | Turcic, K | 110,103 | 1,995 |
| Thuss, F | 86,059 | - | Turecki, J | 132,157 | 955 |
| Tia, A | 124,237 | 938 | Turishev, B | 135,845 | 985 |
| Tilt, M H | 124,237 | - | Turnbull, A | 93,283 | - |
| To, D | 79,809 | - | Turner, A | 156,041 | 946 |
| Todd, B | 104,874 | 422 | Turner, C E | 84,763 | - |
| Todd, B C | 138,349 | 105 | Turner, S | 138,553 | - |
| Todd, L | 107,456 | 2,828 | Turner, S | 79,432 | - |
| Toews Von Unrau, W | 87,576 | - | Turner, S D | 122,624 | - |
| Tohill, J | 92,664 | - | Twa, J S | 200,401 | 3,086 |
| Tolentino, C | 87,764 | 300 | Twarog, D | 88,142 | - |
| Tolnai, D J | 124,051 | 955 | Twarog, G | 101,667 | - |
| Tomono, T | 112,969 | - | Tweedie, M B | 134,476 | 229 |
| Tomyk, K | 142,150 | - | Twemlow, C J | 108,438 | 467 |
| Tong, D | 77,347 | - | Tycho, G | 107,665 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|-----------------------|--------------|----------|-----------------|--------------|----------|
| Tynan, K | 116,638 | - | Vukelic, Z | 84,727 | 109 |
| Tynan, S | 102,775 | - | Waddell, D | 89,573 | 2,034 |
| Ulmer, C | 117,078 | - | Wahl, J A | 105,690 | 700 |
| Underwood, C | 155,990 | 769 | Wainwright, M | 111,343 | 31 |
| Urquhart, S B | 88,437 | - | Waite, J A L | 96,573 | - |
| Urrutia, M | 75,140 | - | Waite, R W | 93,528 | - |
| Ussher, O | 113,052 | - | Walia, M | 155,383 | 1,205 |
| Uto, R | 85,967 | - | Walker, B | 138,748 | - |
| Uyesugi, D | 123,837 | 997 | Walker, B | 80,525 | 95 |
| Uyesugi, J | 122,498 | 21 | Walker, C | 86,114 | 130 |
| Vaillancourt, E D | 85,369 | - | Walker, C N | 90,000 | - |
| Vaisbord, P | 111,515 | - | Walker, D J | 105,342 | - |
| Vakili, H S | 94,212 | - | Walker, K L | 94,285 | - |
| Valencia, N | 78,964 | 300 | Wallace, G M | 125,265 | - |
| Valizadehasl, M | 179,606 | - | Walls, B | 76,469 | - |
| Van Den Boogaard, S C | 100,758 | - | Walls, J | 97,901 | - |
| Van Fraassen, B | 131,960 | 338 | Walls, J A | 84,537 | - |
| Van Vliet, J R | 79,022 | - | Waloszek, E | 119,005 | - |
| Van_acken, R | 127,698 | - | Walsh, R P | 104,631 | - |
| Van_laare, N G | 125,670 | - | Walton, R | 103,622 | - |
| Vanasse, M | 134,415 | - | Walz, S | 90,348 | - |
| Vandekerckhove, G | 108,760 | - | Wang, C | 84,012 | 158 |
| Vandermark, J | 91,656 | - | Wang, F | 88,050 | - |
| Vane, V | 114,967 | 1,049 | Wang, H | 88,654 | - |
| Vanjaarsveld, S | 143,992 | 591 | Wang, H | 80,292 | - |
| Varga, M | 108,565 | 703 | Wang, L | 123,309 | 982 |
| Vashisht, S | 112,159 | - | Wang, Q | 109,642 | 696 |
| Vaughan, K | 78,974 | - | Wang, S | 95,164 | 260 |
| Vavruska, P | 88,395 | - | Wang, Z | 79,843 | 1,029 |
| Veer, R | 111,635 | 1,044 | Wanklin, T | 126,572 | 390 |
| Veer, R D | 129,134 | - | Ward, B H | 101,120 | - |
| Vega, O | 99,053 | 1,250 | Ward, S | 120,307 | - |
| Verappan, D | 146,735 | - | Warn, A J | 110,529 | - |
| Verdicchio, A | 126,140 | 253 | Warner, P | 123,773 | 3,605 |
| Vernooy, M P | 111,515 | 398 | Warnock, R C | 151,465 | - |
| Veuger, D A | 138,368 | - | Warwick, R | 100,267 | - |
| Viani, A | 79,061 | - | Washington, B D | 82,820 | - |
| Vieira, C A | 76,032 | - | Wassenaar, F J | 103,664 | - |
| Vike, S | 90,252 | 1,167 | Watanabe, Y | 103,047 | - |
| Vilis, A | 123,773 | - | Watkins, C M | 101,166 | - |
| Villamil, J | 95,254 | - | Watkins, E | 124,115 | - |
| Villegas, A | 92,640 | 20 | Watson, R S | 134,529 | - |
| Virtue, N M | 124,577 | - | Watson, S D | 100,373 | - |
| Visintin, L | 85,270 | - | Watt, B A | 78,920 | - |
| Visona, M | 78,772 | - | Watt, C | 84,518 | - |
| Vissers, L | 103,083 | 857 | Watteyne, T | 80,012 | - |
| Vistaunet, B | 118,333 | - | Watts, D | 136,503 | - |
| Vitkovic, M | 132,457 | 775 | Weaver, L I | 113,400 | - |
| Vitoria, S | 78,765 | 2,315 | Webb, S | 110,103 | - |
| Vogt, K A | 107,588 | - | Weber, P W | 75,576 | - |
| Vohora, N | 110,064 | 4,095 | Webster, B | 84,268 | - |
| Volpe, L A | 97,547 | - | Weeks, R | 113,877 | 703 |
| Volpi, P | 79,810 | - | Wei, J | 112,154 | 696 |
| Voskakis, S | 101,180 | - | Wei, J | 77,100 | - |
| Voth, K L | 95,717 | - | Welch, A | 111,479 | 915 |
| Voth, V | 92,703 | - | Welder, B | 98,968 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|----------------|--------------|----------|----------------|--------------|----------|
| Wellington, T | 127,661 | 703 | Wojcik, K | 84,924 | - |
| Wells, N R | 123,901 | - | Wojnarski, D | 75,315 | - |
| Wells, S | 116,089 | 345 | Wold, B | 118,537 | - |
| Werfl, C | 88,807 | - | Wolff, K | 95,287 | - |
| Werner, R R | 89,682 | - | Won, C | 131,232 | 682 |
| Westerman, D | 103,946 | - | Wong, A | 119,167 | 314 |
| Westgate, J B | 126,661 | - | Wong, A | 91,998 | 1,442 |
| Wewala, D | 93,549 | - | Wong, A | 88,616 | - |
| Whincup, M | 123,318 | 703 | Wong, B | 131,923 | - |
| Whincup, T | 101,148 | - | Wong, B | 110,103 | 3 |
| Whipple, J | 79,819 | - | Wong, B | 85,639 | - |
| White, B | 105,468 | 2,800 | Wong, B | 76,528 | - |
| White, J | 100,208 | - | Wong, B | 76,342 | 2,723 |
| White, P | 133,331 | - | Wong, B F | 86,632 | - |
| White, R | 98,257 | 205 | Wong, C | 93,294 | - |
| White, W B | 132,953 | - | Wong, C | 89,693 | - |
| Whitehead, D | 107,966 | - | Wong, C | 79,562 | - |
| Whiteman, K J | 121,306 | - | Wong, C A | 80,537 | - |
| Whynott, B M | 82,831 | 1,264 | Wong, D | 155,293 | - |
| Wickham, A | 87,161 | 26 | Wong, G | 111,217 | - |
| Wickham, L | 82,468 | - | Wong, G R | 126,804 | - |
| Wiebe, B J | 91,244 | - | Wong, H E | 77,471 | - |
| Wiebe, B P | 104,603 | - | Wong, J | 123,773 | 1,049 |
| Wiebe, J | 120,528 | 983 | Wong, J | 106,366 | - |
| Wightman, C | 95,004 | - | Wong, J | 100,196 | - |
| Wilde, C | 100,040 | 1,167 | Wong, K | 104,688 | - |
| Wilde, M | 83,204 | 461 | Wong, T | 91,016 | 793 |
| Wiley, D | 124,767 | - | Wong, T | 78,617 | - |
| Wiley, S | 109,692 | - | Wong, T | 75,852 | - |
| Wilgosh, J | 112,549 | - | Wong, V | 100,495 | - |
| Wilkinson, A | 76,486 | - | Wong, W | 124,497 | 472 |
| Wilkinson, C | 105,090 | - | Wong, W | 104,671 | - |
| Wilkinson, J D | 123,369 | - | Wong, W | 87,015 | - |
| Will, W | 75,567 | - | Woo, H | 123,773 | 1,029 |
| Williams, C | 108,869 | 780 | Woo, L | 87,197 | - |
| Williams, D | 87,753 | - | Wood, G P | 138,339 | - |
| Williams, K S | 76,563 | - | Wood, J | 106,046 | - |
| Williams, L | 133,577 | - | Wood, S | 117,068 | 703 |
| Williams, R | 111,025 | 263 | Woodhouse, M | 85,549 | - |
| Williams, R J | 114,534 | - | Woods, B C | 153,100 | 1,884 |
| Willis, B | 107,141 | - | Woolf, J | 76,652 | - |
| Wilson, D | 155,293 | - | Worrod, R | 82,801 | 598 |
| Wilson, G A | 131,786 | - | Wotherspoon, P | 90,051 | - |
| Wilson, H | 105,577 | - | Wray, B A | 126,123 | - |
| Wilson, K J | 155,165 | 310 | Wright, G | 102,332 | - |
| Wilson, M | 110,574 | 487 | Wright, S | 92,336 | - |
| Wilson, R | 111,881 | 379 | Wroblewski, A | 115,992 | - |
| Wilson, S | 145,714 | 797 | Wu, H | 94,488 | - |
| Wilson, T H | 86,631 | - | Wu, J | 75,093 | - |
| Wingert, C | 119,279 | - | Wu, M | 78,705 | - |
| Winkler, A | 108,025 | - | Wu, W | 83,569 | 835 |
| Winsemann, H | 82,365 | - | Wuerch, C T | 104,206 | - |
| Winter, R D | 86,881 | - | Wulder, J | 85,838 | - |
| Winters, C | 79,298 | 464 | Wuttunee, R | 91,517 | - |
| Wittgens, M | 202,306 | 595 | Wydra, L | 98,408 | 540 |
| Wiwchar, J | 81,926 | - | Wyer, J W | 92,405 | - |

**SCHEDULE OF REMUNERATION & EXPENSES
EMPLOYEES EARNING OVER \$75,000**

CITY OF VANCOUVER

| Name | Remuneration | Expenses | Name | Remuneration | Expenses |
|---------------|--------------|----------|----------------|----------------|--------------|
| Xia, E | 90,024 | - | Zacharuk, J T | 77,403 | - |
| Xian, Q | 107,439 | 1,392 | Zaenker, A J | 137,904 | - |
| Xiao, Z | 108,143 | 1,915 | Zagar, A M | 151,166 | - |
| Xiong, L | 110,103 | 696 | Zak, M | 182,683 | - |
| Xu, C | 103,878 | 58 | Zammar, J | 177,149 | - |
| Yackel, A B | 134,819 | - | Zandbergen, M | 95,433 | - |
| Yamamoto, K | 83,849 | - | Zargar, R V | 84,518 | - |
| Yang, A | 95,152 | 1,351 | Zaturecky, S | 121,753 | - |
| Yang, H W | 104,259 | - | Zawada, A N | 141,411 | - |
| Yang, Z | 89,270 | - | Zedan, R | 115,904 | 856 |
| Yarych, T R | 144,138 | - | Zeegers, R | 86,635 | - |
| Yates, M | 116,269 | 703 | Zhang, C | 110,264 | 164 |
| Yau, A | 84,083 | 1,169 | Zhang, C | 84,906 | - |
| Yazdani, M | 78,694 | - | Zhang, X | 75,602 | 383 |
| Yee, A | 92,480 | - | Zhang, Z | 117,138 | - |
| Yee, K | 93,692 | - | Zhao, Q | 124,237 | 997 |
| Yee, K | 88,275 | - | Zheng, J | 88,398 | - |
| Yee, L | 123,773 | 472 | Zhou, T | 82,962 | - |
| Yeh, Y D | 78,859 | - | Zhou, Z | 80,825 | - |
| Yeung, R | 78,350 | - | Zhu, H | 110,103 | - |
| Yip, M | 78,963 | - | Zhu, K | 97,120 | 1,580 |
| Yip, R Y | 96,344 | - | Ziegenfuss, E | 87,724 | 321 |
| Yong, M | 98,740 | - | Zienty, E | 101,182 | - |
| Yoshida, N | 80,775 | - | Zimbiti, K A | 80,712 | - |
| Young, B A | 131,457 | 379 | Zimmermann, B | 135,371 | 20 |
| Young, D | 97,716 | 725 | Zoney, J | 112,166 | - |
| Young, M A | 105,463 | 483 | Zoppa, K T | 129,171 | - |
| Young, S W | 156,238 | 340 | Zuccarello, R | 103,088 | - |
| Yu, E | 81,410 | - | Zuffa, D | 83,179 | - |
| Yu, J | 94,605 | 1,029 | Zuffa, W | 75,866 | - |
| Yu, K | 76,496 | - | Zupan, M | 162,199 | - |
| Yu, M | 97,647 | 1,630 | Zupan, M | 112,396 | - |
| Yu, S | 79,467 | - | | | |
| Yue, C | 81,104 | - | | \$ 362,724,517 | \$ 1,116,326 |
| Yuen, O | 94,285 | 1,151 | | | |
| Yung, C | 79,809 | - | Under \$75,000 | 223,325,096 | 199,564 |
| Yung, P S.K. | 83,789 | 530 | | | |
| Zabudsky, S J | 77,329 | - | Grand Total | \$ 586,049,613 | \$ 1,315,890 |
| Zacharuk, J P | 156,238 | 570 | | | |

The variance between the remuneration schedule and the salaries and benefit expenses reported in the consolidated financial statements of the City are attributable to a number of factors including:

- the remuneration schedules are based on actual payments made in the year (including payouts of vacation, gratuity, overtime banks) whereas the financial statement figure is determined on an accrual basis,
- the remuneration schedules exclude the Vancouver Police department,
- the remuneration includes taxable benefits which are recorded at full cost in the financial statements and includes items such as parking, leased vehicles and medical benefits.
- the remuneration Schedule excludes “Consolidated Entities” viz. PNE, EasyPark, VEC, etc.

| <u>Number of Agreements</u> | <u>Equivalent Number of Gross Monthly Salary</u> |
|-----------------------------|--|
| 15 | 0.5 to 18 |

Prepared in accordance with the Financial Information Regulation Schedule 1, Section 6 (7)

**SCHEDULE OF PAYMENTS
TO SUPPLIERS OF
GOODS AND SERVICES**

(OVER \$25,000)

- ◆ CITY OF VANCOUVER
- ◆ VANCOUVER BOARD OF PARKS AND RECREATION
- ◆ VANCOUVER POLICE BOARD
- ◆ VANCOUVER PUBLIC LIBRARY BOARD

PREPARED IN ACCORDANCE WITH
THE FINANCIAL INFORMATION REGULATION
SCHEDULE 1, SECTION 7 (1) AND (2)

| | | | |
|--|-----------|--|------------|
| 0846576 BC Ltd | \$ 27,874 | Ameresco Asset Sustainability Group | 224,312 |
| 0930501 BC Ltd | 298,137 | American Investments Ltd and Western Mktg. Dev't | 46,187 |
| 0966452 BC Ltd | 59,787 | Amex | 191,692 |
| 101 West Hastings Holding Ltd | 1,104,219 | Anaconda Systems Limited | 77,745 |
| 1080419 BC Ltd | 36,681 | Andec Agencies Ltd | 56,740 |
| 1098559 BC Ltd | 150,793 | Andrew Peller Ltd | 44,153 |
| 1648 E. 1st Homes Limited | 163,800 | Andrew Sheret Ltd | 94,628 |
| 1st Trauma Scene Clean Up Ltd | 85,831 | Anixter Canada Inc | 54,215 |
| 24 Hour Shuttle Ltd | 26,996 | Ansan Industries Ltd | 8,442,843 |
| 3M Canada Co | 226,226 | Aplin & Martin Consultants Ltd | 253,713 |
| 4th Utility Inc | 511,034 | Aportto Translation Inc | 38,365 |
| 550 Burrard Street Ltd | 275,643 | Applewood Mitsubishi | 39,115 |
| 6505589 Canada Inc | 116,831 | Applied Electronics Ltd | 261,474 |
| 657507 B C Ltd | 64,154 | Applied Industrial Technologies LP | 130,987 |
| 911 Supply and Adventure Gear Inc | 90,756 | Aquam Inc | 39,471 |
| A & B Rail Services Ltd | 38,509 | AquaTerra Environmental Ltd | 93,421 |
| A & N Trucking 1986 Ltd | 161,243 | Aquilini Properties LP | 294,303 |
| A Belluz Design & Communications | 26,184 | Aramark Canada Ltd | ,541,678 |
| A J Forsyth & Co Ltd | 85,138 | Arbor Body Shop (1980) Ltd | 121,823 |
| A R Mower & Supply Ltd | 79,589 | Arrow Marine Services Ltd | 70,921 |
| A Randhawa Trucking | 152,189 | Artefactual Systems Inc | 26,249 |
| A.C.T. Equipment Sales Ltd | 41,434 | ASAP Office Supplies | 62,487 |
| Aardvark | 26,263 | Ashton Mechanical Ltd | 58,835 |
| ABC Transmissions Ltd | 63,395 | AssetWorks LLC | 146,159 |
| Accela Inc | 46,424 | Associated Engineering BC Ltd | 3,463,839 |
| Acceo Solutions Inc | 109,735 | Associated Fire Safety Maintenance | 619,329 |
| ACI Argyle Communictions Inc | 62,948 | Atco Structures & Logistics Ltd | 31,914 |
| Acklands-Grainger Inc | 234,744 | Ateeq Trucking Ltd | 99,018 |
| Acme Fire & Safety Co. Ltd | 119,538 | Atira Development Society | 200,400 |
| Action Athletic Wear | 46,491 | Atira Property Management Inc | 117,601 |
| Action Electric Ltd | 380,524 | Atira Women's Resource Society | 559,397 |
| Action Glass Inc | 309,180 | Atlas Power Sweeping Ltd | 581,581 |
| Activated Automatic Door Systems Ltd | 27,588 | ATS Traffic Ltd | 291,729 |
| Acton Ostry Architects Inc | 218,329 | Aulak Trucking | 100,174 |
| Adams, Lindsay | 26,374 | Austin Metal Fabricators LP | 69,239 |
| Adcentives Enterprises Ltd | 35,534 | Autodesk Canada | 273,666 |
| ADS Environmental Technologies Inc | 43,913 | AV Strategies Ltd | 81,786 |
| Advanced Industries Inc | 28,803 | AVO Vehicle Outfitting Inc | 37,755 |
| AECOM Canada Limited | 288,621 | B & D Auto Body & Glass Ltd | 41,492 |
| AES Engineering Ltd | 102,546 | B Virk Trucking | 46,397 |
| Aggressive Tube Bending Inc | 238,587 | B. A. Blacktop Ltd | 1,289,469 |
| AHA Creative Strategies Inc | 36,746 | B.A. Robinson Co Ltd | 582,347 |
| Air Canada | 35,342 | Babakco Holdings Ltd | 52,670 |
| Air Liquide Canada Inc | 153,973 | Baka Communications Inc | 137,020 |
| Alblaster Pressure Washing Ltd | 30,056 | Ball Superior, Ltd | 31,560 |
| Alces Technologies Inc | 58,038 | Barry Hamel Equipment Ltd | 79,516 |
| Alexander Holburn Beaudin+ Lang LLP | 126,124 | Basalite Concrete Products | 46,878 |
| All-Pro Services Ltd | 121,203 | BC Groundwater Consulting Services | 25,514 |
| ALS Canada Ltd | 116,612 | BC Hardwood Floor Co Ltd | 26,009 |
| Alesco Canada Corporation | 305,932 | BC Housing Management Commission | 146,074 |
| Altec Industries Ltd | 123,870 | BC Hydro | 15,500,465 |
| Alternative Dispute Resolution Inst of BC | 48,783 | BC Libraries Cooperative | 396,318 |
| Alternative Dispute Resolution Inst of BC in Trust | 45,025 | BC Municipal Safety Association | 350,681 |
| Altus Group Limited | 63,735 | BC Plant Health Care Inc | 39,081 |
| Always Excavating Ltd | 118,971 | BC Principals' and Vice-Principals' Assoc | 130,713 |
| Amazon | 188,221 | BC Recreation & Parks Association | 35,507 |
| AME Consulting Group Ltd | 397,741 | BC Rentals Ltd | 88,468 |
| Amec Cutting & Coring Ltd | 98,481 | BCIT - Finance Dept. Revenue Accounting | 33,031 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

| | | | |
|--|------------|--|-----------|
| BD Hall Constructors Corp | 936,920 | Cambie and Broadway GP Ltd | 3,640,513 |
| BDI a division of Bell Mobility Inc | 142,465 | CamCentral Systems Inc | 207,574 |
| Beatty Floors Ltd | 95,233 | Camfil Canada Inc | 111,302 |
| Bedrock Granite Sales Ltd | 469,246 | Canada Damage Recovery Enterprise | 34,308 |
| Beechinor Baker Hall, Barristers & Solicitors, In Tr | 25,842 | Canada Mortgage & Housing Corp | 53,543 |
| Bee-Clean Building Maintenance Inc | 72,810 | Canada Pipe Company ULC | 1,777,125 |
| Beijing Bookstore | 100,372 | Canada Post Corporation Payment Processing | 1,149,810 |
| Bekke Systems Inc | 39,421 | Canada Spring Mfg (1988) Inc | 48,875 |
| Belfor Property Restoration | 82,298 | Canada Ticket Inc | 60,213 |
| Bell Mobility Inc | 2,312,358 | Canadian Assocn. Chiefs of Police | 103,072 |
| Bennett Jones LLP Guinness Tower | 25,634 | Canadian Dewatering Ltd | 210,121 |
| BentallGreenOak Canada LP | 114,319 | Canadian Doormaster Electric Ltd | 262,023 |
| Best Buy Canada Ltd | 42,927 | Canadian Engineered Products and Sales Ltd | 387,042 |
| BGIS Global Integrated Solutions | 134,872 | Canadian Landscape and Civil Services Ltd | 65,346 |
| Bibliocommons Corp | 128,342 | Canadian Linen & Uniform Service | 107,188 |
| Bibliotheca Canada Inc | 126,313 | Canadian Pacific Railway Company | 264,350 |
| Big Dig Excavating Ltd | 319,695 | Canadian Safety Equipment Inc | 41,319 |
| Bigfoot Crane Company Inc | 25,935 | Canadian Springs | 33,063 |
| Bill Boons Consulting Services | 88,658 | Canadian Tire Corporation Ltd | 55,224 |
| Bill Mandher Trucking Ltd | 29,126 | Canadian Urban Institute | 80,000 |
| Binpal & Associates, Barristers & Solicitors | 31,498,816 | Canco Cranes & Equipment Ltd | 59,869 |
| Biobest Canada Ltd | 30,064 | Cannor Nurseries Ltd | 99,607 |
| Black & McDonald Limited | 103,249 | Cansel Survey Equipment Inc | 66,934 |
| Blackbear Excavating Ltd | 46,695 | Canterbury Coffee Corporation | 49,151 |
| Blue Moose Promotions | 25,850 | Cap-It Richmond | 26,196 |
| Blue Pine Enterprises Ltd | 40,472 | Capital Grid Services Corp | 159,508 |
| Blue Water Systems Ltd | 88,643 | Carahsoft Technology Corporation | 82,320 |
| Bluebeam Inc | 66,758 | Carbonet Holdings Inc | 156,645 |
| Boffo Developments Ltd | 37,485 | Carscadden Stokes McDonald Architects Inc | 470,533 |
| Bond Reproductions Inc | 112,994 | Carter Chevrolet Cadillac Buick GMC Bby. Ltd | 35,107 |
| Borden Ladner Gervais LLP | 125,911 | Cascade Raider Holdings Ltd | 77,054 |
| Bortolo & Sons Paving Co Ltd | 1,086,919 | Cascade Tents Inc | 50,033 |
| Brady's Excavating | 182,830 | Cascade Wear BC Ltd | 260,569 |
| Branded Merch Ltd | 62,042 | Cascadia Strategy Consulting Partners Ltd | 374,768 |
| Brandt Tractor Ltd | 467,397 | Cat The Rental Store | 224,914 |
| Brar & Son Trucking Ltd | 135,495 | Catalyst Community Developments Society | 509,322 |
| Braystone Rockworks Ltd | 168,009 | Caterpillar Financial Services Limited | 41,967 |
| Brett Young | 101,479 | CBRE Limited | 663,230 |
| Brightspot Climate Inc | 65,630 | CBV Collection Services Ltd | 488,765 |
| Brinc Drones Incorporated | 47,526 | CC Equipment Sales Ltd | 55,272 |
| Brinkman & Associates Reforestation | 74,863 | CDW Canada Corp | 7,114,220 |
| Britannia Community Services Centre | 2,938,393 | Cedar Crest Lands (BC) Ltd | 2,542,194 |
| Britco BOXX Limited Partnership | 428,579 | CelleBrite Inc | 125,417 |
| Brite-Lite Inc | 165,455 | Cematrix Canada Inc | 154,453 |
| Broadway Refrigeration & Air Conditioning Co. Ltd | 42,459 | Cengage Learning Inc. Gale Group | 25,493 |
| Brodart Canada Company | 30,552 | Centennial Food Service | 213,804 |
| Brooks Corning Co. Ltd | 99,376 | CentralSquare Canada Software Inc | 758,486 |
| Brown and Caldwell Consultants Canada Ltd | 253,297 | Centre for Equitable Library Access | 44,570 |
| Brown Bros Motor Lease Canada Ltd | 31,114 | CES City Electric Supply | 89,672 |
| Brown Bros Ford | 38,333 | CES Engineering Ltd | 33,784 |
| Bruce, Edward | 83,492 | Ceyssens & Bauchman Barristers & Solicitors | 123,653 |
| Brush Ex Services | 115,973 | CH2M Hill Canada Limited | 100,150 |
| BSI Online ULC | 484,710 | ChainAnalysis Inc | 26,284 |
| Bunzl Canada Inc | 119,402 | Champlain Square LP | 194,460 |
| Burnaby Bag & Burlap Ltd | 57,705 | Chapman Burner and Heating Service Ltd | 147,715 |
| Business Watch International Inc | 29,887 | Charter Telecom Inc | 55,768 |
| Buster's Towing (1987) Ltd | 1,111,659 | Chen & Leung In Trust Barrister & Solicitors | 2,437,397 |
| C J Graphics Inc | 44,007 | Chernoff Thompson Architects | 172,561 |
| Calleam Consulting Ltd | 26,224 | Chinese Community Policing Centre | 180,576 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

| | | | |
|---|-----------|---|-----------|
| Chinese Cultural Centre of Greater Vancouver | 60,000 | CPKN Network Inc | 41,433 |
| Christensen Excavating Ltd | 35,272 | Create Vancouver Society | 43,385 |
| Christie Lites Sales | 121,734 | Creative Bricks'n Blocks Ltd | 26,628 |
| Chroma Communications Inc | 31,778 | Creative Embroidery | 38,863 |
| Chrome River Technologies Inc | 27,215 | Creative Energy Vancouver Platforms Inc | 295,241 |
| CIF Composites Inc | 129,345 | Creditron, Inc | 46,190 |
| Cimco Refrigeration | 321,837 | Creekhouse Industries Ltd | 44,000 |
| City Farmer | 128,841 | Cressey Development Corporation | 981,871 |
| City Green Solutions Society | 26,250 | CTY Inc | 43,023 |
| City Hoe Services Ltd | 1,190,743 | Cubex Ltd | 379,655 |
| City of Burnaby | 55,219 | Cullen Western Star | 235,143 |
| City of Delta | 5,591,139 | Cummins Canada ULC | 475,265 |
| City of Richmond | 33,405 | Currie, Ashley | 50,063 |
| City of Surrey Finance Department | 89,104 | Custom Blacktop Co | 749,788 |
| City Studio Vancouver Society | 105,731 | CVS Midwest Tape LLC | 196,991 |
| Cityspaces Consulting Ltd | 59,314 | CWMM Consulting Engineers Ltd | 42,862 |
| CK Golf Solutions Ltd | 26,853 | CWPC Property Consultants Ltd | 35,360 |
| CK TechniConsulting Services | 113,060 | D G MacLachlan Limited | 33,600 |
| Claire Hatcher Law Corporation | 169,642 | D Sandhu Trucking | 87,335 |
| Clark Wilson LLP Barristers & Solicitors | 33,163 | D A C Excavating Ltd | 36,498 |
| Claymore Clothes | 137,970 | DA Architects + Planners | 46,243 |
| CleanSleep Canada Corporation | 32,211 | Dams Ford Lincoln Sales Ltd | 151,776 |
| Cleartech Industries Inc | 342,262 | Daniel Lynagh & Sons Ltd | 37,296 |
| Clever AV Inc | 27,985 | Datacore | 209,206 |
| Club Prophet Systems | 28,000 | Dave Dulay Trucking | 79,327 |
| Coast Mountain Bus Company Ltd | 1,833,779 | Davey Tree Expert Co of Canada Ltd | 199,811 |
| Coast Wholesale Appliances Ltd | 214,292 | David G. Butcher Law Corp | 137,441 |
| Coastal Ford Sales Ltd | 591,020 | Davidson Bros Mechanical Contractors Ltd | 30,211 |
| Cobra Electric Services Ltd | 41,914 | Davtech Analytical Services (Canada) Inc | 46,173 |
| Coinamatic | 69,629 | DB Perks & Associates Ltd | 50,498 |
| Collectcents Inc | 320,464 | DBM Refrigeration Ltd | 25,914 |
| Colliers Macaulay Nicolls Inc | 57,981 | De Lage Landen Financial Services Canada Inc | 38,727 |
| Collingwood Community Policing Centre Assocn | 180,725 | Deloitte Inc | 298,890 |
| Collingwood NHBD House Society | 94,867 | Deloitte LLP | 392,668 |
| Colt Canada Corporation | 28,533 | Delta Tritec Group Ltd | 37,312 |
| Columbia Fuels | 51,098 | Design Roofing & Sheet Metal Ltd | 104,168 |
| Comcor Environmental Limited | 203,846 | Design Workshop Inc | 347,457 |
| Commercial Aquatic Supplies | 41,553 | Deva Solutions Inc | 580,967 |
| Commercial Truck Equipment Co | 3,292,661 | DGS Construction Company Ltd | 4,272,945 |
| Commissionaires | 246,012 | Dhaliwal Trucking | 177,009 |
| Community Builders Group | 110,266 | Dialog BC Architecture Eng'g. Interior Design Inc | 591,907 |
| Community Impact Real Estate Society | 230,155 | Diamond and Schmitt Architects Inc | 973,360 |
| Compass Ressource Management | 127,107 | Diamond Head Consulting Ltd | 123,937 |
| Complete Utility Contractors Ltd | 806,515 | Diamond International Trucks Ltd | 952,170 |
| Compugen Inc | 5,855,293 | Dillon Consulting Limited | 46,171 |
| Computronix (Canada) Ltd | 989,515 | Dinesen Nurseries Ltd | 223,854 |
| Concept Controls Inc | 38,939 | Direct Equipment West Ltd | 866,466 |
| ContainerWest | 51,955 | Division 15 Mechanical Ltd | 964,592 |
| Contemporary Office Interiors Ltd | 2,393,589 | Dixon Networks Corp | 39,646 |
| Continental Roofing | 28,449 | DME Forensics Incorporated | 27,376 |
| Convergent Information Systems | 75,641 | Dobney Foundry Ltd | 665,803 |
| Cool Air Rentals Ltd | 33,057 | Donald I Howieson Legal Services | 44,477 |
| Cooper Equipment Rentals Ltd | 55,922 | Donnybrook Research and Analysis | 44,625 |
| Coporate Express | 107,542 | Douglas Lake Equipment LP | 64,598 |
| Core Equipment Inc | 45,093 | Downtown Eastside Women's Centre | 214,000 |
| Core6 Environmental Ltd | 312,013 | Downtown Vancouver Association | 150,000 |
| Coriolis Consulting Corp | 223,504 | Dr. Randy Mackoff R. Psych | 54,050 |
| Corporation of the District of West Vancouver | 28,444 | DreamRider Productions Society | 127,186 |
| Costco | 48,715 | DryRainge Equipment Company | 45,425 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

| | | | |
|--|------------|---------------------------------------|-----------|
| DS Tactical Ltd | 1,067,318 | F & D Scene Changes Ltd | 188,773 |
| Dueck Downtown Chevrolet Buick GMC Ltd | 29,253 | F & G Delivery Ltd | 105,275 |
| Dueck on Marine Dueck Chevrolet Buick Cadillac | 258,070 | F.J.Turner Company, Inc | 34,534 |
| Dunbar Landscape Services Ltd | 38,535 | Facebook | 94,749 |
| Dunsky Energy Consulting Inc | 43,893 | Fairview Strategy Inc | 31,500 |
| Durante Kreuk Ltd | 62,845 | Fairway Recycle Group Inc | 81,430 |
| Dyna Engineering Ltd | 55,387 | Falcon Equipment Ltd | 30,848 |
| Dyplex Communications Ltd | 40,642 | Falk Brothers Excavating | 57,840 |
| Dys Architecture | 332,212 | False Creek Fuels Ltd | 49,370 |
| E & H Holdings Ltd | 66,319 | Farm Tek Turf Services Inc | 252,930 |
| E. Lees & Associates Consulting Ltd | 160,928 | Farris, Vaughan,Wills & Murphy LLP | 41,971 |
| E.B. Horsman & Son | 541,096 | FCAPX Ltd | 311,819 |
| Eagle West Crane & Rigging | 176,414 | Federation of Canadian Municipalities | 142,296 |
| Earthscape Play Inc | 26,862 | Ferno Canada Inc | 60,566 |
| Ebsco Canada Ltd | 192,308 | Finning (Canada) | 4,406,371 |
| Echelon Centre (Mesa Chemical Corp) | 613,669 | First Truck Centre | 2,269,266 |
| ECO Planet Cleaning & Building Mtce. Corp | 101,292 | FirstOnSite Restoration Limited | 466,730 |
| ECOMM | 21,564,160 | FirstService Residential | 25,909 |
| Econolite Canada Inc | 323,788 | Fix Auto Vancouver East 0982774 BC | 87,620 |
| Ecoplan International Inc | 184,953 | Flatiron Constructors Canada Ltd | 480,180 |
| Ecora Engineering & Resource Group | 271,937 | Flokor Inc | 3,488,784 |
| Edgewater Plants Inc | 63,661 | Foreman Equipment Ltd | 1,263,227 |
| Edgewood | 50,513 | Foreseeson Technology Inc | 401,587 |
| EECOL Electric (Sask) Inc | 362,944 | Foreshades Backhoe Ltd | 176,033 |
| EFS e-Forensics Services Inc | 28,777 | Forestar Golf Sales Ltd | 29,078 |
| Eigen Development Ltd | 26,587 | Fort Fabrication & Welding Ltd | 2,123,788 |
| Elander Inspection Ltd | 159,727 | FortisBC Energy Inc | 4,689,774 |
| Elantis Solutions Inc | 92,996 | Foundation Auto Vancouver LP | 28,408 |
| Electrical Cable Supply Ltd | 490,060 | Fountain Tire Ltd | 39,678 |
| Electronic Innovations | 40,542 | Franci Architecture Inc | 413,439 |
| Electrum Charging Solutions | 42,111 | Frank Stanzl Construction Ltd | 65,139 |
| Element Fleet Management | 281,481 | Fraser River Paint & Body Ltd | 252,960 |
| Elements Soc. for Environmental Educn & Leadership | 43,743 | Fraser River Pile & Dredge Ltd | 71,837 |
| Elettra Communications Ltd | 57,766 | Fraser Valley Equipment Ltd | 421,428 |
| Elia Kirby Productions Ltd | 164,279 | Fred Surridge Ltd | 611,162 |
| Elite Fire Protection Ltd | 97,631 | Frontier Power Products Ltd | 99,351 |
| Embers Prototypes Embers | 169,908 | Frontline Machinery Ltd | 33,400 |
| Emblazon Embroidery Inc | 48,201 | Fujitec Canada Inc | 163,922 |
| Emco Corporation | 1,761,505 | Fujitsu Consulting (Canada) Inc | 652,498 |
| Emergent BioSolutions Canada Inc | 45,144 | Fusioncine | 38,667 |
| Engineers & Geoscientists | 37,653 | FVB Energy Inc | 153,527 |
| English Lawns Ltd | 106,231 | G Nagra Trucking | 84,637 |
| Ensign Pacific Lease Ltd | 75,025 | G Treasury SS LLC | 53,387 |
| Enterprise Rent-A-Car | 164,509 | G. Gill Trucking | 71,167 |
| Entire Building Services Ltd | 86,741 | G. Trasolini Contractors Ltd | 301,946 |
| Enviro-Vac Division of Paragon Remediation Gr | 45,596 | G.S. Bhullar Trucking | 134,186 |
| Equinix Canada Ltd | 57,278 | GardaWorld Cash Services Canada Corp | 66,383 |
| Equipco Ltd | 106,250 | Gardens By Nature Landscape Services | 53,945 |
| Ericsson Mfg Ltd | 53,159 | Gartner Canada Co | 216,118 |
| Erik N Vu MD Corp | 107,856 | GBL Architects Inc | 159,642 |
| Ernst & Young LLP | 97,707 | Gencor Industries Inc | 49,517 |
| ESC Automation Inc | 331,794 | Geo H. Hewitt Co. Limited | 72,097 |
| Esri Canada Ltd | 589,627 | GeoAdvice Engineering Inc | 26,410 |
| Etro Construction Limited | 342,601 | George Bubas Motors Ltd | 181,861 |
| Everbridge Inc | 43,033 | Gescan | 97,910 |
| Executive Building Maintenance Inc | 318,198 | GF Urecon Ltd | 46,357 |
| exp Services Inc | 130,753 | GFL Environmental Inc | 3,836,586 |
| Expert Excavating Demolition & Trucking Ltd | 86,981 | GHD Limited TH1021 | 41,020 |
| E-Z-GO Canada Limited | 33,535 | Ginqo Consulting Ltd | 158,106 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

| | | | |
|--|------------|---|-----------|
| Glacier Media Group | 78,468 | HelpSeeker Inc | 149,678 |
| Global Consumer Services Inc | 40,598 | Hemmera Envirochem Inc | 226,176 |
| Global Hazmat Inc | 29,608 | Hemson Consulting Ltd | 31,500 |
| Global Knowledge Network Canada Inc | 35,288 | Henriquez Partners Architects Ltd | 1,876,160 |
| Go Wireless, Inc | 37,390 | Heritage Office Furnishings Ltd | 831,192 |
| Golder Associates Ltd | 299,921 | Herrera Environmental Consultants Inc | 96,441 |
| Google | 28,265 | Hilti (Canada) Corporation | 118,294 |
| Gordon Food Service Canada Ltd | 310,120 | Hira Rowan LLP | 25,742 |
| Gowling WLG (Canada) LLP, In Trust | 24,249,925 | Hodgson King and Marble Ltd | 220,228 |
| GPM Civil Contracting Inc | 236,813 | Holland Imports Inc | 64,125 |
| Graham Infrastructure LP C09636C | 6,656,215 | Home Depot Canada Inc | 240,235 |
| Grand & Toy | 1,045,582 | Homewood Health Inc | 415,547 |
| Grandview Woodland Community Police Ofc Soc | 180,725 | Hoochy 'Booch Kombucha Inc | 38,403 |
| Granicus | 84,000 | HootSuite Media Inc | 79,717 |
| Granicus Canada Holdings ULC | 130,860 | Horizon Engineering Inc | 49,502 |
| Granville Island Brewing | 43,975 | Horseshoe Star Holdings Ltd | 353,053 |
| Graphically Speaking Services Inc | 43,022 | Hoskin Scientific Ltd | 27,770 |
| Gray Matter Systems Canada LLC | 140,390 | Hothi Trucking | 134,560 |
| Graybar Canada | 30,148 | Hotmix Parts & Service | 140,275 |
| Grayshift, LLC | 53,450 | Houle Electric Limited | 305,606 |
| Great Canadian Landscaping Company | 47,122 | HUB Cycling | 42,175 |
| Great West Equipment | 412,416 | Hub Power Ltd | 168,111 |
| Greater Vancouver Powersports | 40,429 | Human Studio Architecture and Urban Design Ltd | 38,723 |
| Greater Vancouver Sewerage & Drainage District | 85,486,250 | Hunter Litigation Chambers | 109,983 |
| Greater Vancouver Water District | 81,636,277 | Hutchinson Nursery Sales Ltd | 32,645 |
| GreatPacific Consulting Ltd | 396,104 | Hyseco Fluid Systems Ltd | 30,634 |
| Green Image Enterprise Inc | 26,753 | IATSE Local 118 Union Dues | 27,663 |
| Green Line Hose & Fittings Ltd | 82,272 | IBM Canada Limited | 508,950 |
| Green Shield Canada | 22,634,681 | IBMD - Independent Bldg. Materials Distrib'n. Inc | 37,815 |
| Greenbank Environmental Inc | 32,924 | Icebreaker Merino Clothing Inc | 51,735 |
| Greenpower Motor Company Inc | 290,288 | Iconix Waterworks LP | 234,558 |
| Greg Bubas/Victoria Excavating | 175,807 | Idaz Construction | 172,581 |
| Gregg Distributors LP | 433,658 | Ideaspace Consulting Inc | 58,454 |
| Grimco Canada Inc | 183,429 | IDRS International Direct Response Svcs Ltd | 39,684 |
| Groeneveld Lubrication Solutions | 25,297 | IGI Resources | 965,311 |
| Groundswell Group Inc | 47,250 | Impeccable Construction Ltd | 74,445 |
| Grout McTavish Architecture Inc | 429,853 | Imperial Parking Canada Corporation | 253,492 |
| Grover Elliott & Co Ltd | 133,605 | Imprest - Community Services | 119,360 |
| Guillevin International Co | 323,951 | Inclusive Excellence Strategy Solutions Inc | 70,269 |
| Gurmit Mann Trucking | 134,603 | Industrial Alliance Insurance and Financial Svcs | 3,119,396 |
| Gutermann Leak Detection | 54,294 | Industrial Compressor Services Ltd | 276,192 |
| H. Kamoosi Notary Corp., In Trust | 855,990 | Infor Public Sector, Inc | 489,744 |
| Habitat for Humanity Society of Gr Vancouver | 105,043 | Inform Planning Inc | 39,568 |
| Habitat Systems Inc | 43,456 | Info-Tech Research Group | 62,685 |
| Haebler Construction Projects Inc | 124,950 | Inlailawatash LP | 121,794 |
| Hahn Smith Design Inc | 81,651 | Inland Kenworth The Inland Group | 563,797 |
| Half Price Rubbish Inc | 52,287 | Inline Nurseries | 38,713 |
| Hamilton Howell Bain & Gould In Trust | 27,460 | Innovyze Inc | 72,891 |
| Hangar 18 Creative Group Inc | 30,865 | Insights Learning & Development (Canada) Ltd | 51,189 |
| Hanley Agencies Ltd | 72,232 | Insurance Corporation of British Columbia | 3,678,418 |
| Harris & Company Barristers & Solicitors | 27,036 | Intech Environmental Canada Corp | 26,053 |
| Harris Consulting Inc | 662,191 | Integral Group | 182,642 |
| Hastings Community Association | 47,774 | Intellitime Systems Corporation | 105,197 |
| Hastings North Area Planning Assocn | 191,945 | Inter Trade Canada Ltd | 33,707 |
| asters Inc | 102,528 | Intercontinental Flavours Group | 51,160 |
| HCMA Architecture + Design | 523,231 | Intercontinental Truck Body (BC) Inc | 29,666 |
| Heatherbrae Builders Co Ltd | 2,556,401 | Interprovincial Traffic Services Ltd | 1,245,406 |
| HedgeMasters Arboricultural Services Ltd | 26,095 | ION Secured Networks | 169,554 |
| Heland Investments Limited | 174,528 | Iowat Group Inc | 112,717 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

| | | | |
|--|-----------|--|-----------|
| IPAC Chemicals-Power Chemicals Ltd | 33,986 | King Kubota Ltd | 85,412 |
| IPS Group Inc | 37,623 | Kish, Kasimir | 35,519 |
| Ipsos Limited Partnership | 90,431 | Knight Signs | 356,827 |
| IRC Building Sciences Group Inc | 94,654 | Kodiak Trucking & Equip Ltd | 2,071,741 |
| Iredale Architecture | 377,097 | Kofax, Inc | 72,001 |
| Iridia Medical Inc | 92,225 | Koman Construction Limited | 163,687 |
| Iron Age Manufacturing Ltd | 155,358 | Konica Minolta Business Solutions (Canada) Ltd | 68,936 |
| Iron Mountain Canada Operations | 153,380 | Korth Group Ltd | 37,921 |
| ISCO Canada Inc | 43,010 | KPMG LLP | 133,749 |
| ISL Engineering and Land Services | 152,955 | KRK Construction Ltd | 83,672 |
| ITF Broadway Equities Inc | 6,048,889 | KTI Limited | 478,081 |
| ITF Hoopp Realty Inc | 3,429,693 | Kwela Leadership & Talent Management | 224,393 |
| iXSystems Inc | 185,823 | L & M Backhoe Services Ltd | 250,914 |
| J & G Trucking | 102,480 | Labas Construction Ltd | 43,952 |
| J & M Trucking | 166,686 | Lafarge Canada Inc | 4,224,278 |
| J Mundie Trucking | 157,089 | Lamar Companies | 34,834 |
| J. Bhinder Trucking | 121,483 | Lanarc 2015 Consultants Ltd | 26,720 |
| J. Brown Trucking Co. Inc | 162,462 | Landesign Landscape Construction (2017) Ltd | 205,004 |
| J.J. MacKay Canada Ltd | 1,336,440 | Landsure Systems Ltd | 75,000 |
| J.S. Sanghera Trucking | 163,923 | Language Line Services, Inc | 73,418 |
| Jack Cewe Construction Ltd | 1,414,488 | Latent Forensic Services | 45,516 |
| Jacob Bros. Construction Ltd | 4,495,693 | Lawnboy Enterprises Ltd | 79,790 |
| Jaggaer LLC | 234,028 | Lead Pencil Studio | 200,000 |
| Jake & Daisey's Raw Pet Food Inc | 33,890 | LeBlevec Construction | 141,698 |
| James Corner Field Operations | 33,527 | Lec Quantity Surveying & Proj. Mgmt. Inc | 117,286 |
| Jardine, Paula | 26,209 | Len's Transportation Group Ltd | 142,033 |
| JFR Concrete Repairs & Waterproofing | 777,892 | Leveller Holdings Corp | 663,867 |
| Jim Pattison Lease | 2,606,024 | LexisNexis Canada Inc | 119,059 |
| Joanne Turner Brand Strategy | 81,507 | Liang You Book Co. Ltd | 32,003 |
| Jog-San Trucking Joga Singh Sandu | 82,557 | Liberate Leadership Coaching & Consulting | 33,061 |
| Johnson Controls LP | 1,312,966 | Librairie Monet | 30,811 |
| Joint Force Tactical Ltd | 203,169 | Library Bound Inc | 1,121,311 |
| Jordair Compressors Inc | 33,593 | Licker Geospatial Consulting Ltd | 113,225 |
| JR Virk Trucking Ltd | 110,132 | Lifesaving Society | 38,780 |
| JRS Engineering | 44,179 | Lifeworks (Canada) Ltd | 582,967 |
| JS Refrigeration Engineering Inc | 29,861 | Lin Haw International Co Ltd | 99,414 |
| JSI Telecom Division of Jatom Systems Inc | 57,687 | LinkedIn Ireland | 53,436 |
| Julie Hamilton & Associates Inc | 42,158 | Linnaea Nurseries Ltd | 30,548 |
| JUST Mechanical Ltd | 911,439 | Liquid Assets Distribution Ltd | 77,870 |
| K Dhillon Trucking Ltd Kanwarjit Singh Dhillon | 90,215 | LIV North Inc | 171,287 |
| K.S. Trucking | 67,171 | Livingston International Inc | 56,596 |
| Kahui Tautoko Consulting (Canada) Ltd | 29,780 | Lloyd Libke Law Enforcement Sales Inc | 1,239,601 |
| Kal Tire | 274,758 | Lock Block Ltd | 197,771 |
| Kanopy Inc | 155,000 | Logpoint Inc | 25,969 |
| Kasian Architecture Interior Design & Planning Ltd | 585,948 | London Drugs | 27,073 |
| Kathy McLaughlin & Associates | 35,311 | Lookout Housing and Health Society | 160,352 |
| Kendrick Equipment (2003) Ltd | 63,179 | Lordco Auto Parts | 129,714 |
| Kenny's Trucking | 117,194 | Lower Mainland Fast Freight Inc | 61,208 |
| Kent Metal Products Ltd | 225,934 | Lucent Quay Consulting Inc | 30,159 |
| Kerr Wood Leidal Associates Ltd | 1,436,846 | Luxton Construction Inc | 942,624 |
| Kerrisdale, Oakridge, Marpole Comm. Policing Ctr | 180,725 | Lynch, Almute | 54,987 |
| Keystone Environmental Ltd | 65,052 | Lyngsoe Systems Inc | 48,636 |
| KFT Fire Trainer LLC | 1,001,516 | M. Kevin Woodall Law Corporation | 157,310 |
| Khora Architecture + Interiors Inc | 63,623 | M. Van Noort & Sons Bulb Co Ltd | 100,803 |
| Kindred Construction Ltd | 29,047 | M2K Construction Ltd | 48,300 |
| Kinduct Technologies Inc | 49,035 | Macdonald Commercial Real Estate Svcs Ltd | 110,988 |
| Kinesik Engineered Products Inc | 34,227 | Mack Kirk Roofing & Sheet Metal Ltd | 93,369 |
| King Edward Avenue Limited LP | 87,150 | MacKay Boyar Law Corporation | 33,600 |
| King Hoe Excavating Ltd | 9,425,464 | Madden Fabrication | 181,779 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

| | | | |
|--|------------|---|------------|
| Magnet Forensics | 27,049 | Modo The Car Co-op | 153,787 |
| Mahil Trucking | 145,962 | Momentive Europe UC | 43,937 |
| Mainland Construction Materials ULC | 4,015,933 | Monaghan Golf Inc | 1,792,437 |
| Mainland Demo Contracting Ltd | 480,023 | Moneris | 3,055,496 |
| Malhi Janitorial Services Ltd | 79,074 | Moody's Canada Inc Moody's Investors Service | 71,190 |
| Mancorp Industrial Sales Ltd | 29,771 | Moresports British Columbia Society | 78,750 |
| Manulife Financial | 489,568 | Morga Excavation Inc | 39,417 |
| Maple Leaf Disposal Ltd | 191,759 | Morrison Hershfield Limited | 218,259 |
| Marathon Surfaces Inc | 138,338 | Mortal Coil Performance Society | 94,670 |
| Mariano, Verlyn-Ann | 28,215 | Mosaic | 137,915 |
| Marine Chrysler Dodge Jeep Ltd | 110,936 | Mosaic Yukon Holdings Ltd | 52,075 |
| Marine Roofing Repair & Maintenance Srvc. Ltd | 169,192 | Motion Industries (Canada), Inc | 32,835 |
| Mario's Gelati Ltd | 51,772 | Mott Electric GP | 83,507 |
| Mar-Tech Underground Services Ltd | 78,187 | MP Enterprises | 47,004 |
| Martin & Levesque Inc | 284,526 | MST (Jericho 2016) Limited Partners | 80,824 |
| MasonLift Ltd | 39,170 | Muddy River Technology Inc | 149,731 |
| Master Halco | 27,656 | Muncie's Golf Shop Ltd | 1,564,224 |
| Mcasphalt Industries Ltd | 2,021,823 | Municipal Pension Plan Province of BC | 84,657,414 |
| McCarthy Tetrault LLP | 118,710 | Museum of Vancouver Vancouver of Museum Soc | 135,109 |
| McCarthy Tetrault LLP In Trust | 10,110,608 | Musqueam Indian Band | 160,392 |
| McElhanney Ltd | 377,002 | Mustang Survival Inc | 26,602 |
| McGinn Engineering & Preservation Ltd | 187,636 | Nahanee Creative Inc | 47,747 |
| McGregor Hardware Distribution | 79,939 | Narwal Litigation in Trust | 69,698 |
| McRae's Environmental Services Ltd | 4,899,193 | National Association of City Transportation Officials | 29,958 |
| MD Charlton Co. Ltd | 643,438 | National Energy Equipment Inc | 155,617 |
| MDT Technical Services Inc | 94,025 | ND Graphics Inc | 136,051 |
| MEA Forensic Engineers & Scientists | 43,979 | Nedco A Division of Rexel Canada | 104,829 |
| Measure Masters | 27,708 | Neptune Technology Group | 284,313 |
| Medianation | 37,422 | New Line Hose & Fittings | 115,994 |
| Mediquest Technologies Inc | 29,233 | New Moon Excavating Ltd | 185,719 |
| Medteq Solutions CA Ltd | 176,085 | New Westminster Police Service | 210,394 |
| Mega Na, Inc | 90,718 | Newspaperdirect Inc | 66,648 |
| Meltwater News Canada Inc | 51,230 | Nichols, Wayne | 128,697 |
| Memory Express Inc | 56,658 | Nicholson, Terence | 103,691 |
| Mercer (Canada) Limited | 39,375 | Nick Milkovich Architects Inc | 116,483 |
| Meshline Manufacturing Inc | 143,294 | Nicoson Investment | 357,057 |
| Metal Supermarkets | 174,577 | Night Owl Bird Hospital | 26,368 |
| Metro Motors Ltd | 3,089,059 | Nilex Inc | 30,400 |
| Metro Testing & Engineering Ltd | 72,053 | Noggin IT Inc | 84,496 |
| Metro Vancouver Aboriginal Executive Council Soc | 72,167 | Nomadic Industries | 26,446 |
| Metro Vancouver Crime Stoppers | 56,638 | Norben Electric Ltd | 79,839 |
| Michelin North America (Canada) Ltd | 944,615 | Norquip Services Ltd | 32,537 |
| Micro Focus Software Solutions Canada Co | 298,070 | North West Environmental Group | 28,979 |
| Microserve, V8205 | 179,880 | Northern Building Supply Ltd | 551,510 |
| Microsoft Canada Inc | 4,547,201 | Northern Business Intelligence | 556,047 |
| Midland Industrial Covers Ltd | 34,093 | Northland at Grouse, Limited Partnership | 48,793 |
| Midland's Workwear Plus | 55,453 | Northwest Gardening Services Ltd | 39,192 |
| Miki, Dr. Andrew | 25,625 | Northwest Hydraulic Consultants Ltd | 63,115 |
| Minister of Finance | 22,877,178 | Northwest Plastics Ltd | 49,489 |
| Minister of Finance DBA - BC On Line | 34,500 | Northwest Safework Solutions Inc | 48,265 |
| Minister of Finance FrontCounter BC | 281,919 | Norton Rose Fulbright Canada LLP | 81,269 |
| Minister of Finance Ministry of Citizens' Services | 3,642,709 | Nova Pole International Inc | 1,004,570 |
| Minister of Finance Ministry of Jobs, Economic | 52,973 | Nucor Environmental Solutions Ltd | 52,990 |
| Minister of Finance Ministry of Technology Innov'n | 529,147 | Nutech Facility Services Ltd | 1,007,966 |
| Minister of Finance Ministry of Transport | 742,624 | Nutrien AG Solutions (Canada) Inc | 588,332 |
| Minister of Finance Product Distribution Centre | 137,178 | Oakcreek Golf & Turf LP | 656,358 |
| Minister of Finance Tribunal Transformation | 28,937 | OCABC (Organized Crime Agency BC) | 547,845 |
| Mixer Systems Inc | 32,362 | Occam Video Solutions LLC Input-Ace | 30,717 |
| MIZA Architects Inc | 47,725 | Occupational First Aid Attendants Assocn of BC | 84,957 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

| | | | |
|--|-----------|--|-----------|
| Ocean Pipe A Division of Lehigh Hanson | 981,811 | PGP Contractors Ltd | 235,596 |
| Ocean Systems | 31,165 | Philip Ross Agencies Limited | 191,025 |
| OCLC, Inc | 67,863 | Phoenix Truck & Crane Ltd | 38,880 |
| Odgers Berndtson Canada Inc | 45,910 | PHS Community Services Society | 31,110 |
| Ofc. of McFarlane Biggar Archts. & Designers Inc | 51,356 | Pickering Safety | 855,526 |
| OK Tire Marine Drive | 53,506 | Pinton Forrest & Madden Group Inc | 97,812 |
| Olympic Projects Ltd | 91,569 | Pitney Works | 62,333 |
| On Side Restoration Services Ltd | 373,531 | PitneyWorks Prepaid | 378,000 |
| Onix Networking Canada Inc | 46,799 | Pizza Pizza Ltd | 55,000 |
| Open Road Toyota - Richmond | 50,501 | PL Technology Solutions | 134,326 |
| Open Text Corporation | 92,241 | Plateia Planning Inc | 51,556 |
| Open Water Coaching | 26,460 | Poirier, Raymond | 277,966 |
| OpenDataSoft LLC | 36,500 | Port Coquitlam & District Hunting and Fishing Club | 101,567 |
| OpenRoad Auto Group Limited | 151,342 | Poschner Construction (88) Ltd | 2,104,997 |
| Operator Electrical Incorporated | 50,127 | Postmedia Network Inc. Postmedia Payment Ctr | 65,294 |
| Operators Training School | 38,225 | Potluck Cafe Society | 555,656 |
| Opta Precise Services Ltd | 80,021 | Pottinger Gaherty Environmental Consultants Ltd | 148,690 |
| Oracle Canada ULC | 217,778 | Power Clean Inc dba PCI Products Company | 36,206 |
| Organic Villa Catering Ltd | 243,991 | Powershifter Digital Inc | 35,175 |
| Orion Electrical Systems | 258,015 | PowerWright Services Inc | 45,703 |
| Orkin Canada | 59,560 | PPG AC Canada Inc Dulux Paints | 77,786 |
| Otto Communications Otto Engineering Inc | 30,202 | PrairieCoast Equipment Inc | 795,213 |
| Outfront JCDecaux Street Furniture Canada LP | 274,030 | Premier Pacific Seeds Ltd | 30,097 |
| Outsystems Inc | 106,121 | Pretecs Networks Inc | 29,611 |
| Overdose Prevention Society | 290,810 | Price-Langevin & Associates | 26,946 |
| Overdrive Inc | 1,524,899 | Prime Corp Police Records Information Mgmt | 1,780,564 |
| P. Sekhon Trucking Ltd | 1,656,398 | Prism Engineering Ltd | 41,927 |
| P.S.I. Fluid Power Ltd | 83,429 | Proactive Hazmat & Environmental Ltd | 113,317 |
| Pace Solutions Corp | 85,833 | Profire Emergency Equipment Inc | 893,677 |
| Pacific Blasting & Demolition Ltd | 26,923 | Progressive Messenger Ltd | 179,612 |
| Pacific Boiler Ltd | 73,100 | Prolink Security Systems Inc | 45,212 |
| Pacific Bolt Manufacturing Ltd | 90,271 | ProQuest LLC | 218,659 |
| Pacific Centre Leaseholds Limited | 1,471,960 | Prostar Painting And Restoration Ltd | 30,524 |
| Pacific Crown Management Co. Ltd | 1,646,775 | Province of British Columbia Emergency Mgmt | 45,911 |
| Pacific Mattress Recycling Inc | 701,396 | PS Food Design Inc o/a 2 Guys with Knives | 40,738 |
| Pacific Northwest Raptors Ltd | 284,897 | PSE Equipment Ltd | 32,225 |
| Pacific Powertech Inc | 141,510 | Public Library Interlink | 96,839 |
| Pacific Safety Consulting Group Inc | 105,680 | Pulver Crawford Munroe LLP Labour & Empl. Lawyers | 35,688 |
| Padam Trucking | 132,436 | Purolator Inc | 79,285 |
| Paladin Technologies Inc | 95,749 | PWL Partnership Landscape Architects Inc | 195,620 |
| Pape, Jada-Gabrielle | 193,563 | Quadreal Property Group LP | 34,003 |
| Para Space Landscaping Inc | 183,540 | Qualichem Industrial Products Ltd | 33,823 |
| Paradigm Software | 58,583 | Quality Powder Coating Ltd | 62,087 |
| Parallax Industries Ltd | 27,151 | Quantum Lighting Inc | 29,692 |
| Parallel 49 Brewing Company Ltd | 60,873 | Quest Software Canada Inc | 38,245 |
| Parklane Systems Inc | 61,473 | R.F. Binnie & Associates Ltd | 740,890 |
| Parkside Property Management Ltd | 109,906 | Raincity Housing & Support Society | 619,225 |
| Parsons Inc | 455,266 | Rampart International Corp | 167,322 |
| Passive House Canada | 120,169 | Rasmussen Bindery | 53,971 |
| PayByPhone Technologies Inc | 2,040,430 | Rattan Trucking | 90,997 |
| PBX Engineering Ltd | 55,280 | Ravens Agri-Services & Products Inc | 50,636 |
| Peacekeeper Products International | 30,864 | Ray-Cam Co-Operative Association | 387,685 |
| Peel's Nurseries Ltd | 40,080 | RBC Investor Services Trust | 133,215 |
| Pembina Institute For Appropriate Development | 35,000 | RC Strategies Inc | 177,381 |
| Perkins+Will Canada Architects Co | 946,980 | RDH Building Science Inc | 86,916 |
| Peterbilt Pacific Inc | 72,185 | Read Jones Christoffersen Ltd | 206,648 |
| Petro-Canada Lubricants Inc | 246,890 | Receiver General for Canada Cndn Police College | 67,120 |
| Petro-Canada Superpass a Suncor Business | 95,652 | Receiver General for Canada Innov'n, Science | 64,307 |
| PFS Studio | 387,653 | Receiver General for Canada Statistics Canada | 31,637 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

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| Receiver General of Canada | 37,141,688 | SFE Ltd | 278,165 |
| Receiver General of Canada The Commr., RCMP | 1,243,123 | SGM Custom Design & Fabrication Ltd | 28,045 |
| Reciprocal Consulting Kim van der Woerd | 79,065 | Sharc Energy Systems Inc | 120,960 |
| Redwood Plastics and Rubber Corp | 32,471 | Shaw Business | 53,145 |
| Regal Controls Limited | 30,405 | Shaw Cablesystems G.P. | 105,527 |
| Regehr Contracting Ltd | 1,261,828 | ShearForce Equipment Ltd | 30,528 |
| Reliable Mobile Hearing Testing | 60,731 | Sheran Trucking | 140,509 |
| Resilience Planning | 93,405 | Sherine Industries Ltd | 216,616 |
| Resolver Inc | 96,254 | Shirland Drycleaners Ltd | 873,341 |
| Restwell Mattress Co. Ltd | 140,987 | Shon Group Realty | 131,898 |
| Revery Architecture | 339,992 | SI Systems Partnership | 1,022,102 |
| Richards Buell Sutton | 121,395 | Sigma Safety Corp | 275,111 |
| Richards Buell Sutton LLP, In Trust | 110,493 | Signals Design Group Inc | 26,145 |
| Richco Contracting Ltd | 222,136 | Silver City Galvanizing Inc | 38,390 |
| Richelieu Building Specialities | 67,363 | Simon Fraser University | 99,397 |
| Richelieu Hardware Ltd | 44,249 | Simon Fraser University SFU Centre for Dialogue | 278,250 |
| Richmond Chrysler Dodge Jeep Ltd | 196,416 | Singh, Dhillon Charan | 151,895 |
| Ricoh Canada Inc | 490,758 | Sino United Publishing (Can) Ltd | 105,470 |
| Rideau Recognition Solutions Inc | 55,086 | Sirsidynix (Canada) Inc | 337,587 |
| Rissling Services Ltd. | 53,197 | Skeans | 50,290 |
| Ristech Information Solutions Ltd | 86,625 | Skookum Yacht Services Inc | 69,992 |
| RJ & Associates Environmental Consulting Inc | 88,431 | Sky Spirit Studio | 25,520 |
| Roadway Traffic Products | 395,737 | SLR Consulting (Canada) Ltd | 71,244 |
| Rock-Crete Equipment Ltd | 43,359 | Smart City ITS Sales Ltd | 70,359 |
| RockDoc Corrections Consulting Inc | 1,961,602 | Smart Turner Pumps | 93,208 |
| Rocky Mountain Phoenix | 81,767 | Smith Bros & Wilson (BC) Ltd | 24,376,786 |
| Rocky Point Engineering | 42,557 | Smith Industries Ltd | 38,041 |
| Rogers | 156,030 | Smith Sport Optics Inc | 25,910 |
| Rollins Machinery Ltd | 873,748 | Smithrite Delivery Services Ltd | 69,780 |
| Roper Greyll LLP Barristers and Solicitors | 1,057,641 | SMS Equipment Inc | 212,704 |
| Rose Security Services Inc | 98,945 | Snap-On Tools | 84,714 |
| Ross Morrison Electrical Ltd | 208,365 | SNC-Lavalin Inc | 177,025 |
| Routesmart Technologies Inc | 35,072 | Society for Children and Youth of BC | 37,553 |
| Routeware Canada Inc | 41,236 | Soffid IAM S L C | 42,800 |
| Royal Mobile Auto Detailing Ltd | 39,417 | Softchoice LP | 27,115 |
| Russell Hendrix Foodservice Equip | 53,383 | Solutions Logiciels EDT Inc | 115,976 |
| Rust Investments Ltd | 1,944,278 | Somatic HVAC Solutions | 92,321 |
| Ryder Architecture | 90,595 | SonarSource SA | 29,335 |
| S & M Auto Import Serv | 197,876 | Source Office Furniture & Systems Ltd | 60,874 |
| S&P Global Canada Corp | 53,235 | South Vancouver Community Policing Ctr | 236,834 |
| Safe Software Inc | 42,952 | Southern Butler Price LLP | 120,240 |
| Saint Bernadine Mission Communications Inc | 32,380 | Southside Nissan | 47,489 |
| Sanderson Concrete Inc | 62,377 | Sowilo Battery Ltd | 33,764 |
| Sans Institute | 68,512 | Space2Place Design Inc | 279,729 |
| SAP Canada Inc | 1,589,466 | Spartan Controls Ltd | 36,249 |
| Sasco Contractors Ltd | 26,295 | Spatial Technologies (2017) Inc | 121,573 |
| Schmidt, Holly | 43,536 | Spears Sales & Service Ltd | 36,231 |
| SCL Contracting | 32,261 | Specialized Engineered Products Ltd | 33,705 |
| Scooby's Dog Waste Removal Service | 62,631 | Specimen Trees Wholesale Nurseries Ltd | 127,903 |
| Scott Special Project | 20,200,371 | Spectratec Services Group Inc | 256,035 |
| Scott, Julie Angeline | 666,466 | Sperling Hansen Associates | 1,781,347 |
| SCP Distributors Inc., Canada | 65,423 | SPI Health and Safety Inc | 57,752 |
| Sea To Sky Transfer | 509,174 | Spicers Canada ULC | 32,658 |
| Seaflex Inc | 215,011 | Sportball 0986001 BC Ltd | 51,221 |
| Secure Energy Services Inc | 45,869 | Squamish First Nation | 129,928 |
| Securiguard Services Ltd | 6,707,085 | SSQ Insurance Company Inc | 148,539 |
| Securitas Canada Limited | 65,200 | Stanley Park Ecology Society | 166,632 |
| SeeQuestor Ltd | 253,141 | Stantec Architecture Ltd | 54,255 |
| Sentis Market Research Inc | 95,718 | Stantec Consulting Ltd | 554,510 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

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| Staples Business Advantage | 469,758 | The Neutral Zone Coaching & Consulting Svcs | 32,268 |
| Steamwipe Ltd | 52,106 | The Organizational Culture Group Ltd | 35,700 |
| Steelguard Fence Ltd | 28,853 | The Pacific Forensic Mental Health Practice | 39,085 |
| Steer Davies Gleave North America Inc | 38,628 | The University of British Columbia Faculty of Med | 306,114 |
| Stem To Stern Marine Service | 338,054 | Thermal Environmental Comfort Association | 47,999 |
| Sterling Fence Co. Ltd | 122,774 | Thomas Downie Holdings Ltd | 1,128,839 |
| STI Transport Inc | 170,405 | Thomson Reuters Canada Limited | 222,411 |
| Stingray Business Inc | 43,648 | ThoughtFarmer Inc | 188,724 |
| Strata Plan BCS 3995-Capitol Residences | 80,006 | Thurber Engineering Ltd | 723,981 |
| Strata Plan EPS 1197 | 80,316 | Titan Boats Ltd | 30,566 |
| Strata Plan EPS 2328 | 46,167 | TK Elevator (Canada) Ltd | 1,054,961 |
| Strata Plan EPS 4621 | 35,975 | TNG, a division of GPE Inc | 25,902 |
| Strata Plan LMS 1997 | 45,479 | TNT Hay and Cattle Sales Ltd | 44,434 |
| Strathcona Community Centre Assocn | 241,160 | Today'S Books | 29,398 |
| Strathcona Community Safety Assocn | 216,184 | Toe-Hoe Leasing Ltd | 533,688 |
| Stresscrete Ltd | 51,979 | Tomko Sports Systems Inc | 56,855 |
| Sugden, Mcfee & Roos LLP | 38,990 | Total Fire Solutions | 100,515 |
| Summit Tools | 68,769 | Toter LLC | 636,494 |
| Sun Life of Canada Group Client Services | 1,949,967 | Tower Fitness Equipment Services Inc | 88,069 |
| Sunbelt Rentals of Canada Inc | 56,494 | Trainfo Corp | 305,800 |
| Suncor Energy Products Partnership | 8,856,467 | Trane Canada | 221,003 |
| Sunny Electronics Ltd | 60,465 | Traumatech | 105,379 |
| Super Save Fence Rentals Inc | 101,704 | Trev Deeley Motorcycles | 1,376,469 |
| Super Save Toilet Rentals Inc | 355,331 | Tribe Management Inc | 277,075 |
| Superior City Services Ltd | 585,991 | Tricom Building Maintenance Ltd | 317,529 |
| Superior Propane | 69,813 | Tritech Group Ltd | 541,564 |
| SupremeX Inc | 60,707 | Tsleil-Waututh Nation Treaty, Lands & Rscs. Dept | 149,698 |
| Sure Hazmat and Testing | 50,623 | Tsunami Solutions Ltd | 126,000 |
| Sustainable Watershed Designs Inc | 122,317 | Turner & Townsend CM2R Inc | 25,305 |
| Sybertech Waste Reduction Ltd | 27,191 | UAP Inc NAPA Auto Parts | 766,173 |
| Sysco Vancouver | 1,106,546 | UBS Industries | 178,213 |
| T. Moscone & Bros Ground Mtce. Ltd | 52,374 | Udemy, Inc | 33,268 |
| T. Rai's Trucking | 34,670 | Uline Canada Corporation | 245,441 |
| T. S. Trucking | 186,608 | Ulmer Contracting Ltd | 125,475 |
| Tacel Ltd | 119,903 | Ultra-Tech Cleaning Systems Ltd | 88,187 |
| Tanago Enterprises Inc | 100,837 | Unifirst Canada Ltd | 49,499 |
| Taramis Distributions Inc | 35,742 | Uniform Works Limited | 51,288 |
| Target Products Ltd | 203,316 | Union of BC Municipalities | 64,489 |
| Tarmac Grinding Ltd | 294,653 | United Library Services Inc | 385,120 |
| TDS West Systems Inc | 685,605 | United Rentals - Canada | 706,302 |
| Tec Floor Coverings Ltd | 49,365 | Universal Field Supplies Inc | 75,673 |
| Technical Safety BC | 179,851 | Uptime Industrial Inc | 28,421 |
| Telus Claims Department | 106,734 | Urban Access Solutions Inc | 41,849 |
| Telus Communications Inc | 5,001,267 | Urban Sawing & Scanning Co. Ltd | 1,588,255 |
| Telus Custom Security Systems | 34,269 | Urban Sustainability Directors Network | 26,533 |
| Telus Health Care Centres Inc | 35,748 | Urban Systems Ltd | 242,084 |
| Telus Mobility | 26,727 | Valid Manufacturing Ltd | 316,762 |
| Telus Security Solutions | 65,047 | Valley Traffic Systems Inc | 82,994 |
| Terminix Canada | 431,884 | Van Exer-Tech Services Inc | 48,116 |
| Terralink Horticulture Inc | 76,044 | Vancity Community Foundation | 625,589 |
| Tetra Tech Canada Inc | 563,268 | Vancouver Aboriginal Community Policing Ctr Soc | 205,325 |
| Texcan | 26,178 | Vancouver Aboriginal Friendship Centre Society | 27,967 |
| Textile Image Inc | 38,426 | Vancouver Art Gallery | 160,604 |
| TGK Irrigation Ltd | 1,400,083 | Vancouver Asian Film Festival Society | 26,950 |
| The 127 Society for Housing | 145,590 | Vancouver Axle & Frame Ltd | 53,869 |
| The Active Network Ltd | 274,253 | Vancouver Chinatown BIA Society | 99,238 |
| The Corporation of the District of Saanich | 38,535 | Vancouver Community Network | 352,363 |
| The Great Canadian Picnic Table | 135,339 | Vancouver eFasteners Tools & Supply | 313,820 |
| The Master Group Inc | 64,311 | Vancouver Fraser Port Authority Port of Vancouver | 47,390 |

PAYMENTS TO SUPPLIERS OF GOODS AND SERVICES

CITY OF VANCOUVER

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| Vancouver Hino Truck Sales Ltd | 43,463 | Western Aboriginal Harm Reduction Soc | 26,115 |
| Vancouver Holdings Ltd | 108,620 | Western Canada Blasting Ltd | 28,125 |
| Vancouver International Film Festival | 109,092 | Western Excavating | 194,720 |
| Vancouver Kidsbooks | 86,495 | Western Hydroblasting Inc | 82,173 |
| Vancouver Litigation Support Services Ltd | 127,797 | Western Marine Co | 29,331 |
| Vancouver Moving Theatre | 57,009 | Western Scale Co. Ltd | 43,961 |
| Vancouver Native Housing Society | 93,873 | Westerra Equipment LP | 255,899 |
| Vancouver Opera Association | 637,797 | Westland Insurance Group Ltd | 117,021 |
| Vancouver Regional Construction Assocn | 36,729 | Westmar Advisors Inc | 52,761 |
| Vancouver School Board | 1,096,870 | WestPark Parking Services (2015) Inc, In Trust | 49,050 |
| Vancouver Urbanarium Society | 35,000 | Westport Construction Group Inc | 1,240,292 |
| Vane Lawn & Garden Services (1981) Ltd | 242,234 | Westvac Industrial Ltd | 177,193 |
| Vanguard Global Services ULC | 26,917 | Westview Sales Ltd | 69,171 |
| Vanport Enterprises Ltd | 191,658 | Westwood Topsoil Ltd | 37,428 |
| Vantage Point Strategies Society | 32,588 | Wetdown Water Services | 148,796 |
| VDZ+A Consulting Inc. Van Der Zalm + Associates | 158,393 | White Cap Supply Canada Inc | 110,266 |
| Vector Corrosion Technologies Ltd | 37,398 | Whitehots Inc | 183,070 |
| Velnue Industrial Solutions Inc | 119,260 | Why Not Food Group Ltd | 59,697 |
| Ventana Construction Ltd | 36,818 | Wilco Civil Inc | 2,591,294 |
| Ventiv Technology Inc | 32,639 | Williams Machinery LP | 311,803 |
| Veratec Engineered Products Inc | 176,570 | Willis Canada Inc | 6,767,738 |
| Verint Americas Inc | 461,821 | Win Chemicals Limited | 40,872 |
| Versalift Canada Industries ULC | 76,074 | Wish Drop-In Centre Society | 1,062,124 |
| Vertech Elevator Services Inc | 40,004 | WMW Public: Architecture + Communication Inc | 211,713 |
| VertiGIS North America Ltd | 44,792 | Wolseley Canada Inc Wolseley Mechanical Group | 205,231 |
| Veterans Memorial Housing Society | 67,305 | Wong, Sammy Yan Chim | 84,442 |
| Viaduct Sheet Metal Ltd | 30,617 | Woollacott, Sarah | 51,029 |
| Viking Fire Protection Inc | 861,994 | Workers' Compensation Board of BC | 19,633,078 |
| Vimar Equipment Ltd | 2,110,406 | Worley Canada Services Ltd. Heritage Square | 552,304 |
| Viper Fuels Inc | 26,018 | WR Neufeld | 114,547 |
| Vital Link Ice Cream & Event Market | 82,501 | WSP Canada Inc | 230,285 |
| Volante Software Inc | 35,903 | Wurth Canada Ltd | 35,620 |
| VSO School of Music | 65,422 | X10 Networks | 32,072 |
| Walmart | 29,845 | Xerox Canada Ltd | 41,605 |
| Walter's Exotic Meats Ltd | 72,373 | Xylem Canada Company | 60,919 |
| Ward, Karen | 71,820 | Yaletown Mini Storage Ltd | 39,520 |
| Ward's Hydraulic Services | 30,880 | Yang-Myung Hotel Management Ltd | 44,114 |
| Warrington PCI ITF | 2,988,266 | Yard At A Time Concrete (1988) Ltd | 61,714 |
| Waste Connections of Canada Inc | 28,159 | Yen Bros. Food Service (2011) Ltd | 597,982 |
| Waste Management of Canada Corporation | 1,001,690 | Yeomen Property Maintenance & Renovation Ltd | 806,605 |
| Water Street Engineering Ltd | 240,143 | Young Anderson Barristers & Solicitors | 100,736 |
| Weber Supply Company Inc | 1,658,872 | Zeemac Vehicle Lease Ltd | 530,330 |
| Webir Automation & Control Service | 37,695 | ZG Communications Incorporated | 110,171 |
| Wesco Distribution Canada LP | 1,125,973 | Zoom Video Communications Inc | 53,422 |
| Wesco Industries Ltd | 103,779 | | |
| Wesgroup Community Developments LP | 87,885 | Vendors > \$25,000 | \$ 938,907,703 |
| West Coast Alignment & Frame Ltd | 50,991 | | |
| West Coast Electric Ltd | 372,184 | Vendors < \$ 25,000 | 17,952,043 |
| West Creek Farms Ltd | 35,728 | | |
| West End BIA | 50,347 | Total | \$ 956,859,746 |
| Westburne West A Division of Rexel Canada | 45,087 | | |
| Westend Coal Harbour Community Police Ctr | 280,725 | | |

The City prepares the schedule of payments based on actual disbursements processed through its Accounts Payable system. This provides assurance on completeness as the reported amounts are reconciled to the financial system payment records.

The schedule of payments is a "cash basis" listing. This figure therefore will differ significantly from the expenditures in the consolidated financial statements which are reported on an accrual basis resulting in timing differences. Furthermore, there are disbursements which are not considered expenditures including payments made to other taxing authorities, employee payroll deductions, debt principal and interest repayments. Conversely, there are expenditures which do not involve an actual disbursement (in addition to accruals) - grants offset by related revenues (e.g. Theatre operating grants) and holdbacks.

STATEMENT OF GRANT PAYMENTS

PREPARED IN ACCORDANCE WITH
THE FINANCIAL INFORMATION REGULATION
SCHEDULE 1, SECTION 7 (2)(b)

| | | | |
|--|------------|---|----------------------|
| Cambie Village Business Association | \$ 468,512 | Point Grey Village Business Association | 200,000 |
| Collingwood Business Improvement Assoc | 222,961 | Robson Street Business Association | 655,441 |
| Commercial Drive Business Society | 595,000 | South Granville Business Improvement Assoc | 728,600 |
| Davie Village Business Improvement Assoc | 926,684 | South Hill (Fraser Street) Business Association | 155,000 |
| Downtown Vanc. Business Improvement Assoc | 5,352,000 | Strathcona Business Improvement Association | 691,240 |
| Dunbar Village Business Association | 155,250 | Vancouver Chinatown Business Improvement Assoc | 435,240 |
| Gastown Business Improvement Society | 739,850 | Victoria Drive Business Improvement Assoc | 192,000 |
| Hastings Crossing Business Improvement Assoc | 206,000 | West Broadway Business Improvement Assoc | 275,000 |
| Hastings North Business Improvement Assoc | 578,900 | Yaletown Business Improvement Association | <u>1,000,000</u> |
| Kerrisdale Business Association | 365,000 | | <u>\$ 15,255,091</u> |
| Kitsilano - 4th Avenue Business Association | 440,000 | | |
| Marpole Business Association | 195,440 | | |
| Mount Pleasant Commercial Improvement Soc | 676,973 | | |

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| 221A Artist Run Centre Society | \$ 210,000 | Dancing on the Edge Festival Society | 26,500 |
| 605 Collective Dance Society | 17,000 | Diwali Celebration Society | 13,500 |
| A Better Life Foundation | 7,000 | Downtown Eastside Women's Centre | 13,500 |
| Access to Media Education Society | 16,000 | Doxa Documentary Film and Video Festival | 28,000 |
| Aeriosa Dance Society | 27,820 | Dr. Sun Yat Sen Garden Society | 20,000 |
| African Descent Society BC | 8,000 | Dumb Instrument Dance Society | 35,000 |
| African Friendship Society | 27,000 | Duplex Artists' Society | 64,000 |
| African Stages Association | 1,500 | Dusty Flowerpot Cabaret Society | 7,000 |
| Afro Van Connect Society | 34,000 | EarthHand Gleaners Society | 9,000 |
| All My Relations Indigenous Society | 25,000 | East Van Arts & Culture Society | 10,000 |
| Allegra Chamber Orchestra Society | 2,900 | Eastside Culture Crawl Society | 13,000 |
| Alley Theatre Association | 10,000 | Edam Performing Arts Society | 25,000 |
| Amexem Reggae Cultural Society | 9,000 | Electric Company Theatre Society | 35,000 |
| Aphotic Theatre Society | 8,000 | Elektra Women's Choir | 20,000 |
| Arts Assembly Society | 7,000 | Erato Ensemble Society | 4,380 |
| Arts Club of Vancouver Theatre Society | 172,000 | Ethos Lab Educational Society | 6,750 |
| Artstarts In School | 27,000 | Federation of Russian Canadians | 10,000 |
| Asian-Canadian Special Events Association | 29,945 | Fight With a Stick Hybrid Performance Society | 11,500 |
| Association of Book Publishers of BC | 23,000 | Fillip/Projectile Publishing Society | 11,000 |
| ASTC Science World Society | 105,000 | Firehall Theatre Society | 100,000 |
| Axis Theatre Society | 32,500 | Flamenco Rosario | 24,930 |
| B.C. Chinese Music Association | 30,411 | Foolish Operations Society | 12,000 |
| Bard on the Beach Theatre Society | 80,000 | Friends of Chamber Music | 4,762 |
| Battery Opera Performing Arts Society | 21,000 | Frog Hollow Neighbourhood House | 7,000 |
| BC Artscape Society | 75,000 | Full Circle: First Nations Performance Society | 100,000 |
| BC Philharmonic Society | 5,000 | Future Leisure Performance Society | 4,000 |
| Beaumont Studios Artists Society | 80,000 | Gallery Gachet Society | 59,000 |
| Bill Reid Foundation | 62,500 | Good Noise Vancouver Gospel Choir | 4,000 |
| Blueridge Chamber Music Society | 11,350 | Great Lakes Networking Society of BC | 7,500 |
| Boca Del Lupo Theatre Society | 52,000 | Greater Vanc. Professional Theatre Alliance | 45,000 |
| Burrard Arts Foundation | 17,000 | Green Thumb Theatre | 60,000 |
| Canadian Alliance of Dance Artists BC Chapter | 15,000 | Grunt Gallery-Visible Arts Society | 69,000 |
| Canadian Int'l. Dragon Boat Festival Soc | 9,000 | H R MacMillan Space Centre Society | 519,400 |
| Canadian Latinx Theatre Artist | 7,000 | Hard Rubber New Music Society | 17,900 |
| Canadian Music Centre BC Region | 31,500 | Health Arts Society | 25,000 |
| Capilano Review Contemporary Arts Society | 20,000 | Highs and Lows Choral Society | 7,000 |
| Capture Photography Festival Society | 5,000 | Holy Crow Arts Society | 21,460 |
| Caravan World Rhythms Society | 17,000 | Hope in Shadows Society | 7,500 |
| Carnegie Community Centre | 22,500 | I. E. Artspeak Gallery Society | 29,000 |
| Carousel Theatre Society | 32,000 | Indian Summer Arts Society | 51,380 |
| Centre of Integration for African Immigrants | 4,500 | Instruments of Change Society | 6,000 |
| Children's Arts Umbrella Association | 30,053 | Italian Day Festival Society | 7,000 |
| Chinatown Today Society | 5,000 | ITSAZOO Productions Society | 13,000 |
| Chor Leoni Men's Choir | 20,000 | Jewish Community Ctr of Greater Vancouver | 4,000 |
| Cineworks Independent Filmmakers Society | 36,000 | Jewish Museum and Archives Of BC | 4,000 |
| Circuswest Performing Arts Society | 10,000 | Joe Ink Performance Society | 12,000 |
| City Opera Vancouver | 19,350 | Kababayang Pilipino of BC | 3,000 |
| Cloudscape Comics Society | 2,000 | Karen Flamenco Dance Society | 18,480 |
| Co. Erasga Dance Society | 25,000 | Karen Jamieson Dance Society | 15,000 |
| Coastal Jazz & Blues Society | 90,000 | Kickstart Disability Arts and Culture | 31,000 |
| Collingwood Neighbourhood House Society | 5,000 | Kidd Pivot Performing Arts Society | 28,000 |
| Comm. Arts Council of Vancouver Festival | 15,000 | Kinesis Dance Society | 5,000 |
| Compagni VNi Dansi Society | 36,220 | Kitsilano Neighbourhood House | 8,000 |
| Contemporary Art Gallery Society of BC | 75,000 | Kokoro Dance Theatre Society | 50,000 |
| Craft Council of British Columbia | 15,000 | Kwi Awt Stelmexw (KAS Cultural Society) | 17,500 |
| Create Vancouver Society | 9,000 | Latincouver Business & Cultural Society | 28,426 |
| Creative BC | 300,000 | Le Centre Cultural Francophone | 20,000 |
| DanceHouse | 48,647 | Little Chamber Music Series That Could Soc | 4,000 |

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| Little Mountain Gallery | 59,000 | Savage Production Society | 25,000 |
| Live Biennial of Performance Art Society | 20,000 | Screaming Weenie Productions Society | 37,900 |
| Love Intersections Society | 10,000 | Seagrass Music Society | 4,500 |
| Lumiere Festival Vancouver Society | 4,000 | Secret Lantern Society | 13,200 |
| Made in BC - Dance on Tour Society | 18,000 | Shan E Punjab Cultural And Heritage | 3,000 |
| Makeway Charitable Society | 6,000 | Sher Vancouver LGBTQ Friends Society | 5,000 |
| Malaspina Printmakers' Society | 25,000 | Simon Fraser Campus Radio Society | 3,000 |
| Mascall Dance Society | 15,000 | Some Assembly Arts Society | 12,000 |
| Medusa Theatre Society | 5,000 | Sophisticated Laughter Society | 34,540 |
| MENA Film Festival Society | 5,000 | Sound of Dragon Society | 18,300 |
| Miscellaneous Productions Society | 27,000 | Sound the Alarm: Music/Theatre Society | 5,000 |
| Monster Creative Productions | 5,000 | St. James Community Square Society | 61,000 |
| Mortal Coil Performance Society | 5,000 | Standing Wave Society | 2,500 |
| Movement Enterprises Society | 12,250 | Star System Curation Society | 5,000 |
| Museum of Vancouver | 1,072,500 | Still Moon Arts Society | 22,000 |
| Music In The Morning Concert Society | 19,000 | Subterrain Literary Collective Society | 12,000 |
| Music On Main Society | 76,170 | Taiwanese Canadian Cultural Society | 6,000 |
| Musica Intima Society | 21,000 | Tara Cheyenne Performance Soc | 18,000 |
| Nahualli Folklore Society | 956 | The 110 Arts Cooperative | 50,000 |
| New Forms Media Society | 10,000 | The Archive Printmaking Studio Society | 10,000 |
| New Orchestra Workshop Society | 26,500 | The Biting School Society | 10,000 |
| New Performance Works Society | 20,000 | The Chop Theatre Society | 12,000 |
| Neworld Theatre | 34,500 | The Geist Foundation | 13,500 |
| Norman Rothstein Theatre | 50,000 | The Greater Vanc. Alliance for Arts & Culture | 45,000 |
| NPC3 National Pilipino Canadian | 10,000 | The James Black Gallery Association | 3,000 |
| O.Dela Arts Society | 5,000 | The Kettle Friendship Society | 4,000 |
| OCW Arts & Publishing Foundation | 8,500 | The Only Animal Theatre Society | 14,250 |
| Open Access Foundation | 20,000 | The Plastic Orchid Factory | 7,000 |
| Or Gallery Society | 34,000 | The Toast Collective Arts Society | 10,000 |
| OURO Collective Society | 9,000 | The Vancouver Chopin Society | 7,845 |
| Out Innerspace Dance Theatre and Film Soc | 17,000 | The Writers' Exchange Society | 3,000 |
| Outsiders and Others Art Society | 7,000 | Theatre La Seizieme | 35,000 |
| Pacific Association of First Nations' Women | 16,000 | Theatre of Fire Society | 4,500 |
| Pacific Ballet BC Society | 185,770 | Theatre Replacement Society | 25,000 |
| Pacific Cinematheque | 45,000 | Theatre Terrific Society | 15,000 |
| Pacific Legal Education and Outreach Society | 15,000 | Time Will Tell Arts Society | 5,000 |
| Pacific Theatre | 21,000 | Touchstone Theatre Society | 35,000 |
| Phoenix Vocal and Performing Society | 2,000 | Turning Point Ensemble Society | 32,480 |
| Pink Ink Theatre Productions Association | 20,000 | Unibrow Arts Society | 5,000 |
| Pitt Gallery | 16,000 | Universal Gospel Choir | 13,347 |
| Playwright's Theatre Centre | 45,000 | Up In The Air Theatre Society | 15,000 |
| PosAbilities Association of BC | 3,500 | Urban Ink Production Society | 60,180 |
| Postmodern Camerata | 5,800 | UzumeTaiko Drum Group Society | 3,500 |
| Powell Street Festival Society | 42,000 | Vancouver Academy Of Music | 57,963 |
| Pride In Art Society | 40,000 | Vancouver Access Artists Run Centre | 25,000 |
| Productions 2PAR4 Society | 8,000 | Vancouver Adapted Music Society | 7,000 |
| Push Festival Society | 87,276 | Vancouver Art Gallery | 2,166,000 |
| Radix Theatre Society | 10,000 | Vancouver Arts Colloquium Society | 4,000 |
| Raven Spirit Dance Society | 30,920 | Vancouver Asian Canadian Theatre | 25,000 |
| re: Naissance Opera | 9,440 | Vancouver Asian Film Festival Society | 43,400 |
| Realwheels Society | 30,000 | Vancouver Asian Heritage Month Society | 5,000 |
| Red Gate Arts Society | 20,000 | Vancouver Bach Choir | 49,111 |
| Redshift Music Society | 17,000 | Vancouver Book and Magazine Fair Society | 15,000 |
| Reel Causes Society | 4,000 | Vancouver Brass Collective Society | 4,000 |
| Reel to Real | 18,000 | Vancouver Cantata Society | 16,500 |
| Rice and Beans Theatre Society | 15,500 | Vancouver Chamber Choir | 22,440 |
| Ruby Slippers Productions | 15,000 | Vancouver Choral Arts Society | 8,000 |
| Rumble Productions Society | 30,000 | Vancouver Comic Arts Association | 6,500 |
| Sad Magazine Publishing Society | 7,500 | Vancouver Community Gamelan Society | 5,000 |

GRANTS – CULTURAL continued**CITY OF VANCOUVER**

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| Vancouver Co-Operative Radio Education Soc | 32,500 | Vancouver Recital Society | 46,265 |
| Vancouver Creative Space Society | 60,000 | Vancouver Seniors' Singing Club Association | 4,480 |
| Vancouver Dance Centre Society | 109,440 | Vancouver Society For Early Music | 56,600 |
| Vancouver East Cultural Centre | 175,000 | Vancouver Symphony Society | 1,087,282 |
| Vancouver Folk Music Festival Society | 80,000 | Vancouver Tagore Society | 11,000 |
| Vancouver Hack Space (VHS) | 5,000 | Vancouver Tap Dance Society | 9,625 |
| Vancouver Improv Festival Society | 2,000 | Vancouver Theatresports League | 5,000 |
| Vancouver Independent Music Centre Society | 6,000 | Vantage Point Strategies Society | 10,000 |
| Vancouver Inter-Cultural Orchestra | 30,120 | Vetta Chamber Music Society | 7,500 |
| Vancouver Int'l. Bhangra Celebration Society | 7,000 | Vines Art Festival Society | 25,000 |
| Vancouver Intl. Ctr for Contemporary Asian Art | 48,000 | VISAFF South Asian Film Festival Society | 2,500 |
| Vancouver Int'l. Children's Festival | 134,000 | Visceral Visions Society | 15,000 |
| Vancouver Int'l. Dance Festival | 35,000 | VIVO Media Arts Ctr Satellite Video Exch Soc | 37,500 |
| Vancouver Int'l. Film Festival Society | 313,829 | VocalEye Descriptive Arts Society | 30,000 |
| Vancouver Int'l. Fringe Festival | 40,000 | VSO School of Music | 11,876 |
| Vancouver Int'l. Writers Festival Society | 65,000 | Wen Wei Dance Society | 20,000 |
| Vancouver Jewish Film Festival | 10,000 | WePress Community Arts Space Society | 47,500 |
| Vancouver Latin American Cultural Centre Soc | 27,206 | West Coast Feminist Literary Magazine Society | 20,000 |
| Vancouver Latin American Film Festival | 18,000 | Western Canada Community Projects Society | 12,000 |
| Vancouver Maritime Museum | 400,000 | Western Front Society | 46,000 |
| Vancouver Men's Chorus | 13,366 | Western Gold Theatre Society | 10,000 |
| Vancouver Moving Theatre | 30,000 | Western Theatre Conspiracy Arts Society | 19,000 |
| Vancouver Native Housing Society | 30,000 | Wise Social And Athletic Club | 63,000 |
| Vancouver New Music Society | 32,000 | Yarilo Contemporary Music Society | 7,480 |
| Vancouver Opera Association | 238,869 | Zee Zee Theatre | 28,500 |
| Vancouver Out On Screen Film and Video Soc | 50,000 | | \$ 13,205,279 |
| Vancouver Poetry House | 15,000 | | |
| Vancouver Pride Society | 8,500 | | |
| Vancouver Pro Musica Society | 740 | | |

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| 211 British Columbia Services Society | \$ 38,468 | Justice Education Society of BC | 27,004 |
| Aboriginal Mother Centre Society | 75,000 | Kitsilano Neighbourhood House | |
| Afro Van Connect Society | 25,000 | Empowered Westside Seniors | 31,250 |
| Atira Women's Resource Society | 10,152 | Neighbourhood Organization | 93,765 |
| Aunt Leah's Independent Lifeskills Society | 58,178 | Other | 16,085 |
| Battered Women's Support Services | 64,250 | Kiwassa Neighbourhood Services Assocn | |
| BC Association of Community | 15,000 | Community Small Grants Project | 42,210 |
| Big Brothers of Greater Vancouver | 36,259 | Eastside Youth Wellness | 42,750 |
| Big Sisters | 44,345 | Neighbourhood Organization | 121,154 |
| Boys And Girls Clubs of South Coast BC | 58,165 | Other | 14,530 |
| Britannia Community Centre Society | 61,575 | Seniors Program | 10,000 |
| Canadian Mental Health Association | 21,600 | Youth Program | 37,388 |
| Carnegie Community Centre | 10,000 | La Bousole, Centre Communautaire Societe | 25,000 |
| Cedar Cottage Food Network Society | 13,400 | Learning Disabilities Association of BC | 25,376 |
| Cedar Cottage Neighbourhood House (ANH) | 118,778 | Leave Out Violence (LOVE) | 34,628 |
| Coast Foundation Society (1974) | 596,516 | Little Mountain Neighbourhood House Soc | 136,490 |
| Collingwood Neighbourhood House Society | 246,039 | Living in Community Society | 14,052 |
| Crisis Intervention & Suicide Prevention Ctr of BC | 29,364 | Makeway Charitable Society | 80,000 |
| Disability Alliance BC Society | 88,452 | Marpole Neighbourhood House | 101,616 |
| Downtown Eastside Neighbourhood House | 84,475 | Marpole Oakridge Family Place | 88,000 |
| Downtown Eastside Women's Centre | | Metro Vancouver Aboriginal Executive Council Soc | 140,000 |
| Chinese Seniors Outreach | 52,492 | Migrant Workers Centre BC Society | 24,000 |
| DEWC Drop-In Centre | 40,000 | Mission Possible Compassionate Ministries Soc | 713,000 |
| Indigenous Cultural Programming | 6,500 | Mom to Mom Child Poverty | 25,000 |
| Management & Administration | 90,572 | Mosaic - 3 Community Outreach Programs | 66,123 |
| DUDES Club Society | 20,000 | Mount Pleasant Family Centre Society | 68,968 |
| Dugout Drop-In Centre Society | 40,600 | Mt Pleasant Neighbourhood House | |
| Eastside Family Place Society | 63,415 | Family Resource Program | 10,612 |
| Embers | 150,000 | Indigenous Community Development | 35,000 |
| Equitas - International Centre | 20,000 | Neighbourhood Organization | 88,495 |
| Family Services of Greater Vancouver | 83,759 | Other | 14,530 |
| First Funds Society | 45,400 | Native Education Centre | 67,000 |
| First United Church Community Ministry Society | 25,376 | PACE - Providing Alt. Counselling & Educ'n. Soc | 94,300 |
| Four Eleven Seniors' Centre Society | 60,000 | Pacific Community Resources Society | 108,000 |
| Fresh Roots Urban Farm Society | 65,780 | Pacific Immigrant Resources Society | 72,846 |
| Frog Hollow Neighbourhood House | | Pacific Legal Education and Outreach Society | 10,000 |
| Frames Films Program | 25,000 | Pacific Post Partum Support Society | 8,842 |
| Generating Connections | 31,860 | PeerNet BC | 48,472 |
| Neighbourhood Organization | 107,757 | PHS Community Services Society | 20,000 |
| Others | 12,000 | PLEA Community Services Society of BC | 42,288 |
| Youth Skills | 22,192 | PovNet Society | 20,000 |
| Gallery Gachet Society | 20,000 | QMUNITY | 79,412 |
| Good Night Out Vancouver | 30,000 | Raincity Housing & Support Society | 20,000 |
| Gordon Neighbourhood House (ANH) | 102,352 | Ray-Cam Community Association | 10,000 |
| Gr. Van. Law Students Legal Advice Society | 29,352 | Reach Community Health Centre | 22,980 |
| Hastings Crossing Business Improvement Assoc | 15,000 | Red Fox Healthy Living Society | 45,000 |
| Hastings Family Drop-In Enrichment Centre | 30,452 | Renfrew-Collingwood Seniors' Society | 47,528 |
| Hastings North Area Planning Association | 8,250 | S.U.C.C.E.S.S. | |
| Hastings North Business Improvement Assoc | 35,400 | Seniors QOL Program | 20,828 |
| Health Initiative for Men Society | 35,000 | Sam Sullivan Disability Foundation | 25,000 |
| Helping Spirit Lodge Society | 25,376 | Seniors Services Society of BC | 32,888 |
| Hogan's Alley Society | 25,000 | South Granville Seniors Centre | 71,034 |
| Hope in Shadows Society | 40,300 | South Vancouver Family Place | 79,432 |
| Immigrant Services Society of British Columbia | 162,638 | South Vancouver Neighbourhood House | |
| Inner City Safety Society (NICCSS) | 31,401 | Neighbourhood Organization | 120,842 |
| Japanese Community Volunteers Association | 10,000 | Other | 17,267 |
| Jewish Family Service Agency | 16,120 | Seniors Projects | 50,472 |
| Jewish Seniors Alliance of Greater Vancouver | 10,000 | Youth Action | 20,000 |

GRANTS – COMMUNITY continued**CITY OF VANCOUVER**

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| Spinal Cord Injury BC | 48,000 | Vancouver School Board | 332,000 |
| Strathcona Community Centre Association | 101,588 | Vancouver Second Mile Society | |
| Street Youth Job Action | 67,008 | Downtown South NBHD Helpers | 21,350 |
| Supporting Women's Alternatives | 30,000 | DTES NHBD Helpers | 33,300 |
| The Aboriginal Front Door Society | 65,650 | DTES Seniors' Centre | 64,154 |
| The Access Pro Bono Society of BC | 15,000 | NBHD Helpers Chinese Outreach | 33,972 |
| The John Howard Soc.of the Lower Mainland of BC | 17,255 | Vancouver Women's Health | 10,000 |
| The Kettle Friendship Society | 130,899 | Vantage Point Strategies Society | 122,655 |
| The Kidsafe Project Society | 60,710 | Warriors Against Violence Society | 25,000 |
| The McCreary Centre Society | 28,000 | Watari Research Association | 117,868 |
| The Writers' Exchange Society | 25,000 | Wavefront Centre for Comm'n. Accessibility | 10,560 |
| Thunderbird Neighbourhood Association | 40,800 | West End Seniors' Network | 99,520 |
| TRAC - Tenant Resource & Advisory Centre | 55,996 | West Side Family Place Society | 40,192 |
| United We Can | 469,100 | Wish Drop-In Centre Society | 193,600 |
| Urban Native Youth Association | 78,360 | Women Against Violence Against Women | 59,988 |
| Vancity Community Foundation | 70,000 | Yarrow Intergenerational Society | 45,000 |
| Vancouver Aboriginal Community Policing Ctr Soc | 20,000 | YWCA Vancouver | |
| Vancouver Aboriginal Friendship Centre Society | 45,000 | Crabtree Corner | 58,876 |
| Vancouver Association for the Survivors of Torture | 60,000 | Single Mothers Support Services | 21,976 |
| Vancouver Community Network | 5,302 | | |
| Vancouver Native Health Society | 10,000 | | |
| Vancouver Native Housing Society | 10,000 | | |
| | | | \$ 9,309,497 |

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| Aboriginal Mother Centre Society | \$ 26,842 | South Vancouver Family Place | 10,630 |
| Association of Neighbourhood Houses BC | 235,000 | South Vancouver Neighbourhood House | |
| Brant Villa Daycare Society | 26,842 | Construction Project Mgmt Support | 37,000 |
| Britannia Community Centre Society | | Poppins Preschool & Out of School Care | 27,000 |
| Britannia Out of School Care | 27,000 | Waverly Out of School Care | 16,105 |
| Eagles Daycare & Out of School Care | 27,000 | Spare Time Fun Centre Society | 3,055 |
| Grandview Terrace Child Care | 27,000 | Strathcona Community Centre Association | |
| Mt. Pleasant Community Centre | 27,000 | Out of School Care | 27,000 |
| Preschool | 7,086 | Preschool and Group Childcare Centre | 27,000 |
| Cedar Cottage Neighbourhood House (ANH) | | Sunset Childcare Society | 26,842 |
| Beaconsfield | 18,790 | Sunset Community Association | 55,832 |
| Dickens Out of School Care | 21,474 | The Vancouver Society of Children's Centres | |
| Other | 11,369 | Atelier | 19,800 |
| Queen Alexandra | 13,421 | Bayshore | 39,600 |
| Cityreach Care Society | 3,055 | Dorothy Lam | 39,600 |
| Collingwood Neighbourhood House Society | | International Village | 39,600 |
| COVID Recovery | 10,000 | Library Square | 19,800 |
| Duke Str. Preschool | 27,000 | Quayside | 39,600 |
| Grenfell | 17,179 | Sapphire | 19,800 |
| Reserve Operating | 37,200 | Sea Star | 39,600 |
| Sarah House Early Learning & Care Centre | 26,842 | Shaw Tower | 19,800 |
| Terry Tayler | 17,400 | The Charleson | 19,800 |
| Developmental Disabilities Association | 39,600 | The Junction Children's Centre | 19,800 |
| Developmental Disabilities Association | 86,012 | The Mark Children's Centre | 19,800 |
| False Creek Community Association | 71,485 | Vancouver Society of Children's Centre | 124,000 |
| Frog Hollow Neighbourhood House | | West Village Children's Centre | 39,600 |
| Kidsworld School Age Care | 27,000 | Thunderbird Neighbourhood Association | 23,192 |
| Nootka Group Care | 26,842 | Tomorrow's Topkids Child Care Society | 1,175 |
| Satellite Daycare | 27,000 | Westcoast Child Care Resource Centre | 352,000 |
| Gordon Neighbourhood House (ANH) | 21,474 | YMCA of Greater Vancouver | |
| Kiwassa Neighbourhood Services Association | 54,221 | Gastown Parkades | 60,000 |
| L'Association de La Garderie | 1,410 | Nanook House | 27,000 |
| Little Mountain Neighbourhood House Society | 53,860 | Woodwards | 27,000 |
| McGregor Childcare Society | 36,000 | YWCA Vancouver | |
| Mt. Pleasant Neighbourhood House | | Citygate Early Learning | 26,842 |
| Before & After School Care | 23,621 | Crabtree Corner | 27,000 |
| Daycare & Preschool | 17,179 | Emma's Early Learning | 27,000 |
| Kid's Peak Daycare | 21,474 | Leslie Diamond | 39,600 |
| Pacific Immigrant Resources Society | 39,793 | | \$ 2,549,944 |
| Ray-Cam Community Association | 27,000 | | |
| Shannon Daycare Society | 27,000 | | |

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| 221A Artist Run Centre Society | \$ 63,000 | Gallery Gachet Society | 11,900 |
| A Better Life Foundation | 10,000 | Gastown Business Improvement Society | 25,000 |
| African Friendship Society | 25,000 | Greyhaven Exotic Bird Sanctuary | 4,000 |
| Alliance Francaise De Vancouver | 227,500 | Hard Rubber New Music Society | 12,000 |
| Artstarts In School | 25,000 | Hastings Crossing BIA | 25,000 |
| Association of Neighbourhood Houses | 8,936 | Hastings North Business | 25,000 |
| Atira Development Society | 200,000 | Helm Studios | 12,000 |
| Atira Women's Resource Society | 687,628 | Helping Spirit Lodge Society | 35,580 |
| Aunt Leah's Independent Lifeskills Society | 24,500 | Historic Joy Kogawa House Society | 37,500 |
| Bard On The Beach Theatre Society | 2,800 | Hope in Shadows Society | 2,430 |
| Battered Women's Support Services | 51,752 | Hoy Ping Benevolent Association | 19,350 |
| BC Artscape Society | 1,114,350 | I. E. Artspeak Gallery Society | 24,500 |
| BC Housing Management Commission | 2,895,107 | Italian Cultural Centre Society | 6,000 |
| BC SPCA | 2,152 | Kerrisdale Business Association | 10,000 |
| Beaumont Studios Artists Society | 18,000 | King George Parent Advisory Council | 10,000 |
| Blueridge Chamber Music Society | 15,000 | Kitsilano - 4th Avenue Business | 25,000 |
| Boca Del Lupo Theatre Society | 4,000 | Kitsilano Area Child Care Society | 5,000 |
| Cambie Village Business Association | 25,000 | Kiwassa Neighbourhood Services | 18,296 |
| Canada One Athletic Foundation | 1,250 | Kokoro Dance Theatre Society | 15,000 |
| Canadian Dolphin Swim Club | 6,375 | Kong Chow Benevolent Association | 56,720 |
| Canadian International Dragon Boat | 5,000 | Langara College Foundation | 21,000 |
| Carousel Theatre Society | 25,000 | Latincouver Business & Cultural Society | 42,500 |
| Catholic Street Missionaries Society | 2,000 | Little Mountain Neighbourhood | 5,000 |
| Chau Luen Kon Sol Society of Vancouver | 10,000 | Lord Roberts Pac | 10,000 |
| Children's Arts Umbrella Association | 240,000 | Lotus Light Charity Society | 3,000 |
| Chinese Cultural Centre of Greater Vancouver | 25,000 | Lu'ma Native BCH Housing Society | 270,000 |
| Christ Church Cathedral | 8,000 | Mah Society of Canada | 500 |
| Collingwood Business Improvement | 10,000 | Makeway Charitable Society | 34,500 |
| Collingwood Neighbourhood House Society | 316,207 | Malaspina Printmakers' Society | 20,000 |
| Commercial Drive Business Society | 25,000 | Marpole Business Association | 10,000 |
| Community Builders Group | 200,000 | Marpole Museum | 8,460 |
| Community Impact Real Estate Society | 194,430 | Marpole Neighbourhood House | 15,000 |
| Craft Council of British Columbia | 12,315 | McLaren Housing Society | 2,700 |
| Create Vancouver Society | 94,348 | Megaphone | 3,000 |
| Critter Care Wildlife Society | 2,022 | Metro Vancouver Aboriginal Exec. Council Soc | 130,000 |
| Croatian Cultural Centre | 15,000 | Mission Possible Compassionate Ministries Soc | 4,000 |
| Davie Village Business Improvement | 25,000 | Mount Pleasant Child Care Society - | 10,892 |
| Disability Alliance BC Society | 50,975 | Mount Pleasant Commercial | 35,000 |
| Downtown Eastside SRO Collaborative Society | 97,500 | Mount Pleasant Community | 7,000 |
| Downtown Eastside Women's Centre | 45,000 | Moves Move Us Association | 2,050 |
| Downtown Vancouver Business | 50,000 | MP Enterprises | 86,994 |
| Dr. Sun Yat Sen Garden Society | 84,460 | Mt. Pleasant Neighbourhood | 3,200 |
| DUDES Club Society | 6,000 | Museum of Vancouver | 5,000 |
| Dugout Drop-In Centre Society | 9,400 | Music BC Industry Association | 17,000 |
| Dunbar Village Business Association | 10,000 | Norman Rothstein Theatre | 15,000 |
| Duplex Artists' Society | 25,000 | Old Hastings Mill Store Museum | 60,000 |
| East Van Arts & Culture Society | 10,600 | Or Gallery Society | 22,500 |
| Eastside Culture Crawl Society | 19,710 | Osei-Duro Foundation | 12,645 |
| Eatart Foundation | 20,000 | Other Sights for Artists' Projects Association | 56,947 |
| Embers | 51,690 | Overdose Prevention Society | 10,495 |
| Employ to Empower Foundation Association | 6,001 | PHS Community Services Society | 80,975 |
| Environmental Youth Alliance | 25,000 | Point Grey Golf & Country Club | 7,500 |
| Exceleration Multisport and Triathlon Society | 5,000 | Point Grey Village Business | 10,000 |
| Fillip/Projectile Publishing Society | 8,000 | Potluck Cafe Society | 90,000 |
| Firehall Theatre Society | 1,364 | Powell Street Festival Society | 5,825 |
| First United Church Community Ministry Soc | 32,450 | Pride In Art Society | 15,300 |
| Free Geek Community Technology Ctr Society | 20,626 | Robson Street Business Association | 25,000 |
| Frog Hollow Neighbourhood | 4,110 | Secret Lantern Society | 20,000 |

GRANTS – OTHER continued
CITY OF VANCOUVER

| | | | |
|---|-----------|---|---------------|
| SFU Centre for Dialogue | 10,000 | Vancouver East Cultural Centre | 108,000 |
| Societe Maison De La Francophonie | 17,000 | Vancouver Food Runners Society | 32,000 |
| South Granville BIA | 25,000 | Vancouver Foundation | 45,000 |
| South Hill (Fraser Street) | 10,000 | Vancouver Heritage Foundation | 438,011 |
| South Vancouver Neighbourhood House | 11,669 | Vancouver Independent Music Centre Society | 20,500 |
| Southlands Riding Club | 5,000 | Vancouver International Film Festival Society | 60,000 |
| Spinal Cord Injury BC | 8,000 | Vancouver International Marathon Society | 1,250 |
| Squamish First Nation | 60,000 | Vancouver International Sculpture | 10,000 |
| St Andrew's Wesley Church | 2,965,900 | Vancouver Japanese Language School & Hall | 53,125 |
| St. James Community Square Society | 25,000 | Vancouver Latin American Cultural | 9,000 |
| Stanley Park Ecology Society | 11,666 | Vancouver Maritime Museum | 20,000 |
| Still Moon Arts Society | 20,000 | Vancouver Masonic Centre Association | 1,910,000 |
| Strathcona Business Improvement Association | 143,041 | Vancouver Native Health Society | 7,200 |
| Strathcona Community Centre Association | 4,000 | Vancouver Opera Association | 160,000 |
| Streetohome Vancouver Foundation | 150,000 | Vancouver Orphan Kitten Rescue Association | 4,000 |
| Sun Towers Holding Corp | 2,875,415 | Vancouver Police Historical Society | 3,900 |
| Tennis British Columbia | 7,500 | Vancouver Recital Society | 25,000 |
| Terminal City Glass Co-Op | 9,000 | Vancouver School Board | 18,271 |
| The 110 Arts Cooperative | 480 | Vancouver Seniors' Singing | 8,000 |
| The Access Pro Bono Society of BC | 40,000 | Vancouver Taiko Society | 2,400 |
| The Arts Club of Vancouver Theatre | 15,000 | Vancouver Women's Health | 19,800 |
| The Bloom Group Community | 35,550 | Victoria Drive Business | 10,000 |
| The James Black Gallery Association | 1,100 | Village Vancouver Transition Society | 13,336 |
| The Plastic Orchid Factory | 15,200 | Volleyball BC | 3,750 |
| The Vancouver Society of Children's | 12,395 | Watari Research Association | 123,343 |
| Theatre Under the Stars | 16,000 | WePress Community Arts Space Society | 45,000 |
| Trac Tenant Resource & Advisory Centre | 80,000 | West Broadway Business Improvement | 10,000 |
| UBC Faculty of Land and Food System | 7,600 | West Side Family Place Society | 21,000 |
| UBC - Faculty of Forestry | 17,000 | Westcoast Child Care Resource Centre | 35,000 |
| UBC - CSFS at UBC Farm | 41,065 | Western Front Society | 7,600 |
| Vancity Community Foundation | 37,121 | Whole Way House Society | 50,000 |
| Vancouver Aboriginal Friendship Centre Soc | 143,300 | Wish Drop-In Centre Society | 45,756 |
| Vancouver Aboriginal Transformative | 3,500 | Wongs' Benevolent Association | 25,000 |
| Vancouver Area Network of Drug | 4,680 | Working Gear Clothing Society | 960 |
| Vancouver Art Gallery | 20,000 | Yaletown Business Improvement | 25,000 |
| Vancouver Buddhist Temple | 29,300 | Yarrow Intergenerational Society | 30,000 |
| Vancouver Chinatown BIA Society | 50,000 | YMCA of Greater Vancouver | 1,829 |
| Vancouver Chinatown Foundation | 140,000 | YWCA Vancouver | 5,209 |
| Vancouver Chinese Pentecostal | 5,000 | | |
| Vancouver Creative Space Society | 3,700 | | |
| | | | \$ 19,243,239 |