



DRAFT

2018 – 2022 Financial Plan

Financial Plan Workbook

About the 2018 - 2022 Draft Financial Plan

The 2018 - 2022 Draft Financial Plan has been prepared for Council's consideration. Following the public input period, Council deliberations and adoption of the plan will take place in late January 2018. This is the second consecutive year the District has moved closer to the best practice of budget adoption in advance of the five-year period.

The Province of British Columbia's Community Charter requires municipalities to adopt an annual five-year Financial Plan, including revenue and tax policy disclosure. The Draft Financial Plan sets out proposed expenditures and funding sources for the five-year planning period starting in 2018. Financial information shown in this workbook for prior years is re-stated to reflect the 2017 financial plan amendment, which is planned for adoption by Council in December 2017. As a result, figures shown in this financial plan workbook may vary from those reported last year.

This Draft Financial Plan includes the operations of the District of North Vancouver, the North Vancouver District Public Library, North Shore Emergency Management, North Vancouver Recreation and Culture Commission, and North Vancouver Museum and Archives.

This workbook tells the budget story succinctly from a program and service perspective. It continues to move us toward a Government Finance Officers Association best practice that better informs the reader about the resources required to sustain and adjust levels of service over time and realize change envisioned in approved plans.

This workbook is a draft document. A final version will be published in January 2018 and, given our dynamic operating environment, adjustments are anticipated in the spring and fall of 2018.

A summary of the Corporate Plan priorities and financial policies supporting resource allocations is included in the Financial Planning Policy Framework section of this document. Unless otherwise stated, financial information in this workbook is shown in thousands.

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Chief Administrative Officer's Message

I am pleased to present the 2018 – 2022 Draft Financial Plan for consideration by Council and the community. The Plan format is consistent with changes made last year, wherein we adjusted the timing of our budget preparation cycle to allow for Council consideration in January, and the information is presented by service area. The first change enables us to initiate procurement earlier in the year, thereby securing services and potential cost savings in competitive markets. The second change speaks to our organizational goals of transparency, communicating our direction and clarity of purpose, and ensuring that the sometimes complex material is understandable and presented in an intuitive manner.

While the District has for some time been a municipal government leader with respect to planning for financing and renewal of our existing infrastructure assets, recent years have seen more significant demands as large replacement projects occur, such as the new Delbrook Community Centre, the Keith Road Bridge, and the Metro Vancouver Capilano water main project. In 2017, work began on the Montroyal Bridge replacement, improvements to the Ironworkers' Memorial Bridge and Highway 1 interchange, and the new North Shore Liquid Waste Treatment Plant. The last two are multi-year projects representing over a billion dollars worth of investment on the North Shore. At the same time, industrial re-development, replacement of older single-family housing stock, and construction of new multi-family housing projects are underway at a pace that is unprecedented in our recent history.

The Maplewood Town Centre Plan, under consideration by Council at the time of writing, represents significant future opportunity for locating new businesses and affordable housing on the North Shore in a highly desirable, newly revitalized neighbourhood. In 2018 we will also see considerable investments being made in parks, sports fields, sidewalks, cycling routes, pedestrian crossings, storm water management infrastructure, recreational facilities, transit facilities and services, and affordable housing, the latter in partnership with senior government. While these improvements will be happening across the whole District, supporting our new Town Centres as they take shape will continue to be a top priority.

Council and staff recognize that, while these changes represent exciting times from a community evolution perspective, there is also an expectation that we will diligently manage the changes to minimize possible negative impacts on quality of life. We also appreciate that, for many, improvements to our transit, roads and housing cannot come soon enough. We strive to strike a balance in meeting longstanding and emerging needs, without overwhelming the community.

Beyond the capital investments included in this Draft Financial Plan are operational investments in human resources to meet the increasing demands we are facing in bylaw enforcement, parks management, construction oversight, transportation management, and permit processing. Development Revenue is funding much of this growth in capacity.

Our mission as an organization is to provide leadership and exemplary public service that supports our community's needs today, and its aspirations for tomorrow. In the context of a very busy and evolving time in our history, this Draft Financial Plan will ensure we keep moving towards achieving our mission.

David Stuart

Chief Administrative Officer

Chief Financial Officer's Message

The 2018 - 2022 Draft Financial Plan leverages the financial resilience and strong foundation we have achieved over the past decade. Consistent with our efforts to contain costs, support levels of service and sustain existing assets the proposed 2018 tax levy increase is 3%, 2% towards the cost of sustaining District services plus 1% to fund maintenance and renewal of assets. The District's focus on sustainable service delivery and community assets is one of the foundational pieces that make the District one of the most desirable communities to live in across North America.

This year's financial plan workbook highlights the services we deliver with particular focus on transportation, parks, recreation and community renewal. The five year plan profiles over \$280 million of key asset renewals and upgrades such as the Maplewood Fire facility, investments in the Highway #1 interchange in collaboration with the Province, the creation of the Lions Gate Community centre and other select upgrade and expansion projects supporting approved Council plans. Also featured in the plan is Metro Vancouver's North Shore wastewater treatment plant. Rising costs attributable to the plant (inclusive of secondary wastewater treatment) will start to flow from Metro to you in this budget. The District's objective is to smooth out plant cost impacts at an average of 4% per year over a number of years to mitigate major increases from Metro in any particular year.

The District remains well positioned to meet new Federal and Provincial grant program requirements that emphasize all local governments must demonstrate and report out progress towards the integration of risk management, asset management and long term financial planning. Provincial and Federal agencies are well aware of our efforts and this should serve well as we work hard to leverage funding programs.

We take a long-term view toward delivering community services in ways that do not compromise the ability of future generations to meet their needs.

Andy Wardell

Acting General Manager,
Finance and Technology, Chief Financial Officer

INTRODUCTION

Budget in Brief

The 2018 Draft Budget proposes an overall property tax increase of 3%, with 2% to fund municipal operations and 1% to support funding for asset renewal. Operational savings achieved in prior years are still being realized in this budget, despite higher levels of activity.

Official Community Plan (OCP) related activity in the Town Centres, and the natural renewal of aging single-family housing stock across the District continues the evolution of our community. New development revenue is supporting our functional capacity in development services, and related revenue from prior years is brought forward to stabilize development operations in this plan.

In 2018, OCP-related growth in tax revenue supports core operations such as increased activity in parks, bylaw enforcement and fire services, while revenue from other growth in tax revenue is being invested in active transportation improvements. Operational savings from prior years are boosting annual park improvements. Other operational pressures are actively managed as the community continues to develop amid construction activity, initiation of new projects, and completion of large projects already underway.

The 2018 operating expenditures, totaling \$160.2 million, support these endeavors. Maintenance, renewal, and expansion of capital assets in 2018 are achieved through a \$65.9 million capital budget. The District's long term funding strategy focus on sustaining services and renewal of assets in balance with available financial resources.

Net Operations	2.0%
Asset Renewal*	1.0%
Total	3.0%
<i>*Add 1% each year to close the funding gap (policy)</i>	

Table 1: Municipal Property Tax Increase

Tax Rates:

The proposed tax increase of 3.0% or \$64 on the average single family home first considers revenue from all other sources as well as operational adjustments.

Capital Plan:

The 2018 Capital Plan reflects the continuing growth and community renewal we are experiencing in the municipality. Since 2013, the Capital Plan has more than doubled from the typical range of \$20 - \$30 million per year.

The Capital Plan for 2018 is \$65.9 million, \$8.6 million more than last year's \$57.3 million plan. The plan includes important community projects such as construction of the Lions Gate Community Centre, improvements to Seylunn and Lynn Canyon Parks as well as initial works on a new Artificial Turf Field in Inter River Park. Transportation capital includes over \$10 million invested in safe and active transportation projects over the five-year plan (\$2.7 million in 2018). The Lower Lynn Interchange improvements, in partnership with the Province and the Government of Canada, continue with the Mountain Highway Interchange (phase 1) expected to complete fall 2018. Partnership agreements, completing in 2018, will require an amendment to the Financial Plan. The new Maplewood Fire Hall is also included in the plan with design completing 2018 and construction planned for the following year.

With the Capital Plan averaging \$65 million per year over the next three years and additional projects anticipated in the near future, a measured approach and careful management of available resources will be required.

Utility Rates:

On December 4th, Council approved utility rate increases of 3.8% for single family homes and 1.6% for multi-family homes reflecting inflationary pressures, operational adjustments, and a net increase in most capital and reserve contributions. Although Metro Vancouver's water and sewer rates move upwards at an accelerated pace over the next five years, the District's financial resiliency strategy initiated in 2013, now mitigates much of this impact. While Metro Vancouver has provided a five-year plan, District staff continue to work with Metro Vancouver with the aim of producing a ten-year view of their financial plan to understand the full impacts of major capital projects on our ratepayers such as the impacts from the new sewage treatment plant.

Reserves

Operating reserves mitigate risk and enable an appropriate response to adverse events, while utility and asset reserves enable the District to maintain asset service levels at the lowest lifecycle cost. The Land Opportunity fund preserves the value of the District's land inventory and allows Council to take advantage of opportunities or designate certain lands for strategic long-term benefits.

Development revenues have been projected and included in this plan with some major revenues and expenditures still subject to future Council direction.

Reserve use must be Community Charter compliant and is restricted to the purpose for which the reserves are intended. All appropriations from reserves are included in the Financial Plan Bylaw.

Financial Summary (000's) - Consolidated

	2017	2018	2019	2020	2021	2022
Revenue						
Taxation	\$ 98,335	\$ 103,578	\$ 107,318	\$ 111,124	\$ 115,045	\$ 119,082
Sales, Fees, and Other User Charges	86,261	89,558	92,444	95,651	99,058	102,609
Developer Contributions	19,631	15,438	12,574	26,177	13,538	9,694
Grants and Other Contributions	8,713	3,040	2,885	6,576	2,226	2,561
Investment Income	3,587	4,864	4,743	4,911	5,546	6,070
Penalties & Interest on Taxes	705	720	734	749	764	779
	217,232	217,198	220,698	245,188	236,177	240,795
Proceeds from Debt	-	-	-	-	-	-
Transfers In from:						
Operating Reserves & Surplus	7,982	8,407	2,825	1,221	496	1,602
Capital Committed Funds	407	-	-	-	-	-
Reserve Funds	47,708	69,147	70,199	53,761	49,443	40,993
	56,097	77,554	73,024	54,982	49,939	42,595
Source of Funds	\$ 273,329	\$ 294,752	\$ 293,722	\$ 300,170	\$ 286,116	\$ 283,390
Operating Expenditures						
Community Services	\$ 36,043	\$ 37,144	\$ 37,851	\$ 39,102	\$ 40,295	\$ 40,026
Planning and Development	10,816	12,179	11,850	12,022	11,897	12,074
Transportation and Engineering	8,260	8,881	8,534	8,596	8,756	9,251
Protective Services	40,520	41,783	42,486	43,371	44,333	45,260
Utilities	42,160	43,558	45,904	50,249	56,160	61,794
Governance and Admin	15,206	16,682	12,064	12,212	12,304	12,610
	153,005	160,227	158,689	165,552	173,745	181,015
Capital Expenditures	57,293	65,891	72,784	58,487	49,547	42,214
Debt Service	4,206	4,041	2,986	2,986	2,986	2,986
Transfers Out to:						
Operating Reserves & Surplus	837	3,302	520	524	527	530
Reserve Funds	57,988	61,291	58,743	72,621	59,311	56,645
	58,825	64,593	59,263	73,145	59,838	57,175
Use of Funds	\$ 273,329	\$ 294,752	\$ 293,722	\$ 300,170	\$ 286,116	\$ 283,390

Capital Plan (000's)

	BUDGET	PLAN				5 YR
	2018	2019	2020	2021	2022	TOTAL
Asset Type						
Buildings	22,493	26,628	16,881	17,019	10,513	93,534
Drainage	5,402	10,900	3,759	5,893	3,201	29,155
General	404	487	580	879	502	2,852
Library Collection	627	614	652	665	678	3,236
Natural Hazards	485	495	505	37	38	1,560
Parkland	9,915	3,821	12,049	2,084	3,983	31,852
Sanitary	2,547	2,847	3,959	2,876	3,750	15,979
Technology	2,578	1,320	1,328	1,409	1,892	8,527
Transportation	10,006	16,227	8,943	8,674	8,579	52,429
Vehicles & Equipment	5,192	2,717	2,438	2,946	1,244	14,537
Water	6,242	6,728	7,393	7,064	7,834	35,261
	65,891	72,784	58,487	49,546	42,214	288,922
Funding Source						
Infrastructure Reserve	14,294	32,866	22,512	25,897	20,274	115,843
Utilities Reserve	11,461	14,967	11,199	12,109	10,905	60,641
New Capital & Innovation	6,064	2,290	7,755	3,807	3,824	23,740
Land Opportunity	1,195	3,978	-	-	-	5,173
Reserve/ Surplus	7,804	4,831	2,939	3,211	2,524	21,309
Operating	418	312	318	325	-	1,373
Developer	23,195	12,407	8,941	3,724	3,880	52,147
Grants/ Others	1,460	1,133	4,823	473	807	8,696
	65,891	72,784	58,487	49,546	42,214	288,922

FINANCIAL PLANNING POLICY FRAMEWORK

Strategic Framework

The District takes an integrated approach to planning, resource allocation and reporting, which includes a number of plans and key documents. This approach begins with the Official Community Plan (OCP), which provides the overarching context within which the District delivers services. Next, the Corporate Plan translates OCP goals into strategic priorities and actions over a four-year horizon. The Corporate Plan is carefully crafted at the beginning of each new Council's term, to ensure that the District is simultaneously working towards its OCP vision while responding to community input, addressing organizational challenges, and adjusting to external influences.

Together with the Financial Plan, the Corporate Plan informs divisional work plans that will deliver the programs and services required to meet community needs. Finally, detailed strategic planning documents, such as Asset Management Plans, Transportation, and Parks Plans, support the higher-level documents. The cycle is complete with production of the Annual Report, which references the OCP, Financial, and Corporate Plans

Corporate Plan

The District has entered an era of change on a scale not experienced for decades. Accordingly, the 2015 - 2018 Corporate Plan's priorities represent the necessary steps to steward the District through this evolution. These priorities ensure that the District will complete the vision set out in the OCP, while simultaneously managing the impacts of change.

To develop the Corporate Plan, staff and Council examined the community's initial experiences with implementing the OCP, assessing the impacts of change both within the community and on District resources. This process informed the Plan's 11 strategic priorities, which are organized into three focus areas:

- Achieving the community vision of the OCP
- Providing strong governance and service
- Protecting and enhancing the environment, and building resilience

The Plan's priorities will continue to evolve as milestones are achieved, and the organization moves closer to realizing the community vision.

Priorities, Goals and Resources

The District's strategic planning framework ensures continuity in goals and priorities from year-to-year while allowing the organization to be adaptable. For example, in the latter half of 2017, staff and Council took stock of the OCP and Corporate Plan implementation experience to date, and refreshed or amended priorities, which are reflected in this Financial Plan. The Services sections of this workbook outline the specific priorities, with focus on key areas such as:

- Refining Town Centre construction management strategies and parking policy
- Updating the District Childcare Policy
- Targeting resources for safe and active transportation projects, while advocating for a range of transportation improvements with senior government and Translink
- Pursue key governance issues such as service standards, community engagement, and consolidation of services with City of North Vancouver.

While these goals represent an increase in activity, as well as some significant departures from past practices, as with previous years it does not generate a marked impact in the Financial Plan. Most of the development and change-related pressures affecting the operating budget are funded through development revenue and the reallocation of existing resources.

As well, the District continues to be a leader in sustainable funding for capital projects. Funding for these types of major projects can include external sources and reserves, whereas most development-related work is funded by fees, and renewal work across the District is life-cycle managed and paid for with funds set aside for renewal capital. Together with our OCP and Corporate Plan, the Financial Plan ensures that the District is working towards the kind of community its residents envisioned, in a livable and sustainable manner.

LONG TERM FINANCIAL PLAN

Other planning tools assist the District in meeting community needs, while continually balancing services and affordability.

The Long Term Financial Plan (LTFP), which looks to a ten-year time horizon, incorporates impacts from all plans, and forecasts a financial position based on assumptions, strategies, and policies that support long-term financial resiliency. The LTFP is a partner to other District plans, which are all guided by the Official Community Plan (OCP). The OCP describes the service vision and the LTFP describes if there is adequate funding to achieve the vision. While this draft five-year Draft Financial Plan begins to include the impacts of growth, revisions are anticipated in the spring and fall of next year to reflect Council direction on partnership and development agreements, as well as operating impacts from new amenities, infrastructure and affordable housing.

Long Term Funding Strategy

A Long Term Funding Strategy for municipal and utility services provides the basic framework for the Long Term Financial Plan.

The current 10-year strategy for services paid through the municipal tax levy identifies these remedies to address any funding imbalance:

- Increase taxation and user fee revenue at the rate of inflation
- Implement new fees and charges for private benefits
- Add 1% for asset renewal until sustainment levels are reached
- Reduce net operating costs by the equivalent of 0.5% on the tax levy through annual adjustments
- Strategic use of debt

Solutions are designed to achieve a balance between revenue and expense and lay the policy foundation for future budgets. This model is revisited each year and adjusted to reflect new circumstances and economic assumptions.

The following items are new for 2018:

- New revenues from development activity are reinvested in development services capacity and related prior year revenues are rolled forward to stabilize development operations
- Revenue from OCP related growth in the tax base is allocated to support increased activity in parks, bylaw enforcement, fire and legal services
- Growth in the tax base from other development activity, primarily redevelopment of single-family neighbourhoods, is allocated to safe and active transportation (\$1 million in 2018, reaching \$2 million in ongoing funding by 2021)
- Operating savings from prior years are reinvested in park capital improvements outside the centres to establish an ongoing funding source for this work (\$200k in 2018 with additional adjustments planned)
- To ensure development charges keep pace with the growth related impacts from development, the Development Cost Charges (DCC) bylaw will receive a major refresh early in 2018 and the CAC policy will be revised for latest economic assumptions and community amenity cost estimates

Growth Management Model

This model stabilizes the impacts from growth by reserving OCP related growth in the tax base to fund future impacts from growth on services. Ongoing revenue is projected to reach \$1.7 million in 2018. While this revenue offsets future operating costs, such as those associated with the new

Budget (000's)	Change	2018	2017	2016
Tax Growth (OCP)	889	2,636	1,747	1,536
Service Allocation	(685)	(961)	(276)	(226)
Reserve	204	1,675	1,471	1,310

Lions Gate Community Centre opening in 2019, one-time contributions to the reserve from prior years support capital improvements included in this budget.

Asset Management

Asset Management ensures community services are delivered in a social, economic, and environmentally responsible manner that does not compromise the ability of future generations to meet their own needs. Using international best practices, we measure the sustainability of our infrastructure including impacts from growth. Asset Management Plans are updated annually for each asset group on a full life cycle cost basis, reporting on asset condition, levels of service, risk management and replacement values.

Asset condition categories range from “Very Good” to “Very Poor”. Based on physical condition, infrastructure in “Poor” and “Very Poor” condition is estimated at \$100 million (5% of our total asset base). Funding this “backlog” is addressed through the “1% Asset Renewal” policy and progress can be measured through the “Operating Surplus Ratio”. Our actual performance over the last three years is now within the best practice range and continuing the 1% policy through 2022 will enable the District to reduce its infrastructure backlog and begin to replenish its reserves. Additional project management resources are also required to implement major projects and this plan addresses those requirements by included additional resources in the facilities and engineering areas.

Policies Guiding This Financial Plan

These general policies were followed in the preparation of this workbook.

Long-Range Plan: an annual five-year plan is prepared including major capital projects and related operating impacts. This plan is rolled into a ten-year Financial Plan for consideration at Council’s Long Term Funding Strategy workshop.

Tax Strategy: tax rates are aligned with regional averages. A number of tools are available to support this strategy including shifting taxes between classes and reinvesting taxable improvements within a class.

Balanced Budget: ongoing net operating expenditures and asset renewal will be funded through taxation and user fees and stabilized through reserves.

Growth Management: development will pay for its impacts on the community including funding its share of investment in asset upgrades and expansion as well as funding net operating impacts to maintain levels of service through OCP related growth in the tax base. Growth in the tax base through other development activity is invested in transportation improvements envisioned outside the town centres.

Revenue: is adjusted annually for the effects of inflation. Fees and charges are adjusted based on cost of service and private benefits.

Surplus: general operating surplus is maintained at a minimum of 5% of the prior year's revenue from taxation. Surplus in any given year can be used as a funding source for one-time items, not as an offset to the tax levy. After adjusting for operating risks, any remaining surplus is contributed to the Infrastructure Replacement Reserve.

Reserves: are used for the purpose for which they are established and collected. Asset reserves are maintained at levels that reflect expected asset life and support the lowest lifecycle cost. Investment income is allocated to reserves to sustain purchasing power.

Investments: shall be Community Charter compliant focusing on preservation of capital followed by liquidity, then by rate of return.

Debt Management: debt is a financing tool the District uses strategically to augment steady state replacement of assets or to acquire new assets supported by business cases. Early debt retirements that strengthen the District's long term financial position are acted on and savings are redirected to the Infrastructure Replacement Reserve or future debt servicing.

Budget Adjustments: the District practices demand management and cost containment, including a 0.5% efficiency factor in the budget after adjusting costs for inflation. For 2018, new development revenue is reinvested in development services capacity and operating savings from prior years are re-invested in park improvements outside Town Centres.

Asset Management Plans: provide information on asset renewal, upgrade, expansion, and decommissioning decisions and support the creation of a ten year Capital Plan for Council prioritization.

Asset Renewal Funding Gap: one percent of the previous year's tax levy is added each year for asset renewal until the sustainment level is reached.

Financial Plan Schedule

Date	Meeting Purpose	Time / Location	Comments
2017			
Monday October 2	2018 Budget Update	Committee Room 5:00-7:00 pm	Regular Council Meeting
Monday December 4	2017 Financial Plan - Fall Amendment	Council Chamber 7:00 pm	Regular Council Meeting
Monday December 11	2018 Budget Introduction - Draft Financial Plan Workbook	Council Chamber 7:00 pm	Regular Council Meeting
2018			
Wednesday, January 10	Community Associations briefing	Meeting Room A 7:00-9:00 pm	Financial Plan Meeting (to schedule)
Monday, January 15	Receive public input and Council opening remarks	Council Chamber 7:00 pm	Regular Meeting of Council - Financial Plan
Tuesday, January 16	Financial Plan deliberations	Committee Room 5:00-7:00 pm	Workshop
Monday, January 22	Financial Plan deliberations (if required)	Committee Room 6:00-7:00 pm	Workshop
Monday, January 29	First three readings of Financial Plan Bylaws	Council Chamber 7:00 pm	Regular Council Meeting
Monday, February 5	Final adoption of Financial Plan Bylaws	Council Chamber 7:00 pm	Regular Council Meeting
Monday, April 16	Tax Distribution Workshop	Committee Room 7:00 pm	Council Workshop
Monday, May 7	Final Adoption of Tax Rate Bylaw	Council Chamber 7:00 pm	Regular Council Meeting

MUNICIPAL SERVICES

This section organizes municipal activities into service themes to provide an overview of services, strategic priorities, projects and initiatives for the coming year. The financial summary aligns services with financial policy and informs the reader about the resources required to sustain levels of service over time. For this year, growth in taxation revenue and use of prior year surplus to stabilize operations has the effect of decreasing “Percent (%) Cost Recovered by Revenue” shown in operating budget information. Operating budgets for taxation-supported services also exclude most transfers to capital reserves, debt service, and allocations of administrative support costs, which are managed centrally for this version of the financial plan workbook.

Community Services

Community services are provided through several municipal departments and partner agencies.

Parks provides services that support the public enjoyment of over 16,000 hectares of parks and green spaces. Services include forestry and wildlife stewardship, trail and habitat enhancement, horticulture and street tree maintenance, sport fields, sport courts and playground maintenance, park litter collection and recycling, park buildings and structures repairs, signage and graphics. There is a Park Ranger program for public safety, rescue and security in our parks, trails and alpine areas. Parks strives to create a sense of pride and community identity through beautification, support for community events, park interpretation, environmental education, agriculture heritage preservation and sustainability education, as well as public and stakeholder volunteer participation.

Park users can hike, bike, run and walk over 200 km of trails and pathways, which interconnect the District and go from sea to sky. The District’s mountainous surroundings offer opportunities for mountain biking, hiking and interacting with nature. Waterfront parks offer swimming, kayaking, rowing, and boating activities. Residents and visitors can enjoy the District’s 51 playgrounds, four water spray parks, 44 tennis courts, 35 sport fields, four sport courts, and three skate parks. The park system offers opportunities for outdoor activities, an ecology center and Maplewood Farm all of which attract visitors from the Lower Mainland and tourists from around the world.

Recreation and Cultural Services, led by the North Vancouver Recreation and Culture Commission (NVRCC), provide a wide variety of recreation and cultural services on behalf of the District and City of North Vancouver. The Commission ensures that an appropriate range of leisure opportunities is available to meet the needs of citizens regardless of their age, gender, ability or economic status. Community Recreation Centres include many public amenities such as swimming pools, art spaces, fitness studios, weight rooms, youth centres, ice arenas, gymnasiums, sport courts, multi-purpose rooms, and meeting rooms.

Connecting people in a welcoming, creative, active and safe environment is a goal of the NVRCC. The Commission strives to offer accessible, diverse and innovative programs and services as well as encourage residents to take responsibility for their own health and well-being through participation in recreation and cultural activities. In partnership with community groups and corporate partners, the NVRCC aims to improve the health and well-being of all North Vancouver residents.

The new Delbrook Community Recreation Centre, opened in June 2017, is a dynamic hub for health and wellness, recreation, arts and culture, and community gatherings.

The Commission operates 10 Community Recreation Centres, the North Vancouver Tennis Centre and Centennial Theatre, and manages community events and the municipal public arts and culture grant program.

Library Services go beyond the space of traditional libraries and enrich our community by connecting community members, fostering knowledge and inspiring stories. North Vancouver District Public Library (NVDPL) continues to be one of the most highly used public libraries of its size in Canada and holds the highest per capita percentage of participants in the annual Summer Reading Club in British Columbia.

North Vancouver District Public Library offers an extensive collection of books and digital items, including eBooks, magazines, newspapers, DVDs, and CDs. In addition to the collections, NVDPL offers a full range of information services and 21st century learning opportunities to cultivate and enrich lifelong learning. The Library supports social well-being through the offering of unique and innovative adult and children's programs to residents, as well as by providing community meeting and study space. Professional staff also provide resources and services that support children and families, seniors, homebound residents, new immigrants, and job seekers.

Three library branches serve our residents; Capilano Library provides service to the western portion of the District, Parkgate Library serves the District's eastern communities from Seymour to Deep Cove, and the Lynn Valley Library serves its immediate community.

The Library is an active member of the Public Library InterLINK Federation providing our residents with access to Libraries across British Columbia. The Library is also an active member of the BC Libraries Cooperative, a 100% Canadian, community enterprise focused on the delivery of shared operational infrastructure and resources for over 200 member institutions and organizations across Canada. Their mission is to help libraries help people, by making it easier and more affordable for libraries to access the technology, ideas, content and expertise they need to deliver services to users. The North Shore libraries work collaboratively coordinating the North Shore Writers' Festival, conducting joint staff training opportunities, working collectively on joint technology projects, and harmonizing the majority of fees, charges and related policies.

Museum & Archives provides services that engage, strengthen and inspire our community and its visitors by exploring history, connecting people and sharing ideas. The North Vancouver's Museum and Archives (NVMA) is the sole custodian of the community's cultural, archival and museum collections. The NVMA brings our community's history to life by preserving historically valuable community records, organizing exhibitions, delivering educational programs for local schools, caring for collections, documenting local history, and providing access to archival information. Activities, resources and events are offered for people of all ages and backgrounds. Users include school groups, families, both new and long-time residents, tourists, genealogists, heritage researchers, and representatives of businesses, municipalities, and community organizations.

The Archives in Lynn Valley's Community History Centre contain an extensive collection of publicly accessible municipal, business, and personal records, historical photographs, maps, books, oral histories and other significant documents relating to North Vancouver. Reference and reproduction services are provided to the public on-site and by telephone, mail, and email.

The Museum located at Presentation House will close in April 2018 to prepare for a move to a new location on the 100 block of West Esplanade in the City in 2019. Federal funding of \$3 million was provided for the new museum. Changing temporary exhibits are displayed at the Museum, at the Archives building in Lynn Valley, and in community facilities through Mobile Exhibits. New online content is also regularly added to the website (nvma.ca) which includes an online search component for archival records.

Specialized educational programs are offered to school children and teachers, as well as to community and private groups, through Museum tours, in-school programs, outreach kits, and over the internet. Displays and activities are also presented at community events throughout the year.

Strategic Priorities

- Inter River Park and Argyle School artificial turf fields
- Commence work on a Seymour Recreational Trail Strategy
- Work with the City to update the recreation and culture facilities plan and funding models
- Construct Lions Gate Community Centre and design Lynn Creek Community Centre
- Detailed design of Seylynn Park upgrades and the park plaza
- Enhance parking and traffic management in key recreational staging areas including Deep Cove
- Upgrade parking, lighting, roadways and traffic circulation in the Lynn Canyon park central area
- Construct the Digital Story Lab at the Lynn Valley Library

Financial Information (000's)

Highlights - Operating

The increase in Recreation and Culture is attributed to the recent labour settlement and the annualized costs of the new Delbrook Recreation Centre. Parks and Open Spaces is increased to reflect the addition of park rangers and the addition of temporary resources for the maintenance of urban parkland and trails due to increased use. Library services costs reflect increased demand for digital collections.

Operating initiatives include policy work to define the commercial use of parks, Parkgate and Lynn Valley Libraries renewal and upgrade planning, Library branding initiative, and a provision to allow for an appropriate level of Library software licensing costs.

Operating	2017 Budget	2018 Budget	Y:Y
Revenue			
- Government Grants	214	214	-
- Sales, Fees, and User Charges	13,115	13,393	278
	13,329	13,607	278
Transfers in	597	215	(382)
Source of Funds	13,926	13,822	(104)
Costs			
- Community Facilities	244	240	(4)
- Community Grants	1,232	1,259	27
- NV Museum & Archives	542	555	13
- NV Public Library Services	5,610	5,775	165
- NV Recreation & Culture	18,302	18,749	447
- Parks and Open Spaces	7,919	8,419	500
- Public Golf	2,259	2,301	42
- Operating Initiatives	210	130	(80)
	36,318	37,428	1,110
Transfers Out	1,019	1,072	53
Use of Funds	37,337	38,500	1,163
Tax Levy	23,411	24,678	1,267
% Costs recovered by Revenue	36.7%	36.4%	-0.3%

Highlights – Capital

In addition to annual renewal capital, the \$27.3 million capital budget for community service includes new capital projects highlighted below.

- Library Collections - new books and materials for the Lions Gate Community Centre library collection opening in early 2019
- Library Facilities & Equipment - window treatment at the Lynn Valley library and teen space improvements in Capilano
- Lynn Canyon Park - central area road improvements, upgrade of parking lots, drainage improvements and lighting installation
- Museum Facilities & Equipment – two new mobile museum exhibits
- Recreation Facilities - design & construction of the Lions Gate Community Centre and design of Lynn Creek Community Centre
- Sportfields - Artificial turf fields at Inter River Park and Argyle School (design)
- Trails - Seymour area alpine trail study to improve public access, assess trail condition, review environmental impact & establish trail network
- Urban Parkland - Seylynn Park restoration and replacement of Sunshine Wharf (local improvement)

Capital	Cost	Reserves/ Fees	Developer	Grants/ Others
Community Facilities	21	21	-	-
Library Collections	627	577	50	-
Library Facilities & Equipment	514	514	-	-
Library Innovation & Learning	81	81	-	-
Lynn Canyon Park	1,290	1,171	119	-
Maplewood Farm	25	25	-	-
Museum Facilities & Equipment	62	62	-	-
Natural Parkland	240	240	-	-
Public Art	50	50	-	-
Public Golf	605	605	-	-
Recreation Equipment	145	145	-	-
Recreation Facilities	15,207	1,074	14,133	-
Recreation Technology	210	210	-	-
Sportsfields	2,370	2,123	220	27
Trails	1,007	1,007	-	-
Urban Parkland	4,914	2,174	2,740	-
Total	27,368	10,079	17,262	27

Planning and Development

Planning and Development includes Community Planning, Development Services, and Real Estate and Properties.

Community Planning is responsible for long range, integrated community planning and environmental management. Principal work includes the District's Official Community Plan (OCP) and its implementation through town/village centre plans and strategies to advance policies in areas of housing, transportation, energy and greenhouse gas emissions reduction, social well-being, and the environment. Through the social planning program, community service grants and funding are allocated in accordance with Council policy to sustain quality of life for all District residents. The environmental program delivers policy and regulatory measures as well as technical support to other departments. Community energy and climate action planning are part of the environmental portfolio. Meaningful and ongoing community engagement and consultation are integral to these services. Comprehensive monitoring of community profiles, statistics and indicators towards achievement of policy goals and targets is provided.

Development Services is responsible for the review of a variety of land use applications including OCP amendments, re-zonings, subdivisions, development permits and development variance permits. In addition, the related departments processes various technical permits including building, electrical, mechanical and sign permits, as well as liquor licence applications and business licensing. Permits and licences performs inspections at various stages of construction, monitoring work to ensure buildings are safe, reviewing compliance with a variety of bylaws, and works to inform, educate and, where necessary, enforce a variety of regulatory bylaws. These departments provide a high level of customer service to their clients including homeowners, builders, developers, real estate agents, residents and the community at large related to building and development planning matters. The group also supports Council and Executive in the development and implementation of a number of policy areas including land use, development policy and health and safety.

Real Estate and Properties Services provides a variety of real estate services for District owned properties such as property management, community leases, negotiation, valuation, and marketing. These services can involve valuating, marketing and negotiating to sell, lease, license, assemble, exchange and acquire land, and interests in land, such as rights of ways, easements or covenants. The department also conducts and arranges for Land Title Office and Court Registry searches for District staff.

Strategic Priorities

- Address single family home replacement issues such as loss of greenery, drainage, size and enforcement
- Incorporate approved Town / Village Centre Plans into OCP
- Prioritize processing of development applications to Town Centres, affordable housing, employment and those already in progress
- Complete preliminary work on possible OCP review in 2019
- Increase enforcement of and penalties related to inappropriate development activities
- Review Town Centre parking policy
- Develop a strategy to deal with short term rentals

- Review childcare strategy in light of changes to school capacity
- Implement Rental and Affordable Housing Strategy and clarify refinements necessary
- Work with two new Committees on work plan (OCP monitoring and Major Infrastructure Projects)
- Commence implementation of Maplewood Plan
- Identify suitable DNV lands and work with the Province and other partners to build homeless shelter and affordable housing
- Implement necessary changes to deal with Cannabis legalization
- Implement DCC changes (DNV, Metro Sewer, and Translink) and adjust CAC's if necessary
- Implement changes to Construction Bylaw
- Implement changes to Building Code and new Energy Step Code
- Review opportunities to improve Standard of Maintenance Bylaw
- Work with Heritage Committee to develop Heritage Plan

Financial Information (000's)

Highlights – Operating

Growth and development continue to be guided by the OCP and preliminary work on a possible OCP review in 2019 is included in this plan. Increases to development services reflect adjustments to staff capacity to meet higher activity levels and are funded from development revenue. Revenue from prior years is rolled forward (transfer in) to stabilize development operations and support operating initiatives.

Operating initiatives include items such as policy work requiring Council direction, an investment in development review capacity, digitization of planning, permits, and property records, and Phase II of the groundwater study for flood risk mapping in support of building permit applications.

Operating	2017 Budget	2018 Budget	Y:Y
Revenue			
- Government Grants	92	-	(92)
- Sales, Fees, and User Charges	11,905	12,855	950
	11,997	12,855	858
Transfers in	292	845	553
Source of Funds	12,289	13,700	1,411
Costs			
- Community Planning	2,402	2,653	251
- Development Services	6,553	7,443	890
- Real Estate and Properties	1,478	1,502	24
- Operating Initiatives	384	583	199
	10,817	12,181	1,364
Transfers Out	1,937	1,940	3
Use of Funds	12,754	14,121	1,367
Tax Levy	465	421	(44)
% Costs recovered by Revenue	110.1%	105.5%	-4.5%

Highlights – Capital

- Fleet Services - purchase four vehicles to support inspection work for construction and development
- Housing – a provision for the District’s contribution towards non-market housing (pending further direction from Council) and the implementation of the community energy & emissions plan (CEEP, funded by senior government)

Capital	Cost	Reserves/ Fees	Developer	Grants/ Others
Fleet Services	180	180	-	-
Housing	1,821	1,500	-	321
Lynn Valley Village	50	50	-	-
Total	2,051	1,730	-	321

Transportation and Engineering

Transportation and Engineering includes the following services:

Engineering Services coordinates technical design and project management for capital projects, as well as planning, operational and maintenance management for the District's transportation infrastructure. Other services include development support and customer service for the division.

The road network consists of approximately 356 centre-lane kilometres (3.3 million square metres) of road surface over road base, 41 bridges, 3,000 street lights, traffic signals (including 70 controllers, 324 poles and about 8 kilometres of conduit and wiring) and 170 kilometres of sidewalks. The current replacement value of transportation infrastructure is \$703 million. Road surfaces are replaced on a steady-state basis. Assets such as bridges and traffic network signals are priority assets.

Project Delivery is responsible for coordinating engineering review of most Town Centre development applications, construction traffic management regulation, and project management of large, complex, multi-agency civil works projects.

Strategic Priorities

- Increase funding for active and safe transportation projects (sidewalks, bike lanes and road crossings)
- Commence discussion with Translink and West Vancouver to increase use of the Blue Bus system on the North Shore
- Persuade the Province to implement new accident clearing regime for North Shore highways and major bridges
- Continue asset renewal work including completion of Montroyal Bridge replacement
- Work with MOTI on bridgehead projects (monitor construction of Phase 1 and participate in design work for Phase 2 and 4)
- Work with MOTI, Translink and the other two North Shore municipalities on improving transportation capacity across the Burrard Inlet
- Work with Translink on Phibbs and other transit upgrades such as B-Line from Maplewood to Dundarave
- Work with BOSA and MOTI to complete Lynn Valley Road Interchange project
- Optimize the existing road network through data collection, traffic analysis, and improved signal timing and coordination

Financial Information (000's)

Highlights – Operating

Traffic management and congestion continues to be top concerns. The District will conduct studies and find solutions to address safety and mobility issues within the municipality and surrounding areas. Staff continue to work with Council on transportation priorities and provided an update November 2017.

Service costs have been adjusted for additional resources required in construction traffic management to coordinate, manage, and enforce on-street activities minimizing public impacts. Increased development fees offset costs.

One Time Initiatives include transportation studies including options on a multi-modal Burrard Inlet crossing, public transportation between Maplewood Town Centre and Ambleside Town Centre (with partners), a bicycle master plan update, development of a project management framework, and resources to educate the public for alternatives to single occupancy vehicles.

Transfers out include an ongoing \$1 million transfer to the new capital reserve to fund safe and active transportation improvements outside the town centres. The five-year financial plan adjusts this amount to \$2 million per year by 2021.

Operating	2017 Budget	2018 Budget	Y:Y
Revenue			
- Government Grants	710	710	-
- Sales, Fees, and User Charges	888	718	(170)
	1,598	1,428	(170)
Transfers In	390	540	150
Source of Funds	1,988	1,968	(20)
Costs			
- Engineering Services	1,738	1,708	(30)
- Project Delivery	950	1,210	260
- Transportation Services	5,191	5,423	232
- Operating Initiatives	380	540	160
	8,259	8,881	622
Transfers Out	652	1,306	654
Use of Funds	8,911	10,187	1,276
Tax Levy	6,923	8,219	1,296
% Costs recovered by Revenue	19.3%	16.1%	-3.3%

Highlights – Capital

In addition to annual renewal capital, the \$10 million capital budget for Transportation includes new capital projects highlighted below.

- Active Transportation – Council directed staff to increase funding for this program through the annual transportation update on November 6th. Projects include pedestrian safety improvements in various intersections such as Capilano & Edgemont, Queens & Del Rio and Keith & Hendry and design work on Phibbs Exchange.
- Road Network - design of Montroyal Boulevard over McKay Creek bridge to meet current demands and standards.
- Street Lighting - the second year of the 3-year LED replacement program, which reduces energy consumption and material waste.

Capital	Cost	Reserves/ Fees	Developer	Grants/ Others
Active Transportation	2,760	2,233	162	365
Road Network	5,958	2,582	3,041	335
Street Lighting	797	797	-	-
Traffic Operations	491	491	-	-
Total	10,006	6,103	3,203	700

Protective Services

District protective service focus on ensuring our community is safe. Working within their unique mandates and jointly supporting resiliency, response and recovery services the RCMP, fire services, bylaw enforcement, natural hazard management services and North Shore Emergency Management together help make the District one of the safest communities in Canada.

Bylaw Services provide education and enforcement of District's public safety regulations that support our quality of life and community. Focus areas for Bylaw Officers include busy school zones ensuring pedestrian safety and traffic flow, speaking with dog owners in parks, taking sound measurements, working with neighbourhoods on proper waste management techniques to prevent wildlife conflicts and ensuring water conservation.

North Shore Emergency Management (NSEM) is a tri-municipal partnership and is responsible for planning and preparedness, response and recovery activities, stakeholder engagement, volunteer management and other activities that will increase the municipality's capability to respond and recover from major emergencies and disasters and meet legislated responsibilities.

Fire and Rescue Services responds to an average of 4,200 calls each year. Services include fire response to residences and business plus an array of emergency services including structural and wild land urban interface firefighting, motor vehicle accident rescue, high angle rescue, tower crane rescue, swift water rescue, hazardous materials response, pre-hospital medical response and marine firefighting (in partnership with other port adjacent fire departments). Support services in place for the department either internally or through contract for service include: dispatch, training, public education, fire inspection, and fleet maintenance.

Natural Hazard Management Services assesses and reduces risks arising from natural hazards such as wildfire, landslides, debris flooding and earthquakes. This technical work helps inform how NSEM leads our emergency planning, response and recovery for emergencies and disasters. This section also coordinates the Climate Change Adaptation Program.

The RCMP North Vancouver Detachment (City and District) strive to maximize the safety and security of community members by preventing and reducing the opportunities for, as well as the social and economic factors contributing to, criminal activity. Services include investigation, enforcement, crime prevention and services to victims of crime. The Detachment is committed to preserving the peace, upholding the law, and providing quality services in partnership with the community.

Strategic Priorities

- Increase enforcement of and penalties for parking infractions
- Complete design work on new Fire Hall/training Centre in Maplewood
- Finalize Integrated Storm water and climate Adaptation Strategies
- Continue flood and debris flow mitigation work including options for lower MacKay Creek
- Move Animal welfare into a new facility (late 2018 or early 2019)
- NSEM focus on enhanced municipal readiness in 2018

Financial Information (000's)

Highlights – Operating

During 2018, Fire and Rescue will focus on expansion of fire inspections. Police costs reflect the Provincially negotiated contract and an upward trend in the detachment complement. Provincial traffic fine revenues are anticipated to be lower than prior years (government grants).

Additional resources are included for bylaw and parking enforcement in response to traffic congestion in various areas throughout the District. In addition, appropriate equipment and training to support wildland fire suppression and compliance with the BC Wildfire Service and the Office of the Fire Commissioner is included. This will support a higher degree of operational readiness to respond during a major interface fire.

Operating Initiatives include an additional Police support staff member to develop a communications strategy liaising with external agencies.

Operating	2017 Budget	2018 Budget	Y:Y
Revenue			
- Government Grants	856	755	(101)
- Sales, Fees, and User Charges	1,257	1,303	46
	2,113	2,058	(55)
Transfers In	526	365	(161)
Source of Funds	2,639	2,423	(216)
Costs			
- Bylaw Enforcement	1,537	1,729	192
- North Shore Emergency Management	410	431	21
- Fire & Rescue	20,129	20,582	453
- Natural Hazard Management	234	323	89
- Police Protection	18,190	18,697	507
- Operating Initiatives	49	50	1
	40,549	41,812	1,263
Transfers Out	458	534	76
Use of Funds	41,007	42,346	1,339
Tax Levy	38,368	39,923	1,555
% Costs recovered by Revenue	5.2%	4.9%	-0.3%

Highlights – Capital

- Fire Facilities & Equipment - Maplewood Fire Hall design. Construction planned to start in 2019 and complete in 2020. Total project costs, including consolidation of administration and training facilities, are estimated at \$32 million. Mechanical renewal of Fire Hall #3 and purchase of wildland equipment to meet current standards are also included.
- Natural Hazard Management - wildfire mitigation program to address risk to lives and properties.

Capital	Cost	Reserves/ Fees	Developer	Grants/ Others
Fire Facilities & Equipment	3,116	3,116	-	-
Fleet Services	90	90	-	-
Natural Hazard Management	485	145	-	340
Police Facilities & Equipment	43	43	-	-
Total	3,734	3,394	-	340

Utility Services

The District takes pride in providing quality, reliable, efficient and safe utilities that support the public health of our community. Utilities include the Water Utility, Sewer and Drainage Utility, and Recycling and Solid Waste Utility. Each Utility is completely self-financed, with funding primarily provided through user charges and fees. The District replaces linear asset networks on a steady state replacement basis each year focusing on assets at the end of their life cycles.

Water Utility

The water network consists of 7 water pump stations, 7 water reservoir locations containing 11 reservoirs, 37 pressure reducing valve stations, 961 water meters, 376 kilometers of water mains, and 21,427 water services. Total current replacement value is \$395 million. To date, the overall condition of District owned water distribution system is considered to be Good. Water quality starts at the source with Metro Vancouver's state of the art filtration plant. The District augments this with a vigorous water quality testing program.

Sewer and Drainage Utility

The sanitary network consists of 33 lift stations, and 386 km of sanitary sewers, and about 21,663 sewer services. The current replacement value of the system is \$238 million. To date, the overall condition of District owned sanitary collection system is considered to be Good.

The drainage network consists of more than 300 culverts, 7 natural hazard mitigation structures, and 360 kilometres of storm mains and other natural or artificial water courses that provide critical drainage and storm water control to protect District and private property from flood damage. These assets have a total current replacement value of \$296 million. To date, the overall physical condition of the drainage network is considered to be Good. District studies, such as hydraulic modeling, the Integrated Storm water Management Plan and debris flow assessment, help assess the condition of the drainage assets.

Recycling and Solid Waste Utility

The Solid Waste Program provides weekly collection and disposal of household waste and yard trimmings within the District of North Vancouver. With waste reduction and recycling deeply integrated into mainstream culture, the District has improved its system for collecting garbage and organics by providing standardized locking, wheeled carts to all District residents during 2017. In 2018, further work will be undertaken to consolidate the use of carts to collect garbage, organics and yard trimmings.

Strategic Priorities

- Commence post implementation review of waste collection system and commercial collection program
- Work with Metro and their contractor to manage and mitigate impact of Treatment Plant construction
- Work with Metro and the other North Shore municipalities on an organics strategy

Financial Highlights (000's)

The utility rates on a combined basis increase 3.8% for single family residential homes and 1.6% for multi-family homes. For 2018, the total charge to single family residential homes is \$1,617 (2017 - \$1,557).

The total revenue requirement for utilities is \$63.8 million based on the cost of service shown below. The revenue requirement determines the total dollar amount to be collected by charging user fees to each household and business in the District. The total dollar amount required is distributed between classes of users of the service. Rates are stabilized through the use of reserves.

Cost of Service (m\$)

	Water	Sewer & Drainage	Recycling & Solid Waste	Total 2018 Budget	Total 2017 Budget*
District Operations	7.0	5.0	5.8	17.8	17.7
Regional Charges	13.5	10.0	2.2	25.7	24.5
Capital & Reserves	7.5	10.8	2.0	20.3	22.9
	28.0	25.8	10.0	63.8	65.1

*2017 Capital & Reserves is amended to reflect external contributions and changes to the capital plan.

For 2018, Council approved user fee increases of 3.5% for Water, 4% for Sewer, and 19.3% for Solid Waste along with a 49% decrease to Recycling. The increase in Water includes adjustments to reserve and water purchase cost to reflect current consumption patterns. The increase in Sewer includes Metro Vancouver charges, culvert improvements, and future rate stabilization requirements. The increase in Solid Waste reflects the new solid waste cart pricing offset by the decrease in Recycling, which passes on savings and incentives realized through Recycle BC (previously Multi-Material BC).

Metro Vancouver water and sewer rates move upwards in an accelerated pace over the next five years and rates increase in 2018 for both water purchase rates (3.9%) and sewer levy (7.7%) which includes the 2018 construction costs for the Lions Gate Waste Water Treatment Plant. Metro Vancouver rate impacts to our ratepayers are mitigated by the District's financial resiliency strategy, which began in 2013.

Highlights - Capital

Utilities continue to implement its Asset Management Plans which ensure the assets are maintained to an acceptable condition. The following highlight the 2018 initiatives:

Water

- Watermain Replacement (approximately 5 km per year)
- Pressure Reducing Valve Stations
- Water Pumping Stations
- Water Storage Reservoirs

Sewer

- Sanitary Sewer Main and Lateral Remediation
- Sewage Lift Station Upgrade
- Inflow and Infiltration Reduction Program

Drainage / Storm

- Culvert replacements and improvements in various locations
- Analysis and planning for debris flood risk mitigation program
- Construction of debris basin in Mission Creek
- Maplewood drainage improvements

Capital	Cost	Reserves/ Fees	Developer	Grants/ Others
Lift Stations	165	134	31	-
Pump Stations & Reservoirs	212	174	38	-
Sewer Mains	2,382	1,786	596	-
Special Watercourses	4,934	4,036	898	-
Storm Sewers	468	383	85	-
Water Equipment & PRVs	277	243	34	-
Water Mains	5,753	4,705	1,048	-
Total	14,191	11,461	2,730	-

Governance and Administrative Services

Governance and Administrative Services work in support of the departments that provide the array of District services our citizens and businesses experience daily.

Mayor and Council include the Mayor, Council and Clerk's Office. Council leadership sets strategic directions and priorities that fulfill our community's vision of a sustainable future. The Clerk's Office supports Council with statutory requirements and advice.

Executive Services encompasses the Chief Administrative Office (CAO) and Human Resources. Service areas include strategic planning, leadership, human resources and overall corporate governance to ensure Council direction is supported and corporate accountabilities are met. The CAO implements Council's directions through the overall administration of the District organization. The CAO leads the Executive Committee overseeing all District operations and services, and sets direction for work plans that support short and long-term goals.

Human Resources takes a strategic view of the organization to develop programs and services which build organizational capacity and promote positive employee relations. Human Resources staff provide a range of advisory services to employees and managers while implementing best practices to attract, engage and retain our highly qualified workforce.

Corporate Services include corporate planning, internal audit, business improvement, legal, communications, and business relations services. Key relationships include working with First Nations partners, various levels of government, including agencies and other local governments.

Finance and Information Technology Services focuses on strong financial management, business support, policy development, and analysis for decision-making and long-term financial health. Development and management of long term financial and technology plans, and reporting on a wide array of financial and technology matters ensures accountability and transparency in all District business.

Other Support Services and Provisions can include amounts for outstanding labour contract settlements, and risk based contingencies that support rapid response in the event of major events such as emergencies or disasters. Due to the nature and timing of negotiated settlements and the nature of events, emergencies or disasters, there can be significant variation in these provisions from year to year. Allocations include facility and fleet services.

Debt Servicing Costs generally support the renewal of existing assets, upgrade of assets and new assets. The District uses debt strategically to ensure that major capital expenditures can be undertaken when needed. Current debt servicing costs are for Community Services, including the Lynn Valley Library and Town Centre, the new Delbrook Community Centre, and a number of Parks projects.

Strategic Priorities

- Complete background work on reunification of CNV and DNV
- Update Recreation cost sharing formula
- Review customer service standards and expectations
- Finalize our community engagement guidelines
- Continue implementation of Energov software

Financial Information (000's)

Highlights - Operating

As the District responds to our community's changing priorities, the Governance and Administrative Services provides effective and efficient administration of the District's operations through business transformation and long-term strategies. Changes to 2018 budget include increased legal resources, recruitment and retention initiatives, revenue management resources and GIS improvements. Election costs as well as a centralized communications budget for major projects and policy initiatives are also included in the Corporate Services budget.

Transfers Out support the renewal and expansion of our asset base through contributions to the Infrastructure and New Capital Reserves.

Operating	2017 Budget	2018 Budget	Y:Y
Revenue			
- Government Grants	51	51	-
- Investment Income	2,057	2,098	41
- Penalties & Interest on Taxes	705	720	15
- Sales, Fees, and Other User Charges	1,872	1,911	39
	4,685	4,780	95
Transfers in	4,618	5,577	959
Source of Funds	9,303	10,357	1,054
Costs			
- Corporate Services	3,144	3,891	747
- Executive Services	1,987	2,050	63
- Finance & Technology	7,228	7,586	358
- Mayor and Council	604	607	3
	12,963	14,134	1,171
- Other Support Svcs & Provisions	1,720	1,845	125
- Operating Initiatives	563	748	185
	15,246	16,727	1,481
Debt Service	4,206	4,041	(165)
Transfers Out	19,023	19,926	903
Use of Funds	38,475	40,694	2,219
Tax Levy	29,172	30,337	1,165
% Costs recovered by Revenue	30.7%	28.6%	-2.2%

Highlights – Capital

The \$8.6 million capital budget includes \$6.9 million for renewal and maintenance of District facilities, replacement of end of life vehicles, refresh of technology and overhead supporting capital programs. In addition to this renewal work \$1.7m is included for: year two of municipal hall work space adjustments, fibre optic installation on Capilano Road, technology enhancements including enterprise resource planning (JDE and Hubble) and permits and licencing (Energov), and an identity management solution.

Capital	Cost	Reserves/ Fees	Developer	Grants/ Others
Facilities & Energy Management	2,660	2,588	-	72
Fleet Services	3,239	3,239	-	-
Information Technology	2,275	2,275	-	-
Overhead	354	354	-	-
Supplies & Risk Management	13	13	-	-
Total	8,541	8,469	-	72

General Reserves

Reserves are required for the sustainment of services and assets over the long term.

Appropriations from Reserves are made for capital renewal, upgrade and expansion where the asset plan and business case support it.

Contributions to Reserves support capital and risk management requirements ensuring reserve levels are optimized.

Strategic Priorities

- Continue work on long term financial resilience and managing reserves at levels that support sustainable service delivery
- Work with agencies and partner organization on strategic risks including public safety in emergencies, climate change events and earthquake readiness.

Financial Information (000's)

Highlights

- Developer contributions reflect the latest forecast
- Consistent with last year, funding for Infrastructure and Utilities moves through the reserves
- Appropriations from reserves total \$68.8 million and support the 2018 capital plan
- Contributions to reserves total \$64.3 million and are strategically restructured in the outer years to invest in growth and provide capacity. In 2018, \$1.0 million is invested in Active Transportation growing to \$2.0 million by 2021.
- Approximately \$19.3 million of the total contributions to reserves is sourced from development.

Operating	2017 Budget	2018 Budget	Y:Y
Revenue			
- Developer Contributions	19,631	15,439	(4,192)
- Investment Income	1,530	2,766	1,236
- Sales, Fees, and Other User Charges	138	140	2
	21,299	18,345	(2,954)
Transfers in			
- Development Reserves	6,144	23,194	17,050
- Equipment Reserves	3,122	4,950	1,828
- Infrastructure Reserve	20,306	21,284	978
- Land Opportunity Reserve	1,928	1,195	(733)
- New Capital & Other	4,262	6,728	2,466
- Utility Reserves	11,946	11,461	(485)
Appropriations from Reserves	47,708	68,812	21,104
- Interfund Transfers (between funds)	36,689	39,947	3,258
Source of Funds	105,696	127,104	21,408
Transfers Out			
- Development Reserves	20,062	19,256	(806)
- Equipment Reserves	2,185	2,407	222
- Infrastructure Reserve	17,806	22,438	4,632
- Land Opportunity Reserve	43	289	246
- New Capital & Other	2,469	3,519	1,050
- Utility Reserves	15,423	16,383	960
Contributions to Reserves	57,988	64,292	6,304
- Interfund Transfers (between funds)	47,708	62,812	15,104
Use of Funds	105,696	127,104	21,408
Tax Levy	-	-	-

SUPPLEMENTAL INFORMATION

Consolidated Financial Plan 2018 (000's) - Table A

	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)
	Community Services	Planning & Development	Transportation & Engineering	Protective Services	Governance & Admin	Tax Supported (A-E)	Utility Services	General Reserves	Total	Interfund Eliminations	Intercompany Sales	Consolidated (Schedule A)
Non-Tax Revenue	13,635	13,175	2,128	2,398	4,852	36,188	59,447	18,345	113,980	-	(360)	113,620
Transfers In	27,555	2,396	9,847	3,669	14,315	57,782	14,191	108,759	180,732	(103,178)		77,554
Source of Funds	41,190	15,571	11,975	6,067	19,167	93,970	73,638	127,104	294,712	(103,178)	(360)	191,174
Operating Expenditures	37,428	12,181	8,881	41,812	16,727	117,029	43,558	-	160,587	-	(360)	160,227
Capital Expenditures	27,368	1,871	10,007	3,644	8,810	51,700	14,191	-	65,891	-	-	65,891
Debt Service	-	-	-	-	4,041	4,041	-	-	4,041	-	-	4,041
Transfers Out	1,072	1,940	1,306	534	19,926	24,778	15,889	127,104	167,771	(103,178)		64,593
Use of Funds	65,868	15,992	20,194	45,990	49,504	197,548	73,638	127,104	398,290	(103,178)	(360)	294,752
	24,678	421	8,219	39,923	30,337	103,578	-	-	103,578	-	-	103,578
Tax Levy	24,678	421	8,219	39,923	30,337	103,578	-	-	103,578	-	-	103,578
Balanced Budget	-	-	-	-	-	-	-	-	-	-	-	-

Capital Detail

Program	COST			FUNDING								
	Total cost	Renewal	Upgrade/ Expand	Total Funding	Infra Reserve	Utilities Reserve	New Capital	Land Opportunity	Reserve/ Surplus	Operating	Developer	Grants/ Others
Buildings												
Community Facilities	21	21	-	21	21	-	-	-	-	-	-	-
Facilities & Energy Management \$743k for: space planning phase 2 (\$515k), animal shelter decommission (\$95k), seismic study (\$50k), Hall mechanical renewal (\$48k), water conservation (\$20k), lighting energy retrofit (\$15k)	2,660	1,917	743	2,660	1,895	-	83	95	515	-	-	72
Fire Facilities & Equipment \$1.3m for: Maplewood Fire Hall (\$1.1m), Firehall #3 mechanical renewal (\$113k), Firehall #1 washroom (\$40k)	2,230	977	1,253	2,230	1,017	-	113	1,100	-	-	-	-
Housing \$1.8m for: contribution to non-market rental (\$1.5m), community energy & emissions (\$321k)	1,821	-	1,821	1,821	-	-	-	-	1,500	-	-	321
Library Facilities & Equipment \$54k for library window treatments	454	400	54	454	454	-	-	-	-	-	-	-
Lynn Valley Village	50	50	-	50	50	-	-	-	-	-	-	-
Public Golf	25	25	-	25	-	-	-	-	25	-	-	-
Recreation Facilities \$14.1m for: Lions Gate Community Centre (\$14m), Lynn Creek Community Centre design (\$133k), KM energy retrofit (\$16k)	15,207	1,058	14,149	15,207	1,058	-	16	-	-	-	14,133	-
Sportsfields	10	10	-	10	10	-	-	-	-	-	-	-
Urban Parkland	15	15	-	15	15	-	-	-	-	-	-	-
	22,493	4,473	18,020	22,493	4,520	-	212	1,195	2,040	-	14,133	393
Drainage												
Special Watercourses \$1.1m for: debris flood risk mitigation program (\$460k), Mission Creek debris basin (\$430k), Maplewood drainage (\$150k), Indian River Dr debris barrier (\$60k)	4,934	3,834	1,100	4,934	-	4,036	-	-	-	-	898	-
Storm Sewers	468	468	-	468	-	383	-	-	-	-	85	-
	5,402	4,302	1,100	5,402	-	4,419	-	-	-	-	983	-
General												
Overhead	354	354	-	354	354	-	-	-	-	-	-	-
Public Art	50	50	-	50	-	-	-	-	50	-	-	-
	404	404	-	404	354	-	-	-	50	-	-	-

Program	COST			FUNDING								
	Total cost	Renewal	Upgrade/ Expand	Total Funding	Infra Reserve	Utilities Reserve	New Capital	Land Opportunity	Reserve/ Surplus	Operating	Developer	Grants/ Others
Library Collections												
Library Collections \$50k is for Lions Gate express library collection	627	577	50	627	577	-	-	-	-	-	50	-
	627	577	50	627	577	-	-	-	-	-	50	-
Natural Hazards												
Natural Hazard Management \$485k for wildfire mitigation program	485	-	485	485	-	-	-	-	145	-	-	340
	485	-	485	485	-	-	-	-	145	-	-	340
Parkland												
Natural Parkland	240	240	-	240	240	-	-	-	-	-	-	-
Public Golf	94	94	-	94	-	-	-	-	-	94	-	-
Sportsfields \$2.1m for: Inter River south field #1 (\$2m), Argyle artificial turf field design (\$55k), Inter River field #8 backstop (\$35k)	2,360	270	2,090	2,360	270	-	1,843	-	-	-	220	27
Trails \$225k for: Seymour alpine area trails (\$75k), Seymour Blvd pathway (\$50k), Harris waterfront access (\$50k), Panorama Park pathway (\$50k)	1,007	782	225	1,007	882	-	125	-	-	-	-	-
Urban Parkland \$3.1m for: Seylynn Park upgrade (\$2.9m), Sunshine wharf replacement (\$200k), Inter River Park pump track phase 2 (\$50k), Deep Cove Kayak building showers (\$15k)	4,899	1,774	3,125	4,899	1,789	-	170	-	200	-	2,740	-
Lynn Canyon Park \$870k for Lynn Canyon central area upgrade	1,290	420	870	1,290	420	-	751	-	-	-	119	-
Maplewood Farm	25	25	-	25	25	-	-	-	-	-	-	-
	9,915	3,605	6,310	9,915	3,626	-	2,889	-	200	94	3,079	27

Program	COST			FUNDING								
	Total cost	Renewal	Upgrade/ Expand	Total Funding	Infra Reserve	Utilities Reserve	New Capital	Land Opportunity	Reserve/ Surplus	Operating	Developer	Grants/ Others
Sanitary												
Lift Stations	165	165	-	165	-	134	-	-	-	-	31	-
Sewer Mains \$500k for: clean out installation & inspection (\$300k), town centre sewer main upgrade (\$200k)	2,382	1,882	500	2,382	-	1,786	-	-	-	-	596	-
	2,547	2,047	500	2,547	-	1,920	-	-	-	-	627	-
Technology												
Information Technology \$855k for: application enhancements (\$320k), Capilano Rd fibre optics (\$300k), electronic plan review (\$100k), offsite data storage (\$50k), digital transformation (\$50k), inventory system improvements (\$35k)	2,275	1,420	855	2,275	1,440	-	770	-	65	-	-	-
Library Innovation & Learning \$7k for online fine payment solution and charging stations	81	74	7	81	75	-	6	-	-	-	-	-
Museum Facilities & Equipment	12	12	-	12	12	-	-	-	-	-	-	-
Recreation Technology	210	210	-	210	-	-	-	-	210	-	-	-
	2,578	1,716	862	2,578	1,527	-	776	-	275	-	-	-
Transportation												
Active Transportation \$2.1m for: transportation investments - MPOC (\$1.2m), safety & mobility (\$725k), Phibbs Exchange design (\$100k), Highland Blvd bike lane (\$20k)	2,760	675	2,085	2,760	675	-	1,558	-	-	-	162	365
Road Network \$307k for: Montroyal, Canyon Blvd & Evergreen Bridges design (\$162k), lane grading (\$50k), Capilano area traffic control (\$35k), parking improvements (\$35k), Tatlow & Lloyd minor alteration (\$25k)	5,958	5,651	307	5,958	1,974	-	302	-	-	306	3,041	335
Street Lighting \$287k for LED upgrade	797	510	287	797	510	-	287	-	-	-	-	-
Traffic Operations	491	491	-	491	491	-	-	-	-	-	-	-
	10,006	7,327	2,679	10,006	3,650	-	2,147	-	-	306	3,203	700

Program	COST			FUNDING								
	Total cost	Renewal	Upgrade/ Expand	Total Funding	Infra Reserve	Utilities Reserve	New Capital	Land Opportunity	Reserve/ Surplus	Operating	Developer	Grants/ Others
<u>Vehicles & Equipment</u>												
Fire Facilities & Equipment \$86k for wildland equipment	886	800	86	886	-	-	-	-	886	-	-	-
Fleet Services \$346k for purchase of 8 vehicles to support development	3,509	3,163	346	3,509	-	-	-	-	3,509	-	-	-
Library Facilities & Equipment \$6k for Capilano Library teen space	60	54	6	60	30	-	-	-	30	-	-	-
Museum Facilities & Equipment \$40k for mobile exhibits	50	10	40	50	10	-	40	-	-	-	-	-
Police Facilities & Equipment \$16k for cargo utility trailer	43	27	16	43	-	-	-	-	43	-	-	-
Public Golf \$55k for stump grinder	486	431	55	486	-	-	-	-	468	18	-	-
Recreation Equipment	145	145	-	145	-	-	-	-	145	-	-	-
Supplies & Risk Management 13k for inventory storage	13	-	13	13	-	-	-	-	13	-	-	-
	5,192	4,630	562	5,192	40	-	40	-	5,094	18	-	-
<u>Water</u>												
Pump Stations & Reservoirs \$100k for Marion & Ramsay pump stations assessment & design	212	112	100	212	-	174	-	-	-	-	38	-
Water Equipment & PRVs \$70k for: Delbrook PRV SCADA (\$50k), Lions Gate new PRV (\$20k)	277	207	70	277	-	243	-	-	-	-	34	-
Water Mains \$50k for town centre area water mains upgrade	5,753	5,703	50	5,753	-	4,705	-	-	-	-	1,048	-
	6,242	6,022	220	6,242	-	5,122	-	-	-	-	1,120	-
TOTAL CAPITAL BUDGET	65,891	35,103	30,788	65,891	14,294	11,461	6,064	1,195	7,804	418	23,195	1,460

GLOSSARY

Capital Renewal - capital projects that return the service capability of an existing asset to its original level.

Capital Upgrade / Expansion - capital projects including the acquisition and construction of new assets, or those that provide a notable increase to the level of service or provide a new service to users.

Community Amenity Contribution - community amenity contribution (CAC) is set out in the Corporate Policy Manual (8-3060-2). The policy ensures that the community obtains benefits from new development through a fair and equitable approach, and provides opportunities to achieve community improvements and innovation through development.

Development Cost Charge - a development cost charge (DCC) is a fee collected under Bylaw 7135 by class of land use on a dwelling unit or square metre basis to ensure development pays for its impacts on infrastructure (transportation, parks, and utilities).

Government Finance Officers Association (GFOA) - the GFOA's purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

Long Term Funding Strategy - a 10-year strategy to achieve a balance between revenues and expenditures, lays the policy foundation that will drive the preparation of future budgets, and achieve financial sustainability by building resiliency and capacity.

Official Community Plan (OCP) - a key strategic planning document. It establishes the fundamental economic, social and environmental goals and objectives that apply to the District as a whole. The OCP is supported by various Town Centre Implementation Plans, Neighbourhood Infill Plans, Strategic Action Plans, and the Long Term Financial Plan.

Program - a set of activities producing a result for a defined set of customers. A program identifies who it serves, what it accomplishes, and the resources required.

Project - a specific plan supporting a program, involves systematic actions from staff and other stakeholders. Each plan has its own beginning and end.

Replacement Value Depreciation - a method of allocating the cost of a tangible capital asset over its useful life which uses current replacement values rather than historical cost.

Sustainable Service Delivery - following Asset Management for Sustainable Service Delivery: A BC Framework, sustainable service delivery ensures that current community services are delivered in a social, economic, and environmentally responsible manner that does not compromise the ability of future generations to meet their own needs.

Transfers In / Out - represent contributions to and appropriations from reserves as well as the movement of funds amongst the operating, capital and reserve funds of the District.



This Draft Financial Plan is open for public comment until January 15, 2018.

Here's how you can provide your feedback:

Email	budget@dnv.org
Phone	604-990-2302 (M-F 8:30 am to 4:30 pm)
Mail	Mr. Rick Danyluk, Manager, Financial Planning 355 Queens Road West North Vancouver, B.C. V7N 4N5

For additional information please visit dnv.org/our-government/financial-plan-budget