



**AGENDA FOR THE REGULAR MEETING OF COUNCIL TO
COMMENCE AT 6:00 PM, IN THE COUNCIL CHAMBER, CITY
HALL, 141 WEST 14TH STREET, NORTH VANCOUVER, BC, ON
MONDAY, MARCH 4, 2019**

**MONDAY, MARCH 4, 2019
COUNCIL MEETING – 6:00 PM**

“Live” Broadcast via City Website www.cnv.org/LiveStreaming
Complete Agenda Package available at www.cnv.org/CouncilMeetings

CALL TO ORDER

APPROVAL OF AGENDA

1. Regular Council Meeting Agenda, March 4, 2019

ADOPTION OF MINUTES

2. Regular Council Meeting Minutes, February 25, 2019

PROCLAMATIONS

Stop the Sexual Exploitation of Children and Youth Awareness Week
– March 4 to 10, 2019

World Lymphedema Day – March 6, 2019

World Down Syndrome Day – March 21, 2019

PUBLIC INPUT PERIOD

CONSENT AGENDA

Item *3 is listed in the Consent Agenda for consideration.

REPORT

- *3. E-Comm – Appointment of Richard Walton, Board of Directors Designate
– 2019-2020 Term

FINANCE COMMITTEE MEETING – 6:00 PM

City of North Vancouver 2019 Financial Plan

RECOMMENDATION OF THE FINANCE COMMITTEE

4. 2019 Financial Plan

REPORTS

5. Public School Playground Enhancements
6. Electric Vehicle Charging Station User Fees

Item 7 refers.

BYLAW – FIRST, SECOND AND THIRD READINGS

7. “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698”
(Electric Vehicle Charging Stations)

REPORT

8. Council Appointments to the Civic Youth Awards and Centennial Scholarships
Committee

PRESENTATION

Harry Jerome Community Recreation Centre – Deputy Director, Strategic
Initiatives and Services

REPORT

9. Harry Jerome Community Recreation Centre Update: Potential Cost Reductions
and Enhanced Project Management Measures

PUBLIC CLARIFICATION PERIOD

COUNCIL INQUIRIES

NEW ITEMS OF BUSINESS

NOTICES OF MOTION

CITY CLERK’S RECOMMENDATION

THAT Council recess to the Committee of the Whole, Closed session, pursuant
to the *Community Charter*, Sections 90(1)(e) [land matter], 90(1)(g) [litigation],
90(1)(i) [legal advice], and 90(2)(b) [contract negotiations].

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

ADJOURN



MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER, CITY HALL, 141 WEST 14th STREET, NORTH VANCOUVER, BC, ON **MONDAY, FEBRUARY 25, 2019**

PRESENT

COUNCIL MEMBERS

Mayor L. Buchanan
Councillor H. Back
Councillor D. Bell
Councillor A. Girard
Councillor T. Hu
Councillor J. McIlroy
Councillor T. Valente

STAFF MEMBERS

L. McCarthy, CAO
K. Graham, City Clerk
C. Baird, Deputy City Clerk
J. Peters, Assistant City Clerk
B. Pearce, Director, Strategic Initiatives and Services
S. Antoniali, Section Manager, Real Estate
B. Themens, Director, Finance
M. Epp, Director, Planning
L. Orr, Manager, Business Services
B. Willock, Manager, Engineering Planning and Design
T. Huckell, Committee Clerk

The meeting was called to order at 6:00 pm.

APPROVAL OF AGENDA

Moved by Councillor Bell, seconded by Councillor Girard

1. THAT the Regular Agenda of February 25, 2019 be amended to remove Item 5 – “Joey Restaurant Shipyards Food Primary Liquor Licence Application”, at the request of the applicant;

AND THAT the Agenda, as amended, be approved.

CARRIED UNANIMOUSLY

ADOPTION OF MINUTES

Moved by Councillor McIlroy, seconded by Councillor Back

2. Regular Council Meeting Minutes, February 11, 2019

CARRIED UNANIMOUSLY

PROCLAMATION

Mayor Buchanan declared the following proclamation:

Rare Disease Day – February 28, 2019

Moved by Councillor Bell, seconded by Councillor Back

THAT the Public Input Period be extended to hear more than 5 speakers listed on the sign-up sheet.

CARRIED UNANIMOUSLY

PUBLIC INPUT PERIOD

- Ron Sostad, 231 East 15th Street, North Vancouver, spoke regarding developers.
- Judith Brook, 2474 Lauralynn Drive, North Vancouver, spoke regarding Item 9, the Notice of Motion with respect to climate change.
- Mica Jensen, 202 West 26th Street, North Vancouver, spoke regarding Item 9, the Notice of Motion with respect to climate change.
- Kirsten Larson, 2016 Grand Boulevard, North Vancouver, spoke regarding Item 9, the Notice of Motion with respect to climate change and the environment.
- Kathanne Harrison, 329 Garden Drive, Vancouver, spoke regarding Item 9, the Notice of Motion with respect to climate change.
- Phil Mansfield, 721 West 14th Street, North Vancouver, spoke regarding property taxes.
- Todd von Heintschel, The Gull Liquor Store, 900-333 Brooksbank Avenue, North Vancouver, spoke regarding Item 8, the rezoning application for 333 Brooksbank Avenue.
- Brian Riedlinger, Sailor Hagar's Pub, 2583 Swinburne Avenue, North Vancouver, spoke regarding Item 8, the rezoning application for 333 Brooksbank Avenue.
- Steve Moriarty, Save-On Foods, 333 Brooksbank Avenue, North Vancouver, spoke regarding Item 8, the rezoning application for 333 Brooksbank Avenue.

DELEGATION

Krystal Brennan, Outreach Coordinator, Wildcoast Ecological Society

Re: Science, Restoration, Stewardship

Krystal Brennan, Outreach Coordinator, Wildcoast Ecological Society, provided a PowerPoint presentation regarding "Science, Restoration, Stewardship" and responded to questions of Council.

CORRESPONDENCE

3. Krystal Brennan, Outreach Coordinator, Wildcoast Ecological Society, January 16, 2019
– File: 01-0230-01-0001/2019

Re: Science, Restoration, Stewardship

Moved by Councillor Bell, seconded by Councillor Back

THAT the correspondence from Krystal Brennan, Outreach Coordinator, Wildcoast Ecological Society, dated January 16, 2019, regarding "Science, Restoration, Stewardship", be received with thanks;

AND THAT the correspondence be referred to staff to report back on ways the City can educate local businesses on preventing pollution of local creeks and streams, and how contamination of storm drains directly and adversely affect fish habitat in local creeks and streams.

CARRIED UNANIMOUSLY

REPORTS

4. Flood Risk Assessment, Flood Mapping and Flood Mitigation Planning – UBCM Grant Application – File: 11-5210-01-0001/2019

Report: Design Engineer, Infrastructure, February 13, 2019

Moved by Councillor McIlroy, seconded by Councillor Girard

PURSUANT to the report of the Design Engineer, Infrastructure, dated February 13, 2019, entitled “Flood Risk Assessment, Flood Mapping and Flood Mitigation Planning – UBCM Grant Application”:

THAT Council support and endorse an application to the Union of British Columbia Municipalities (UBCM) – Community Emergency Preparedness Fund for a maximum total grant of \$150,000.

CARRIED UNANIMOUSLY

5. Joey Restaurant Shipyards Food Primary Liquor Licence Application – File: 09-4320-50-0002/2019

Report: Manager, Business Services, February 5, 2019

Report removed from the agenda.

6. Proposed Resolution – 2019 Union of British Columbia Municipalities (UBCM) – File: 13-6410-01-0001/2019

Report: Director, Planning, February 6, 2019

Moved by Councillor McIlroy, seconded by Councillor Valente

PURSUANT to the report of the Director, Planning, dated February 6, 2019, entitled “Proposed Resolution – 2019 Union of British Columbia Municipalities (UBCM)”:

THAT Council endorse the resolution in the report calling for reform of development finance tools to be submitted for consideration by the UBCM Resolutions Committee at the 2019 convention.

CARRIED UNANIMOUSLY

7. Zoning Bylaw Text Amendment: Wine Store Use (Overwaitea Food Group, 333 Brooksbank Avenue, CD-131 Text Amendment) – File: 08-3360-20-0395/1

Report: Director, Planning, February 12, 2019

Moved by Councillor Bell, seconded by Councillor Hu

PURSUANT to the report of the Director, Planning, dated February 12, 2019, entitled “Zoning Bylaw Text Amendment: Wine Store Use (Overwaitea Food Group, 333 Brooksbank Avenue, CD-131 Text Amendment)”:

Continued...

REPORTS – Continued

7. Zoning Bylaw Text Amendment: Wine Store Use (Overwaitea Food Group, 333 Brooksbank Avenue, CD-131 Text Amendment) – File: 08-3360-20-0395/1 – Continued

THAT the application from Overwaitea Food Group to permit the addition of a wine sales use at 333 Brooksbank Avenue be rejected.

Moved by Mayor Buchanan, seconded by Councillor Bell

THAT the motion be amended to add the following clause:

“AND THAT the Retail Liquor Sales Location Policy L30A be upheld for any future applications.”

Amendment motion, **CARRIED**

Councillor Back and Councillor Valente are recorded as voting contrary to the amendment motion.

Main motion, as amended, **CARRIED**

Councillor Back and Councillor Valente are recorded as voting contrary to the main motion, as amended.

BYLAW – FIRST AND SECOND READINGS

8. “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8549” (Overwaitea Food Group, 333 Brooksbank Avenue, CD-131 Text Amendment)

Moved by Councillor Girard, seconded by Councillor Bell

THAT Item 8, “Zoning Bylaw, 1995, No. 6700, Amendment Bylaw, 2019, No. 8549” (Overwaitea Food Group, 333 Brooksbank Avenue, CD-131 Text Amendment), be removed from the Agenda.

CARRIED

Councillor Back and Councillor Valente are recorded as voting contrary to the motion.

NOTICE OF MOTION

9. Climate Action – File: 11-5280-14-0001/2019

Submitted by Councillor McIlroy

Moved by Councillor McIlroy, seconded by Councillor Bell

WHEREAS the City of North Vancouver’s 2010 Community Energy and Emissions Plan established greenhouse gas emissions (GHG) reduction targets of 35.7% below 2007 levels by 2030, 51.3% by 2050 and a goal of net zero by 2107;

Continued...

NOTICE OF MOTION – Continued

9. Climate Action – File: 11-5280-14-0001/2019 – Continued

WHEREAS over the past nine years, the world has seen accelerated rates of climate change impacts, including the hottest years on record, declared states of emergency over wildfires and extreme weather events, displacing millions of people and costing billions of dollars;

WHEREAS in 2018, the Province of BC established GHG reduction emission targets of 40% below 2007 levels by 2030, 60% below 2007 levels by 2040, and 80% below 2007 levels by 2050;

WHEREAS in 2018, the Intergovernmental Panel on Climate Change (IPCC) released a Special Report stating that emissions must decline by 45% from 2010 levels by 2030 and reach net zero by 2050 in order to avoid severe climate change impacts;

AND WHEREAS local governments and cities are globally taking the lead on climate action, with over 90 cities in the USA committing to 100% renewable energy by 2050, 15 communities in Canada have committed to 100% renewable energy and 20 cities committing to 80-100% GHG emissions reduction by 2050;

THEREFORE BE IT RESOLVED THAT the City of North Vancouver establish more ambitious GHG reduction targets of 80% below 2007 levels by 2040 and achieving net zero or 100% emissions reductions by 2050;

THAT staff be directed to incorporate said targets into forthcoming updates to City plans, policies and business practices and report regularly on the City's progress toward achieving the targets;

AND THAT a Climate and Environment Advisory Task Force or Working Group be struck to provide guidance and support on actions and efforts required to achieve the transition from current GHG emissions to the new targets.

CARRIED UNANIMOUSLY

PUBLIC CLARIFICATION PERIOD

Mayor Buchanan declared a recess at 7:29 pm for the Public Clarification Period and reconvened the meeting immediately after.

COUNCIL INQUIRIES

Nil.

NEW ITEMS OF BUSINESS

Nil.

NOTICES OF MOTION

Nil.

CITY CLERK'S RECOMMENDATION:

Moved by Councillor Back, seconded by Councillor Valente

THAT Council recess to the Committee of the Whole, Closed session, pursuant to the *Community Charter*, Section 90(1)(a) [personal information] and Section 90(1)(e) [property matter].

CARRIED UNANIMOUSLY

The meeting recessed to the Committee of the Whole, Closed session, at 7:30 pm and reconvened at 7:47 pm.

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)

10. Property Matter – File: 06-2320-01-0001/2019

Report: Section Manager, Real Estate, February 19, 2019

Moved by Councillor McIlroy, seconded by Councillor Bell

PURSUANT to the report of the Section Manager, Real Estate, dated February 19, 2019, regarding a property matter:

THAT the action taken by the Committee of the Whole, Closed Session, be ratified;

AND THAT the wording of the recommendation and the report of the Section Manager, Real Estate, dated February 19, 2019, remain in the Closed session.

CARRIED UNANIMOUSLY

11. Appointments to the North Shore Advisory Committee on Disability Issues
– File: 01-0360-20-0055/2019

Report: City Clerk, February 11, 2019

Moved by Councillor McIlroy, seconded by Councillor Bell

PURSUANT to the report of the City Clerk, dated February 11, 2019, entitled “Appointments to the North Shore Advisory Committee on Disability Issues”:

THAT Ashley Swartz, Louisa Bridgman and Tom Crawford be appointed to the North Shore Advisory Committee on Disability Issues for a 2-year term to conclude on December 31, 2020;

AND THAT the report of the City Clerk, dated February 11, 2019, entitled “Appointments to the North Shore Advisory Committee on Disability Issues”, remain in the Closed session.

CARRIED UNANIMOUSLY

ADJOURN

Moved by Councillor Girard, seconded by Councillor Hu

THAT the meeting adjourn.

CARRIED UNANIMOUSLY

The meeting adjourned at 7:48 pm.

“Certified Correct by the City Clerk”

CITY CLERK

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PROCLAMATION

STOP THE SEXUAL EXPLOITATION OF CHILDREN AND YOUTH AWARENESS WEEK

WHEREAS sexual exploitation of children and youth is criminal abuse and has lasting impacts on the victims, their families and our community; and

WHEREAS the 21st annual Stop the Sexual Exploitation of Children and Youth Awareness Week in BC recognizes the importance of developing prevention, education, enforcement and intervention strategies to address the sexual exploitation of children and youth; and

WHEREAS the City of North Vancouver supports the awareness week led by the Ministry of Public Safety and Solicitor General who have provided fuchsia coloured lapel ribbons to wear in support, and which are available at our reception desk;

NOW THEREFORE I, Linda Buchanan, Mayor of the City of North Vancouver, do hereby proclaim **March 4 to 10, 2019** as **STOP THE SEXUAL EXPLOITATION OF CHILDREN AND YOUTH AWARENESS WEEK** in the City of North Vancouver, the traditional territories of the Squamish and Tsleil-Waututh Nations.

So proclaimed on Monday, March 4, 2019

Mayor Linda Buchanan



PROCLAMATION

WORLD LYMPHEDEMA DAY

- WHEREAS** lymphedema, an accumulation of lymphatic fluid that causes swelling in the arms, legs or other areas of the body, is an incurable condition affecting more than 250 million people worldwide with disfigurement, disabilities, discomfort and distress; and
- WHEREAS** it is estimated that between 170,000 and 340,000 Canadians are living with lymphedema; and
- WHEREAS** by raising awareness of lymphedema and its symptoms, the Lymphatic Network aims to ensure that people suffering from lymphedema no longer go undiagnosed, and that they receive the best treatment options available;
- NOW THEREFORE** I, Linda Buchanan, Mayor of the City of North Vancouver, do hereby proclaim **March 6, 2019** as **WORLD LYMPHEDEMA DAY** in the City of North Vancouver, the traditional territories of the Squamish and Tsleil-Waututh Nations.

So proclaimed on Monday, March 4, 2019

Linda C. Buchanan

Mayor Linda Buchanan



PROCLAMATION

WORLD DOWN SYNDROME DAY

- WHEREAS** an estimated 45,000 Canadian citizens and approximately 1 in every 800 babies born in Canada today have Down syndrome; and
- WHEREAS** United Nations World Down Syndrome Day is a global awareness initiative that recognizes the meaningful contributions of individuals with Down syndrome, who are deserving of equal rights and opportunities to participate in society; and
- WHEREAS** the City of North Vancouver supports inclusive environments which enhance the well-being of all individuals with Down syndrome and their ability to live, work and participate as fully included members of society alongside their friends, families and peers;
- NOW THEREFORE** I, Linda Buchanan, Mayor of the City of North Vancouver, do hereby proclaim **March 21, 2019** as **WORLD DOWN SYNDROME DAY** in the City of North Vancouver, the traditional territories of the Squamish and Tseil-Waututh Nations.

So proclaimed on Monday, March 4, 2019

Mayor Linda Buchanan



THE CORPORATION OF THE CITY OF NORTH VANCOUVER Regular Council Meeting – March 4, 2019

PUBLIC INPUT PERIOD

The Public Input Period is addressed in sections 12.20 to 12.28 of “Council Procedure Bylaw, 2015, No. 8500.”

The time allotted for each speaker appearing before Council during the Public Input Period is two minutes, with the number of speakers set at five persons. Speakers’ presentations will be audio and video recorded, as well as live-streamed on the Internet, and will form part of the public record.

To make a submission to Council during the Public Input Period, a person must complete the Public Input Period sign-up sheet at City Hall prior to the Regular Council Meeting. A person who fails to complete, or only partially completes, the Public Input Period sign-up sheet will not be permitted to make a submission to Council during the Public Input Period. The sign-up sheet will be available on the table in the lobby outside the Council Chamber from 5:30 pm until 5:55 pm before a Council meeting.

When appearing before Council, speakers are requested to state their name and address for the record. Speakers may display materials on the document camera at the podium in the Council Chamber and provide written materials to the City Clerk for distribution to Council, only if these materials have been provided to the City Clerk by 4:00 pm on the date of the meeting.

The Public Input Period provides an opportunity for input only, without the expectation of a response from Council, and places the speaker’s concern on record.

Speakers must comply with the General Rules of Conduct set out in section 5.1 of “Council Procedure Bylaw, 2015, No. 8500” and may not speak with respect to items as listed in section 12.25(2).

Speakers are requested not to address matters that refer to items from a concluded Public Hearing/Public Meeting and to Public Hearings, Public Meetings and Committee meetings when those matters are scheduled on the same evening’s agenda and an opportunity for public input is provided when the particular item comes forward for discussion.

Please address the Mayor as “Mayor, followed by his/her surname” or “Your Worship”. Councillors should be addressed as “Councillor, followed by their surname”.



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – March 4, 2019

CONSENT AGENDA

Item *3 is listed in the Consent Agenda for consideration.

RECOMMENDATION:

THAT the recommendation listed within the “Consent Agenda” be approved.

START OF CONSENT AGENDA

REPORT

- *3. E-Comm – Appointment of Richard Walton, Board of Directors Designate
– 2019-2020 Term – File: 01-0230-20-0016/2019

Report: City Clerk, February 25, 2019


RECOMMENDATION:

PURSUANT to the report of the City Clerk, dated February 25, 2019, entitled
“E-Comm – Appointment of Richard Walton, Board of Directors Designate –
2019-2020 Term”:

THAT Richard Walton be appointed to the E-Comm Board of Directors as the
North Shore Designate for the 2019-2020 Term.

END OF CONSENT AGENDA



Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
CITY CLERK'S DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Karla Graham, City Clerk

Subject: E-COMM – APPOINTMENT OF RICHARD WALTON,
BOARD OF DIRECTORS DESIGNATE – 2019-2020 TERM

Date: February 25, 2019 File No: 01-0230-20-0016/2019

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the City Clerk, dated February 25, 2019, entitled "E-Comm – Appointment of Richard Walton, Board of Directors Designate – 2019-2020 Term":

THAT Richard Walton, be appointed to E-Comm Board of Directors as the North Shore Designate for the 2019-2020 Term.

ATTACHMENTS:

DISCUSSION:

Following recent discussions between the Mayors of the North Shore municipalities, it has been suggested that Richard Walton be appointed as the North Shore Designate to the E-Comm Board of Directors for the 2019-2020 Term.

Former Mayor Walton, District of North Vancouver, has held this role for the past 3 years and has expressed an interest and willingness to continue on for a fourth term. Mr. Walton's past municipal experience would lend favorably to him remaining on the E-Comm Board of Directors.

FINANCIAL IMPLICATIONS: None

INTER-DEPARTMENTAL IMPLICATIONS: None

CORPORATE PLAN AND/OR POLICY IMPLICATIONS: None

STRATEGIC PLAN IMPLICATIONS: None

RESPECTFULLY SUBMITTED:



Karla Graham, City Clerk

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – March 4, 2019

FINANCE COMMITTEE MEETING

Re: City of North Vancouver 2019 Financial Plan – File: 01-1700-01-0001/2019

Chair: Mayor Linda Buchanan

Purpose: The purpose of the Finance Committee Meeting is to consider the City of North Vancouver's 2019 Financial Plan.

AGENDA

1. Opening Comments – Director, Finance
2. Public Comments – 3 minutes per speaker

Members of the community were provided the opportunity to submit comments until 4:00 pm on Monday, March 4, 2019. The public may also provide comments in person at the Finance Committee Meeting.

3. Questions / Comments from the Finance Committee
4. RECOMMENDATION:

PURSUANT to the report of the Deputy Director, Finance, dated February 20, 2019, entitled "2019 Financial Plan":

THAT the 2019-2028 Project Plan, dated March 4, 2019, be endorsed;

THAT the 2019 Financial Plan be approved;

AND THAT staff bring forward a Financial Plan Bylaw (2019 to 2028) that reflects an overall tax rate of 4.25%, including 0.1% for the Program Plan (operating), 1.3% for the Provincial Employer Health Tax, 2% for infrastructure reserves and 0.85% for New Items.

5. Adjourn

Item 4 refers.



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – March 4, 2019

REPORT – RECOMMENDATION OF THE FINANCE COMMITTEE

4. 2019 Financial Plan – File: 05-1700-01-0001/2019

Report: Deputy Director, Finance, February 20, 2019

RECOMMENDATION:

PURSUANT to the report of the Deputy Director, Finance, dated February 20, 2019, entitled “2019 Financial Plan”:

THAT the 2019-2028 Project Plan, dated March 4, 2019, be endorsed;

THAT the 2019 Financial Plan be approved;

AND THAT staff bring forward a Financial Plan Bylaw (2019 to 2028) that reflects an overall tax rate of 4.25%, including 0.1% for the Program Plan (operating), 1.3% for the Provincial Employer Health Tax, 2% for infrastructure reserves and 0.85% for New Items.



The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Leslie Garber, Deputy Director of Finance

Subject: 2019 FINANCIAL PLAN

Date: February 20, 2019

File No: 05-1700-01-0001/2019

The following is a suggested recommendation only. Please refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Deputy Director of Finance, dated February 20, 2019, entitled "2019 Financial Plan":

THAT the 2019-2028 Project Plan Dated March 4, 2019 be endorsed;

THAT the 2019 Financial Plan be approved;

AND THAT staff bring forward a Financial Plan Bylaw (2019 to 2028) which reflects an overall tax rate of 4.25% which includes 0.1% for the Program Plan (operating), 1.3% for the Provincial Employer Health Tax, 2% for infrastructure reserves and 0.85% for New Items.

ATTACHMENTS:

1. 2019-2028 Project Plan dated March 4, 2019 (CityDocs #1752302)
2. 2019 Program Plan (CityDocs #1752199)
3. 2019 Requested New Items (CityDocs #1752244)
4. 2019 Utility Rates report dated November 28, 2018 (CityDocs #1751964)

DISCUSSION:

The purpose of this report is to ask for endorsement of the 2019 Financial Plan, including new items, and to obtain Finance Committee's approval on the proposed tax rate increase for 2019.

The Community Charter requires that Council adopt a five year Financial Plan to include both operating and capital items before May 15 in each year. For many years, the City has exceeded this requirement by producing ten-year Financial Plans.

Thus far the City’s 2019 – 2028 Financial Planning Process has included, the 2019 Utility Operations & Rates Model being approved (December 3, 2018) and the 2019-2028 Draft Preliminary Project Plan and the 2019 Draft Program Plan being presented to Council for feedback (February 11, 2019).

The 2019-2028 Project Plan included as **Attachment 1**, the 2019 Program Plan included as **Attachment 2** and the 2019 Requested New Items included as **Attachment 3** reflect the feedback received from Council at the February 11, 2019 Regular Meeting.

The City’s 2019 Financial Plan totals \$232.9 million which includes the following:

	2018 \$	2019 \$	Inc/(Dec) \$
General Project Plan	80.5	73.2	(7.3)
General Program Plan	73.8	78.6	4.8
Utility Programs (water, sewer, solid waste)	27.9	31.1	3.2
Cemetery (self-funded)	0.4	0.4	-
Collection for Other Government	46.3	49.6	3.3
Total Financial Plan (excluding depreciation & non-statutory reserves)	228.9	232.9	4.0

General Project Plan

At the February 11, 2019, Regular Meeting, Council provided feedback regarding the 2019-2028 Project Plan. Following is a summary of the feedback and comments on how they are addressed.

Recommendation	Comments
Bring forward the off-Marine AAA bike route planned for 2021 as part of the Marine-Main Corridor Improvements.	The project has been moved to 2019 in the 2019-2028 Project Plan dated March 4, 2019 with revised project costs (\$900K) and is reflected as fully City funded as external funding for 2019 has not been secured.
Reconsider how we label bike lane capital projects.	The 2019-2028 Project Plan dated March 4, 2019 does not reflect changes to project labeling, however, staff will work towards more reader/resident friendly project categorizations in future project plans.
Look into the potential of a Childcare Fund if not now into the future.	Options regarding a Childcare Fund will be explored as part of the upcoming Childcare policy discussions.
Keep Harry Jerome CRC as a placeholder.	The project will remain as a provision. As needs arise appropriation opportunities will be presented to Council.

Defer Civic Center improvements excluding those related to accessibility improvements.	The 2019-2028 Project Plan dated March 4, 2019 reflects the following changes: <ul style="list-style-type: none"> • Civic Centre Addition (\$25K) deferred to 2020 • Civic Centre Improvements (\$1.1M) removed from Plan • Staff Work Areas & Meeting Space (\$780K) removed from Plan • Civic Centre Minor Renovations (\$942K) added to Plan (includes Chamber accessibility) added to Plan • Civic Centre Accommodation provision (\$250K) added to Plan
Bring forward Upper Levels Greenway planning.	The 2019-2028 Project Plan contains \$40K for planning of the Upper Levels Greenway which will be undertaken in 2019.
Bring forward Chris Zuelke Field Lights.	The project has been moved to 2019 in the 2019-2028 Project Plan dated March 4, 2019 with revised project costs (\$490K).
Review dog parks coming on line in 2019.	The 2019-2028 Project Plan contains \$250K for a Lower Lonsdale off-leash area; an off-leash area is proposed as part of the upcoming changes to Mahon Park, Council will be updated after public consultation is complete.
Review the provision of school crosswalks.	The Project Plan includes funding for Safe Routes to School (\$95K City/\$9.4K external). Staff will continue working with stakeholders to develop the program.

In addition to the above items the 2019-2028 Project Plan has also been adjusted to increase the Affordable Housing Reserve provision from \$0.2 million to \$2.2 million to correspond to the available funding and to provide greater flexibility should an opportunity arise.

A summary financial impact of the changes is included in the table below:

Project	2019	2020	2021	2022	2023	Total
Marine-Main Corridor Improvements	900,000		(760,000)			140,000
Civic Centre Addition	(25,000)	25,000				-
Civic Centre Improvements	(572,450)	(267,500)	(10,700)	(240,750)		(1,091,400)
Staff Work Areas & Meeting Space	(780,000)					(780,000)
Civic Centre Minor Renovations	385,200	262,150	42,800	10,700	240,750	941,600
Civic Centre Accommodation Provision	250,000					250,000
Chris Zuehlke Field Lights	490,000	(250,000)				240,000
	647,750	(230,350)	(727,900)	(230,050)	240,750	(299,800)
Affordable Housing Reserve	2,000,000					2,000,000
	2,647,750	(230,350)	(727,900)	(230,050)	240,750	1,700,200

The net change to the Project Plan is an increase in funding requested of \$1.7 million. However, if the change to the Affordable Housing Reserve provision is excluded, there is a net decrease in funding requested of \$0.3 million. Although there is an overall decrease in funding requested there is an increase in the requirement for 2019 funding. This increase in 2019 is being accommodated through available funding in the Civic Amenity Reserve. Any remaining unallocated funding will remain in the reserves and will be used in future financial plans.

The 2019 Project Plan (General Capital) now totals \$73.2 million. This includes funding for Land/Major Investments, Buildings (capital maintenance, major renovation and proposed new projects), Structures (streets & transportation, parks & greenways and public art) and Equipment. The major capital projects include the Harry Jerome Community Recreation Centre, Central Waterfront Public Realm, Pedestrian Scale Lighting Grand Boulevard Park, Casano Loutet Overpass and Marine-Main Corridor Improvements.

Support for the current Plan is part of an ongoing process; Council will have many more opportunities to make modifications to funding provisions to projects in the 10-Year plan. Council must pass funding resolutions (or bylaws in the case of DCC funding) before spending can take place.

General Program Plan

At the February 11, 2019 Regular Council meeting, staff presented the 2019 Draft Program Plan. The 2019 Program Expenditure Budget (General Operating) totals \$78.6 million for 2019.

The 2019 net operating budget increase is \$700,000, prior to new items, a tax rate increase of 1.4%, and remains unchanged from the 2019 Draft Program Plan presented February 11, 2019. Of this increase, \$650,000 is linked to the Provincial Employer Health Tax that has been imposed by the province. The Plan also includes ongoing provisions for increases in City wages and benefits, RCMP contract, agencies, new capital cost impacts, and other cost and revenue adjustments. The following table provides a high level summary:

Current Overall Increases and Decreases from 2018 to 2019

	<u>\$ (000s)</u>	
Salary Contractual and Other Provisions	1,320	
RCMP Contract	394	
Major Agencies and Core Funded Agencies	247	
New Capital Infrastructure Maintenance	103	
Other Items -Various	239	
Increase in Non-tax Revenues	(753)	
Tax Roll Growth	(1,500)	
2019 Net Operating Program Increase	50	0.10%
Provincial Employer Health Tax	650	1.30%
2019 Net Operating Program Increase	700	1.40%
New Items - Operating	426	0.85%
2019 Net Base Operating Budget Increase	1,126	2.25%

At the February 11, 2019, Regular Council Meeting council also provided feedback on the new operating item requests. The feedback resulted in the following items being removed from the listing:

Item	Description	Annual Amount	2019 Amount
12	RFT Seniors & Accessible Services Librarian	94,300	47,200
13	NS Women's Centre - Separation Support Group	2,500	2,500
14	Family Service of the North Shore - I Hope Family Centre	17,700	17,700
15	North Shore Restorative Justice - Restorative Response Program	5,000	5,000
16	North Shore Restorative Justice - Mountainside Secondary School	2,000	2,000
		<u>121,500</u>	<u>74,400</u>

The revised 2019 impact of new items is \$426,000, a 0.85% tax rate increase. A revised Requested New Items listing is provided in **Attachment 3**.

Utility Programs

The City's Utility programs include water, sewerage and drainage, and solid waste (refuse, green can, recycling and eco levy). The various utilities are self-funded through the annual utility rate setting process. The utility rates reflect the City's requirements for ongoing operations, capital programs and capital reserves, cost of services provided by Metro Vancouver, and other contractual costs.

At the December 3 Regular Meeting, Council approved the 2019 Utility Rates (**Attachment 4**). The 2019 flat rate utility charge for a single unit dwelling increased from \$1,189 in 2018 to \$1,247 for 2019 which is equivalent to a 4.9% increase. This is an estimate as Storm Drainage and Eco Levies are levied based on taxable assessment.

The 2019 Utility Program expenditures totals \$31.1 million. This consists of the following:

	2018 \$ (000s)	2019 \$ (000s)	Inc/(Dec) \$ (000s)
Water Budget	12.0	13.9	1.9
Sewerage & Drainage Budget	11.6	12.9	1.3
Solid Waste Budget (refuse, green can, eco levy & recycling)	4.3	4.3	0.0
	27.9	31.1	3.2

Cemetery Program

The City's Cemetery operation is self-funding program funded from sale of plots and cremation niches. Operational costs relate to burials, maintenance, and caretaking, carried out by City staff. The City's 2019 cemetery budget is approximately \$0.4 million.

Collections for Other Governments

The City collects approximately \$49.6 million in taxes on behalf of other governments and agencies which include BC Assessment, Metro Vancouver (GVRD), Transit, Municipal Finance Authority and the Provincial School Levy.

FINANCIAL IMPLICATIONS:

Financial implications are discussed throughout the report and on additional materials provided.

INTER-DEPARTMENTAL IMPLICATIONS:

The 2019 Financial Plan is a reflection of the policies of the City, and the work plans of all City departments. In developing the Financial Plan Finance staff rely on their close relationship with staff in other departments and the City's shared cost agencies.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

The Financial Plan is a key component in achieving the City's Community Vision outlined in the Official Community Plan (OCP).

The budget and Financial Plan processes are consistent with Paragraph 9.2, Financial Planning and Budget Process, of the OCP.

- All budget requests are reviewed for consistency with the goals of the OCP.
- Through considered long-range financial planning the City seeks to:
 - Anticipate and prepare for future costs, including planning in advance for infrastructure replacement;
 - Diversify its revenue and reduce its reliance on property taxation and increase the City's resiliency;
 - Maintain reserves for unexpected expenses;
 - Apply taxes fairly between property types;

- Tax at a rate that encourages investment in the City;
- Continue to build a Tax Sale Land Reserve as a permanent fund held in trust for future generations;
- Attempt to maintain a revenue surplus for use in the event of declared emergencies.

RESPECTFULLY SUBMITTED:



Leslie Garber
Deputy Director of Finance

2019 - 2028 Project Plan

MARCH 4, 2019 | FINANCE DEPARTMENT

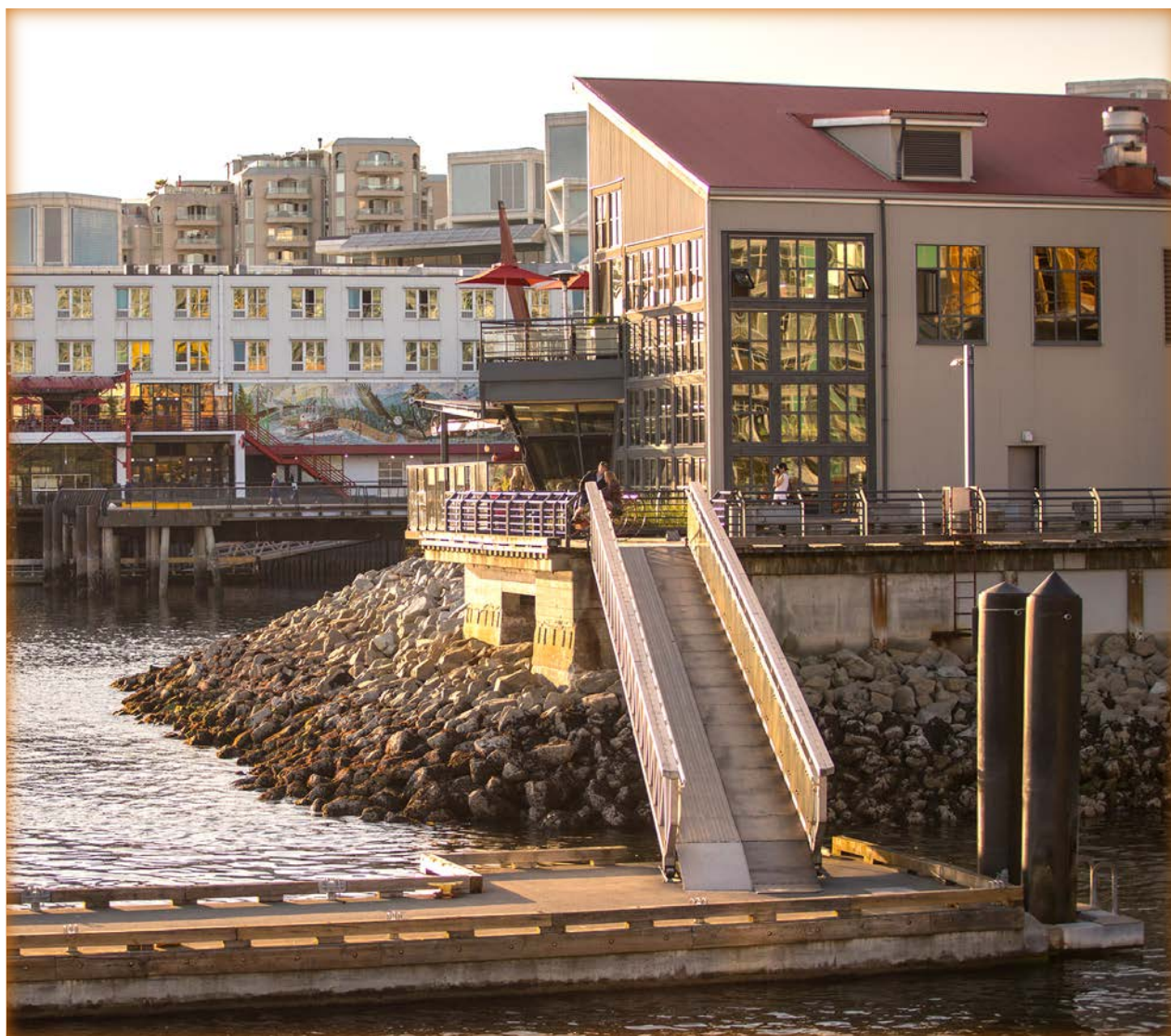


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Basic assumptions underlying the Plan include:

1. When provided, costs are based upon the best currently available information, and this means that some of the costs are more accurate than others. Factors affecting accuracy include the level of detailed planning which has been completed for the individual projects and plans, and the timing of the projects. In general, 2019 costs are more accurate than costs for future years.
2. There is an important exception. An estimated cost for Harry Jerome Redevelopment and Renewal will not be known until the scope of the project has been determined. The amount included in the Plan is a "placeholder" indicating the amount of funding the City may be able to provide toward the projects, assuming priorities are not changed.

Forecast Assumptions

3. The Plan reflects the current forecast for the budget year, and provides an allocation basis for subsequent year-to-year funding. Only the current year budgets will be used to appropriate funds; the subsequent years' budgets will be revised in the following years' Plans.
4. The Plan reflects the City's longstanding practice of using internal reserves as the basis for financing. The Plan is therefore sensitive to interest rate and reserve contribution fluctuations (including contributions from land sales), and also reflects the necessity to postpone projects until reserve funds are sufficient to support them.
5. The City currently has no debt, and there is no borrowing forecast in the Plan.

Contribution Assumptions

6. Contributions include amounts anticipated through fundraising and other private contributions, including those provided by developers, as well as contributions from senior levels of government, where these may be available.
7. Anticipated contributions from outside sources are shown as a source of funds for projects in the Plan, where it is reasonable to anticipate receipt of the funds. However, it should be noted that, for projects funded by contributions, the project scope as envisioned cannot be guaranteed if the contributions are not forthcoming.

Structure of the Plan

The materials included provide summary information, followed by complete detailed listings of all projects included in the Plan.

Projects are grouped into ten categories as follows:

1. Land and Major Investments;
2. Buildings;
3. Structures – Streets and Transportation;
4. Structures – Parks and Environment;
5. Structures – Public Art;
6. Equipment – General;
7. Equipment – Information Technology;
8. Equipment – Engineering;
9. Equipment – Fire; and
10. Block Funding, On-Going Programs and Other Projects.

It should also be noted that, the 10 sections are further summarized into four additional categories. The Plan information is summarized into those four categories on page 4 of the Plan:

1. Land/Major Investments - Section 1
2. Buildings - Section 2
3. Structures - Sections 3 to 5
4. Equipment - Sections 6 to 10

Project Types

Projects have been grouped into six project types, which are identified in the top right-hand corner of each project sheet:

1. Maintenance & Replacement;
2. Ongoing Program;
3. Provision;
4. Major Renovation;
5. New Capital Asset; and
6. Other Projects

It is the City's long-standing policy to place the maintenance of existing infrastructure as a first priority, and to only take on new facilities and programs when both an operating and capital source of funds sufficient to ensure successful completion and maintenance of facilities and ongoing program delivery can be identified. Based on this premise, and given the fact that there is generally little discretion about funding basic maintenance projects, the projects identified as "Maintenance & Replacement" are considered as being part of the Base Program. Also included in the Base Program are ongoing programs such as the annual allocation of \$85,000 to public art.

Provisions are included in the plan to provide Council with some flexibility to fund projects from various designated sources of funding are also included in the Base Program. Such provisions can only be appropriated after a project has been identified and approved by Council. These projects are mainly colour coded in Green at the top right-hand corner of the project sheets, as well as in the left-hand column of the detailed project listings following each tab. Because the priorities for maintenance are based primarily on condition and requirements of the infrastructure, these projects have been so coded by the respective Project Manager and funding for those projects has been identified.

Projects in the Major Renovation, New Capital Assets, and Other Projects categories would provide new facilities and/or new levels of service to the community. These projects have been colour coded in Blue or in Red in the left-hand column of the detailed project listings as well as in the top right-hand corner of the project sheets. Blue projects are those that have a dedicated source of funding in conformity with the terms of reference of the reserve bylaws. Red projects are projects that do not have a dedicated source of funding and for which a source of funding remains to be identified. Please note some maintenance and replacement projects have been colour coded Blue if they have a dedicated source of funds, for example, the Justice Administration Building Reserve. Council will be asked to rank Amenity and non-infrastructure projects.

A summary of the total value, including external funding, of base program projects vs. non-base program projects is as follows:

10 Year Summary (Excluding Utilities)

Section	Base Program	Dedicated Funds	New Initiatives	Total
1 - Land & Major Investments	\$ -	\$ 33,500,000	\$ -	\$ 33,500,000
2 - Buildings	10,071,036	191,430,113	10,224,600	211,725,748
3 - Streets & Transportation	30,170,000	28,027,941	22,520,259	80,718,200
4 - Parks & Environment	11,051,000	1,930,500	16,823,500	29,805,000
5 - Public Art	-	900,000	-	900,000
6 - General Equipment	4,120,077	1,092,173	-	5,212,250
7 - IT Equipment	4,185,431	264,925	5,058,000	9,508,356
8 - Engineering Equipment	70,000	7,404,000	50,000	7,524,000
9 - Fire Equipment	6,010,000	-	-	6,010,000
10 - Block Funding, Ongoing Progr, Other Projects	7,437,856	1,303,637	2,612,600	11,354,093
TOTAL	\$ 73,115,399	\$ 265,853,289	\$ 57,288,959	\$ 396,257,647

**2019 - 2028 PROJECT PLAN
SUMMARY**

	2019	2020	2021	2022	2023	2024-2028	TOTAL
LAND/MAJOR INVESTMENTS							
Funding Requested	30,800,000	300,000	300,000	300,000	300,000	\$1,500,000	\$33,500,000
City Funding	15,800,000	300,000	300,000	300,000	300,000	1,500,000	18,500,000
Contributions	15,000,000	-	-	-	-	-	15,000,000
Funded Amount	30,800,000	300,000	300,000	300,000	300,000	1,500,000	33,500,000
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS							
Funding Requested	\$ 20,550,038	\$ 161,144,090	\$ 4,479,435	\$ 16,493,560	\$ 5,735,545	\$3,323,080	\$211,725,748
City Funding	20,373,236	160,529,126	4,089,186	16,643,410	5,859,643	3,082,495	210,577,095
Contributions	176,802	162,815	347,450	100,151	120,852	240,585	1,148,654
Funded Amount	20,550,038	160,691,940	4,436,635	16,743,560	5,980,495	3,323,080	211,725,748
Funding Excess (Shortfall)	\$0	(\$452,150)	(\$42,800)	\$250,000	\$244,950	\$0	\$0
STRUCTURES							
Funding Requested	\$ 16,463,400	\$ 22,058,400	\$ 22,703,400	\$ 9,994,000	\$ 11,174,000	\$29,066,000	\$111,459,200
City Funding	12,676,334	12,253,550	15,679,000	9,404,450	11,809,000	28,616,000	90,438,334
Contributions	3,787,066	8,924,400	6,289,400	1,470,000	100,000	450,000	21,020,866
Funded Amount	16,463,400	21,177,950	21,968,400	10,874,450	11,909,000	29,066,000	111,459,200
Funding Excess (Shortfall)	\$0	(\$880,450)	(\$735,000)	\$880,450	\$735,000	\$0	\$0
EQUIPMENT							
Funding Requested	\$ 5,415,143	\$ 6,457,970	\$ 4,781,867	\$ 2,924,717	\$ 3,011,167	\$ 17,017,835	\$ 39,608,699
City Funding	4,970,638	4,017,820	3,544,617	4,448,552	4,168,079	16,057,583	37,207,287
Contributions	444,505	340,150	239,250	181,245	236,008	960,252	2,401,412
Funded Amount	5,415,143	4,357,970	3,783,867	4,629,797	4,404,087	17,017,835	39,608,699
Funding Excess (Shortfall)	\$0	(\$2,100,000)	(\$998,000)	\$1,705,080	\$1,392,920	\$0	\$0
GENERAL CAPITAL TOTALS							
FUNDING REQUESTED	\$ 73,228,581	\$189,960,460	\$32,264,702	\$29,712,277	\$20,220,712	\$50,906,915	\$396,293,647
CITY FUNDING	53,820,208	177,100,495	23,612,802	30,796,411	22,136,722	49,256,078	356,722,715
CONTRIBUTIONS	19,408,373	9,427,365	6,876,100	1,751,396	456,860	1,650,837	39,570,932
FUNDING EXCESS (SHORTFALL)	\$0	(\$3,432,600)	(\$1,775,800)	\$2,835,530	\$2,372,870	\$0	\$0

**2019 - 2028 PROJECT PLAN
PROJECTS FUNDED MATCHED TO FUNDING SOURCES**

	2019	2020	2021	2022	2023	2024-2028	TOTAL
LAND & MAJOR INVESTMENTS - TAB 1							
Various Land Acquisitions	3,500,000	-	-	-	-	-	3,500,000
Parks Acquisition	10,000,000	-	-	-	-	-	10,000,000
Major Investments	17,200,000	200,000	200,000	200,000	200,000	1,000,000	19,000,000
Cemetery	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
Funding Requested	\$ 30,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	\$ 33,500,000
City Funding Provided							
TSL Principal	3,500,000	-	-	-	-	-	3,500,000
Parks DCC Reserve	9,900,000	-	-	-	-	-	9,900,000
General Reserve	100,000	-	-	-	-	-	100,000
Affordable Housing Reserve	2,200,000	200,000	200,000	200,000	200,000	1,000,000	4,000,000
Cemetery Development Reserve	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
City Funding Provided	15,800,000	300,000	300,000	300,000	300,000	1,500,000	18,500,000
Contributions	15,000,000	-	-	-	-	-	15,000,000
Total Funding Provided	30,800,000	300,000	300,000	300,000	300,000	1,500,000	33,500,000
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS - TAB 2							
Capital Maintenance							
Funding Requested	\$ 1,931,130	\$ 1,846,610	\$ 1,854,635	\$ 970,660	\$ 694,795	\$ 3,323,080	\$ 10,620,910
City Funding Provided							
Annual Budget	1,583,094	799,719	1,507,186	870,510	573,943	3,082,495	8,416,946
TSL Interest	-	884,077	-	-	-	-	884,077
Justice Administration Building Reserve	51,234	-	-	-	-	-	51,234
Civic Amenity	120,000	-	-	-	-	-	120,000
City Funding Provided	1,754,328	1,683,796	1,507,186	870,510	573,943	3,082,495	9,472,257
Contributions	176,802	162,815	347,450	100,151	120,852	240,585	1,148,654
Total Funding Provided	1,931,130	1,846,610	1,854,635	970,660	694,795	3,323,080	10,620,910
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Major Renovation Requirements							
Funding Requested	\$ 14,747,370	\$ 157,475,330	\$ 2,407,000	\$ 15,437,200	\$ -	\$ -	\$ 190,066,900
City Funding Provided							
Annual Budget	-	200,000	-	-	-	-	200,000
Civic Amenity Fund	14,547,370	157,275,330	2,407,000	15,437,200	-	-	189,666,900
General Reserve	200,000	-	-	-	-	-	200,000
City Funding Provided	14,747,370	157,475,330	2,407,000	15,437,200	-	-	190,066,900
Contributions	-	-	-	-	-	-	-
Total Funding Provided	14,747,370	157,475,330	2,407,000	15,437,200	-	-	190,066,900
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Proposed New Projects							
Funding Requested	3,871,538	1,822,150	217,800	85,700	5,040,750	-	11,037,938
City Funding Provided							
Annual Budget	-	-	-	-	4,000,000	-	4,000,000
Tax Sale Land Principal	198,779	-	-	-	-	-	198,779
TSL Interest	680,200	-	-	260,700	1,285,700	-	2,226,600
Civic Amenity Fund	2,718,000	1,345,000	175,000	75,000	-	-	4,313,000
General Building	62,787	-	-	-	-	-	62,787
Parking Reserve Fund	120,000	-	-	-	-	-	120,000
Heritage Reserve Fund	89,559	-	-	-	-	-	89,559
General Reserve	2,213	25,000	-	-	-	-	27,213
City Funding Provided	3,871,538	1,370,000	175,000	335,700	5,285,700	-	11,037,938
Contributions	-	-	-	-	-	-	-
Total Funding Provided	3,871,538	1,370,000	175,000	335,700	5,285,700	-	11,037,938
Unfunded	-	-	-	-	-	-	-
Excess Funding (Shortfall)	-	(\$452,150)	(\$42,800)	250,000	\$244,950	\$0	\$0
TOTAL Buildings							
Requirements	\$ 20,550,038	\$ 161,144,090	\$ 4,479,435	\$ 16,493,560	\$ 5,735,545	\$ 3,323,080	\$ 211,725,748
City Funding Provided	20,373,236	160,529,126	4,089,186	16,643,410	5,859,643	3,082,495	210,577,095
Contributions	176,802	162,815	347,450	100,151	120,852	240,585	1,148,654
Unfunded	-	-	-	-	-	-	-
Excess Funding (Shortfall)	\$0	(\$452,150)	(\$42,800)	\$250,000	\$244,950	\$0	\$0

**2019 - 2028 PROJECT PLAN
PROJECTS FUNDED MATCHED TO FUNDING SOURCES**

	2019	2020	2021	2022	2023	2024-2028	TOTAL
STRUCTURES							
STREETS MASTER PLAN - TAB 3							
Funding Requested	\$ 14,549,400	\$ 17,849,400	\$ 18,399,400	\$ 6,675,000	\$ 4,115,000	\$ 19,130,000	\$ 80,718,200
City Funding Provided							
Annual Budget	1,385,000	2,202,762	2,615,708	3,140,000	2,560,000	13,136,250	25,039,720
TSL Interest	-	-	1,179,743	880,450	735,000	-	2,795,193
Civic Amenity Fund	5,303,759	4,101,250	4,918,950	1,398,950	670,150	2,060,050	18,453,109
Infrastructure Fund	485,346	460,000	460,000	200,000	200,000	1,000,000	2,805,346
LAS Fund	500,000	-	-	-	-	-	500,000
Transportation DCCs	1,489,125	663,300	1,381,050	391,050	509,850	2,108,700	6,543,075
Sustainable Transportation	45,450	100,000	182,981	-	-	-	328,431
Carbon Fund	75,000	75,000	186,260	75,000	75,000	375,000	861,260
General Reserve	1,514,654	442,238	450,308	-	-	-	2,407,200
City Funding Provided	10,798,334	8,044,550	11,375,000	6,085,450	4,750,000	18,680,000	59,733,334
Contributions	3,751,066	8,924,400	6,289,400	1,470,000	100,000	450,000	20,984,866
Total Funding Provided	14,549,400	16,968,950	17,664,400	7,555,450	4,850,000	19,130,000	80,718,200
Excess Funding (Shortfall)	\$0	(\$880,450)	(\$735,000)	\$880,450	\$735,000	\$0	\$0
PARKS MASTER PLAN- TAB 4							
Funding Requested	\$ 1,779,000	\$ 4,124,000	\$ 4,219,000	\$ 3,234,000	\$ 6,974,000	\$ 9,511,000	\$ 29,841,000
City Funding Provided							
Annual Budget	689,000	1,774,000	519,000	284,000	474,000	7,311,000	11,051,000
Civic Amenity Fund	1,004,500	1,681,750	2,487,250	2,950,000	6,500,000	2,200,000	16,823,500
Parks DCC Fund	49,500	668,250	1,212,750	-	-	-	1,930,500
City Funding Provided	1,743,000	4,124,000	4,219,000	3,234,000	6,974,000	9,511,000	29,805,000
Contributions	36,000	-	-	-	-	-	36,000
Total Funding Provided	1,779,000	4,124,000	4,219,000	3,234,000	6,974,000	9,511,000	29,841,000
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PUBLIC ART PROGRAM - TAB 5							
Funding Requested	\$ 135,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 900,000
City Funding Provided							
Public Art Fund	135,000	85,000	85,000	85,000	85,000	425,000	900,000
City Funding Provided	135,000	85,000	85,000	85,000	85,000	425,000	900,000
Contributions	-	-	-	-	-	-	-
Total Funding Provided	135,000	85,000	85,000	85,000	85,000	425,000	900,000
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL Structures							
Funding Required	\$ 16,463,400	\$22,058,400	\$22,703,400	\$9,994,000	\$11,174,000	\$29,066,000	\$ 111,459,200
Funding provided	12,676,334	12,253,550	15,679,000	9,404,450	11,809,000	28,616,000	90,438,334
Contributions	3,787,066	8,924,400	6,289,400	1,470,000	100,000	450,000	21,020,866
Unfunded	-	-	-	-	-	-	-
Excess Funding (Shortfall)	\$0	(\$880,450)	(\$735,000)	\$880,450	\$735,000	\$0	\$0

**2019 - 2028 PROJECT PLAN
PROJECTS FUNDED MATCHED TO FUNDING SOURCES**

	2019	2020	2021	2022	2023	2024-2028	TOTAL
EQUIPMENT							
GENERAL EQUIPMENT - TAB 6							
Funding Requested	\$ 695,750	\$ 452,000	\$ 576,950	\$ 509,000	\$ 540,950	\$ 2,437,600	\$ 5,212,250
City Funding Provided							
Annual Budget	546,104	358,564	405,304	409,969	383,906	1,960,242	4,064,087
General Equipment Fund	41,780	-	14,210	-	-	-	55,990
City Funding Provided	587,884	358,564	419,514	409,969	383,906	1,960,242	4,120,077
Contributions	107,867	93,437	157,437	99,032	157,045	477,358	1,092,173
Total Funding Provided	695,750	452,000	576,950	509,000	540,950	2,437,600	5,212,250
Unfunded	-	-	-	-	-	-	-
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
INFORMATION TECHNOLOGY - TAB 7							
Funding Requested	\$ 1,289,253	\$ 1,687,753	\$ 803,700	\$ 1,086,500	\$ 810,000	\$ 3,831,150	\$ 9,508,356
City Funding Provided							
Computer Equipment Fund	171,258	-	-	-	-	-	171,258
Annual Budget	1,005,495	575,503	228,350	2,168,750	805,500	3,720,575	8,504,173
TSL Interest	-	-	-	-	568,000	-	568,000
City Funding Provided	1,176,753	575,503	228,350	2,168,750	1,373,500	3,720,575	9,243,431
Contributions	112,500	22,250	7,350	7,750	4,500	110,575	264,925
Total Funding Provided	1,289,253	597,753	235,700	2,176,500	1,378,000	3,831,150	9,508,356
Excess Funding (Shortfall)	\$0	(\$1,090,000)	(\$568,000)	\$1,090,000	\$568,000	\$0	\$0
ENGINEERING EQUIPMENT - TAB 8							
Funding Requested	960,000	1,233,000	536,000	341,000	235,000	4,219,000	7,524,000
City Funding Provided							
Engineering Equipment Fund	840,000	1,233,000	536,000	341,000	235,000	4,219,000	7,404,000
General Reserve	70,000	-	-	-	-	-	70,000
TSLI	50,000	-	-	-	-	-	50,000
City Funding Provided	960,000	1,233,000	536,000	341,000	235,000	4,219,000	7,524,000
Contributions	-	-	-	-	-	-	-
Total Funding Provided	960,000	1,233,000	536,000	341,000	235,000	4,219,000	7,524,000
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	-
FIRE EQUIPMENT - TAB 9							
Funding Requested	\$ 250,000	\$ 1,030,000	\$ 1,490,000	\$ 195,000	\$ 590,000	\$ 2,455,000	\$ 6,010,000
Fire Equipment Fund	250,000	1,030,000	1,490,000	195,000	590,000	2,455,000	6,010,000
City Funding Provided	250,000	1,030,000	1,490,000	195,000	590,000	2,455,000	6,010,000
Contributions	-	-	-	-	-	-	-
Total Funding Provided	250,000	1,030,000	1,490,000	195,000	590,000	2,455,000	6,010,000
Excess Funding (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BLOCK FUNDING, ON-GOING PROGRAMS & OTHER PROJECTS - TAB 10							
Funding Requested	\$ 2,220,140	\$ 2,055,217	\$ 1,375,217	\$ 793,217	\$ 835,217	\$ 4,075,085	\$ 11,354,093
City Funding Provided							
Annual Budget	861,078	820,753	800,753	700,753	710,753	3,563,765	7,457,856
Tax Sale Land Interest	-	-	-	633,080	824,920	39,000	1,497,000
Environmental Stewardship Fund	150,000	-	-	-	-	-	150,000
Civic Amenity	190,000	-	-	-	-	-	190,000
Fire Equipment Fund	50,000	-	50,000	-	50,000	100,000	250,000
General Reserve Fund	715,600	-	20,000	-	-	-	735,600
Child Care Improv Fund	9,323	-	-	-	-	-	9,323
Sustainable Transportation	20,000	-	-	-	-	-	20,000
City Funding Provided	1,996,001	820,753	870,753	1,333,833	1,585,673	3,702,765	10,309,779
Contributions	224,139	224,464	74,464	74,464	74,464	372,320	1,044,314
Total Funding Provided	2,220,140	1,045,217	945,217	1,408,297	1,660,137	4,075,085	11,354,093
Excess Funding (Shortfall)	\$0	(\$1,010,000)	(\$430,000)	\$615,080	\$824,920	\$0	\$0
TOTAL Equipment							
Requested	\$ 5,415,143	\$ 6,457,970	\$ 4,781,867	\$ 2,924,717	\$ 3,011,167	\$17,017,835	\$39,608,699
City Funding provided	4,970,638	4,017,820	3,544,617	4,448,552	4,168,079	16,057,583	37,207,287
Contributions	444,505	340,150	239,250	181,245	236,008	960,252	2,401,412
Excess Funding (Shortfall)	\$0	(\$2,100,000)	(\$998,000)	\$1,705,080	\$1,392,920	(\$0)	\$0
TOTAL Requirements							
Land	30,800,000	300,000	300,000	300,000	300,000	1,500,000	33,500,000
Buildings	20,550,038	161,144,090	4,479,435	16,493,560	5,735,545	3,323,080	211,725,748
Structures	16,463,400	22,058,400	22,703,400	9,994,000	11,174,000	29,066,000	111,459,200
Equipment	5,415,143	6,457,970	4,781,867	2,924,717	3,011,167	17,017,835	39,608,699
	\$ 73,228,581	\$ 189,960,460	\$ 32,264,702	\$ 29,712,277	\$ 20,220,712	\$ 50,906,915	\$ 396,293,647

**2019-2028 PROJECT PLAN
LAND AND MAJOR INVESTMENTS**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
Various Land Acquisitions									
1 - 2	TSL Princ	Strategic Land Acquisition	3,500,000	-	-	-	-	-	3,500,000
			\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
Parks Acquisition - DCC Bylaw Commitment									
1 - 3	Park DCC / Gen. Res.	Provision for Park Acquisition - DCC	10,000,000	-	-	-	-	-	10,000,000
			\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
Major Investments									
1 - 4	Aff Hsing	Affordable Housing Reserve	2,200,000	200,000	200,000	200,000	200,000	1,000,000	4,000,000
	External	Provision for External Funding and Contributions	15,000,000						15,000,000
			\$ 17,200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000	\$ 19,000,000
Cemetery									
1 - 5	Cemetery	City Cemetery Program	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 1,000,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 30,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	\$ 33,500,000
TOTAL CONTRIBUTIONS			\$ 15,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000
NET FUNDING REQUESTED			\$ 15,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 1,500,000	\$ 18,500,000
Dedicated Funds									
Base Program									
External Funding									

**2019-2028 PROJECT PLAN
BUILDINGS**

	2019	2020	2021	2022	2023	2024-2028	Total
Summary of Building Projects							
FUNDING REQUESTED IN PROJECT SHEETS							
Capital Maintenance	1,931,130	1,846,610	1,854,635	970,660	694,795	3,323,080	10,620,910
Major Renovation	14,747,370	157,475,330	2,407,000	15,437,200	-	-	190,066,900
Proposed New Projects	3,871,538	1,822,150	217,800	85,700	5,040,750	-	11,037,938
TOTAL FUNDING REQUESTED	\$ 20,550,038	\$ 161,144,090	\$ 4,479,435	\$ 16,493,560	\$ 5,735,545	\$ 3,323,080	\$ 211,725,748
CONTRIBUTIONS							
Capital Maintenance	176,802	162,815	347,450	100,151	120,852	240,585	1,148,654
Major Renovation	-	-	-	-	-	-	-
Proposed New Projects	-	-	-	-	-	-	-
TOTAL CONTRIBUTIONS	\$ 176,802	\$ 162,815	\$ 347,450	\$ 100,151	\$ 120,852	\$ 240,585	\$ 1,148,654
NET FUNDING REQUESTED							
Capital Maintenance	1,754,328	1,683,796	1,507,186	870,510	573,943	3,082,495	9,472,257
Major Renovation	14,747,370	157,475,330	2,407,000	15,437,200	-	-	190,066,900
Proposed New Projects	3,871,538	1,822,150	217,800	85,700	5,040,750	-	11,037,938
TOTAL CITY FUNDING REQUESTED	\$ 20,373,236	\$ 160,981,276	\$ 4,131,986	\$ 16,393,410	\$ 5,614,693	\$ 3,082,495	\$ 210,577,095

**2019-2028 PROJECT PLAN
BUILDINGS**

			2019	2020	2021	2022	2023	2024-2028	Total
Page	Funding Source	Capital Maintenance							
2 - 4	Ann. Budget	Maintenance & Replacement for Civic Centre	322,605	287,830	247,170	92,020	52,430	235,400	1,237,455
2 - 6	Ann. Budget / Justice Res	Maintenance & Replacement for Gerry Brewer Building	139,198	128,186	273,551	78,850	95,148	189,415	904,347
2 - 6	External	Maintenance & Replacement for Gerry Brewer Building - Required outside funding	176,802	162,815	347,450	100,151	120,852	240,585	1,148,654
2 - 8	Ann. Budget	Maintenance & Replacement for Fire Hall	133,215	148,195	119,305	32,635	27,285	351,495	812,130
2 - 10	Ann. Budget/ Civic Amenity	Maintenance & Replacement for City Owned/Non-City Used Buildings	493,805	190,460	288,365	53,500	31,565	172,270	1,229,965
2 - 12	Ann. Budget	Maintenance & Replacement for Parks Buildings	126,260	89,880	89,880	89,880	73,830	369,150	838,880
2 - 14	Ann. Budget	Maintenance & Replacement for Operations Centre	80,785	79,715	39,055	48,685	16,585	147,125	411,950
2 - 16	Ann. Budget	Maintenance & Replacement for Civic Library	83,460	84,530	104,860	44,940	32,100	162,640	512,530
2 - 18	Ann. Budget	The Shipyards - Lot 3 Building Maintenance	160,000	160,000	160,000	160,000	160,000	800,000	1,600,000
2 - 19	Ann. Budget	Library Reception Replacement	-	80,000	-	-	-	-	80,000
North Vancouver Recreation & Culture Commission									
2 - 20	Ann. Budget	Harry Jerome Community Recreation Centre	75,000	75,000	75,000	75,000	-	-	300,000
2 - 21	Ann. Budget	Memorial Community Recreation Centre	15,000	15,000	15,000	15,000	-	-	60,000
2 - 22	Ann. Budget	Mickey McDougall Community Recreation Centre	15,000	15,000	15,000	15,000	-	-	60,000
2 - 23	Ann. Budget	Centennial Theatre	65,000	255,000	50,000	90,000	35,000	405,000	900,000
2 - 25	Ann. Budget	John Braithwaite Community Centre	45,000	75,000	30,000	75,000	50,000	250,000	525,000
TOTAL REQUESTED IN PROJECT SHEETS			\$ 1,931,130	\$ 1,846,610	\$ 1,854,635	\$ 970,660	\$ 694,795	\$ 3,323,080	\$ 10,620,910
CONTRIBUTIONS			\$ 176,802	\$ 162,815	\$ 347,450	\$ 100,151	\$ 120,852	\$ 240,585	\$ 1,148,654
NET FUNDING REQUESTED			\$ 1,754,328	\$ 1,683,796	\$ 1,507,186	\$ 870,510	\$ 573,943	\$ 3,082,495	\$ 9,472,257
Major Renovation									
North Vancouver Recreation & Culture Commission									
2 - 27	Civic Amenity	Harry Jerome Community Recreation Centre	14,547,370	157,275,330	2,407,000	15,437,200	-	-	189,666,900
2 - 28	General Res.	Harry Jerome Complex - Major Repairs	200,000	200,000	-	-	-	-	400,000
TOTAL REQUESTED IN PROJECT SHEETS			\$ 14,747,370	\$ 157,475,330	\$ 2,407,000	\$ 15,437,200	\$ -	\$ -	\$ 190,066,900
CONTRIBUTIONS			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
NET FUNDING REQUESTED			\$ 14,747,370	\$ 157,475,330	\$ 2,407,000	\$ 15,437,200	\$ -	\$ -	\$ 190,066,900

**2019-2028 PROJECT PLAN
BUILDINGS**

Page	Funding Source	Proposed New Projects	2019	2020	2021	2022	2023	2024-2028	Total
			Library						
2 - 30		Library Staff Area Improvements	-	90,000	-	-	-	-	90,000
2 - 31	Civic Amenity	Library Functional Plan Implementation	-	175,000	175,000	75,000	-	-	425,000
			Museum and Archives						
2 - 32	Civic Amenity	New Museum for NVMA	525,000	-	-	-	-	-	525,000
			City						
2 - 33	Civic Amenity	Central Waterfront Public Realm	1,200,000	-	-	-	-	-	1,200,000
2 - 34	Civic Amenity	Project Coordination and Oversight	433,000	-	-	-	-	-	433,000
2 - 35	Civic Amenity	Lonsdale Quay Public Realm	-	420,000	-	-	-	-	420,000
2 - 36	Civic Amenity	SeaBus Upgrades	250,000	-	-	-	-	-	250,000
2 - 37	Civic Amenity	Lot 5 Development	310,000	-	-	-	-	-	310,000
2 - 38	General Reserve	Civic Centre Addition	-	25,000	-	-	3,000,000	-	3,025,000
2 - 39	TSLI	Fire Hall Vestibule	15,000	100,000	-	-	-	-	115,000
2 - 40	General Build.	Ops Centre Storage Site	65,000	-	-	-	-	-	65,000
2 - 41	TSLI	Feasibility - 1555 Forbes	30,000	-	-	-	-	-	30,000
2 - 42	TSLI	Civic Centre Minor Renovations	385,200	262,150	42,800	10,700	240,750	-	941,600
2 - 44	TSLI	Civic Centre Accommodation Provision	250,000	-	-	-	-	-	250,000
2 - 45	Annual Bud.	Replacement of City Hall Single Glazed Windows	-	-	-	-	1,800,000	-	1,800,000
2 - 46	Civic Amenity	Burrard Dry Dock Electrical Building	-	350,000	-	-	-	-	350,000
2 - 47	Civic Amenity	PGE Station Provision	-	400,000	-	-	-	-	400,000
2 - 48	TSL	719 West 2nd St Strategic Property Purchase 2015	198,779	-	-	-	-	-	198,779
2 - 49	Parking Res.	Presentation House Public Parking Lot	120,000	-	-	-	-	-	120,000
2 - 50	Heritage	Heritage Reserve Fund	89,559	-	-	-	-	-	89,559
TOTAL REQUESTED IN PROJECT SHEETS			\$ 3,871,538	\$ 1,822,150	\$ 217,800	\$ 85,700	\$ 5,040,750	\$ -	\$ 11,037,938

CONTRIBUTIONS

NET FUNDING REQUESTED	\$ 3,871,538	\$ 1,822,150	\$ 217,800	\$ 85,700	\$ 5,040,750	\$ -	\$ 11,037,938
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Base Program
Dedicated Funds
New Initiatives
External Funds

**2019-2028 PROJECT PLAN
STRUCTURES SUMMARY**

	2019	2020	2021	2022	2023	2024-2028	Total
Summary of Structure Projects							
FUNDING REQUESTED IN PROJECT SHEETS							
Streets and Transportation	14,549,400	17,849,400	18,399,400	6,675,000	4,115,000	19,130,000	80,718,200
Parks	1,779,000	4,124,000	4,219,000	3,234,000	6,974,000	9,511,000	29,841,000
Public Art	135,000	85,000	85,000	85,000	85,000	425,000	900,000
TOTAL FUNDING REQUESTED	\$ 16,463,400	\$ 22,058,400	\$ 22,703,400	\$ 9,994,000	\$ 11,174,000	\$ 29,066,000	\$ 111,459,200
CONTRIBUTIONS							
Streets and Transportation	3,751,066	8,924,400	6,289,400	1,470,000	100,000	450,000	20,984,866
Parks	36,000	-	-	-	-	-	36,000
Public Art	-	-	-	-	-	-	-
TOTAL CONTRIBUTIONS	\$ 3,787,066	\$ 8,924,400	\$ 6,289,400	\$ 1,470,000	\$ 100,000	\$ 450,000	\$ 21,020,866
DCC FUNDING							
Streets and Transportation	1,489,125	663,300	1,381,050	391,050	509,850	2,108,700	6,543,075
Parks	49,500	668,250	1,212,750	-	-	-	1,930,500
Public Art	-	-	-	-	-	-	-
TOTAL DCC FUNDING	\$ 1,538,625	\$ 1,331,550	\$ 2,593,800	\$ 391,050	\$ 509,850	\$ 2,108,700	\$ 8,473,575
NET FUNDING REQUESTED							
Streets and Transportation	9,309,209	8,261,700	10,728,950	4,813,950	3,505,150	16,571,300	53,190,259
Parks	1,693,500	3,455,750	3,006,250	3,234,000	6,974,000	9,511,000	27,874,500
Public Art	135,000	85,000	85,000	85,000	85,000	425,000	900,000
TOTAL CITY FUNDING REQUESTED	\$ 11,137,709	\$ 11,802,450	\$ 13,820,200	\$ 8,132,950	\$ 10,564,150	\$ 26,507,300	\$ 81,964,759

**2019-2028 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
Pedestrian Improvements Program									
3 - 7	Annual Bud.	Local Traffic Safety Improvements	40,000	40,000	40,000	40,000	45,000	225,000	430,000
3 - 8	Civic Amen.	New Sidewalks to Complete Pedestrian Network	151,500	151,500	151,500	151,500	151,500	757,500	1,515,000
3 - 8	DCC	New Sidewalks to Complete Pedestrian Network-DCC	148,500	148,500	148,500	148,500	148,500	742,500	1,485,000
3 - 9	Annual Bud.	Sidewalk Infill & Reconstruction	170,000	170,000	420,000	170,000	170,000	850,000	1,950,000
Total Safety/Pedestrian Improvements			\$ 510,000	\$ 510,000	\$ 760,000	\$ 510,000	\$ 515,000	\$ 2,575,000	\$ 5,380,000
Cycling Improvements Program									
3 - 10	Civic Amenity	Sutherland Trail	80,000	-	-	-	-	-	80,000
3 - 11	Civic Amenity	Bicycle Route Improvements	20,200	20,200	20,200	20,200	20,200	80,800	181,800
3 - 11	External	Bicycle Route Improvements - ROF	10,000	10,000	10,000	10,000	10,000	40,000	90,000
3 - 11	DCC	Bicycle Route Improvements - DCC	19,800	19,800	19,800	19,800	19,800	79,200	178,200
3 - 12	Civic Amenity	Covered Bike Shelter & Secured Bike Parking	-	-	-	25,000	50,000	90,000	165,000
3 - 13	Civic Amenity	Lynn Valley Interchange Northbound Transportation Improvements	-	100,000	300,000	-	-	-	400,000
3 - 14	Civic Amenity	East 13th Street Cycling Infrastructure	-	-	300,000	-	-	-	300,000
Total - Cycling Improvements			\$ 130,000	\$ 150,000	\$ 650,000	\$ 75,000	\$ 100,000	\$ 290,000	\$ 1,395,000
Transit Improvement Program									
3 - 15	Civic Amenity	Transit Stop Improvements	80,000	65,000	65,000	65,000	65,000	325,000	665,000
3 - 15	External	Transit Improvements - ROF	20,000	65,000	65,000	65,000	65,000	325,000	605,000
3 - 16	Annual Bud.	City Transit Shelter Program	-	-	-	40,000	20,000	60,000	120,000
3 - 16	External	City Transit Shelter Program- ROF	-	-	-	40,000	20,000	60,000	120,000
Total - Transit Improvements			\$ 100,000	\$ 130,000	\$ 130,000	\$ 210,000	\$ 170,000	\$ 770,000	\$ 1,510,000
Multi-Modal Improvement Program									
3 - 17	Civic Amenity	Greenways Wayfinding Program	20,000	20,000	20,000	-	-	20,000	80,000
3 - 18	Civic Amenity	East Keith Road Multi-Modal Corridor Improvements, East Grand to Brooksbank	-	-	300,000	-	-	-	300,000
3 - 19	Annual Bud.	Fell Avenue: Slope stability and Retaining Walls	50,000	250,000	500,000	-	-	-	800,000
3 - 20	Civic Amenity	Semisch Greenway (W3rd to Semisch Park)	-	100,000	300,000	-	-	-	400,000
Total - Transit Improvements			\$ 70,000	\$ 370,000	\$ 1,120,000	\$ -	\$ -	\$ 20,000	\$ 1,580,000

**2019-2028 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
Traffic Engineering Program									
3 - 21	Annual Bud	Traffic Signal System Upgrades	100,000	300,000	300,000	300,000	300,000	1,300,000	2,600,000
3 - 23		Traffic Signal Pre-Emption for Fire Emergency Vehicles	-	80,000	80,000	80,000	-	-	240,000
3 - 25	Civic Amenity	Installation of Accessible Pedestrian Signal Units	35,000	35,000	35,000	35,000	35,000	105,000	280,000
3 - 27	TSLI	Traffic Signal LED Replacement	-	-	300,000	-	-	-	300,000
3 - 28	Civic Amenity	Traffic Signal at Keith & Hendry (Pedestrian & Bike Safety)	60,600	-	-	-	-	-	60,600
3 - 28	External	Traffic Signal at Keith & Hendry - ROF	150,000	-	-	-	-	-	150,000
3 - 28	DCC	Traffic Signal at Keith & Hendry (Pedestrian & Bike Safety) -DCC	59,400	-	-	-	-	-	59,400
3 - 29	Civic Amenity	Traffic Signal at 3rd & St. David's	184,325	-	-	-	-	-	184,325
3 - 29	DCC	Traffic Signal at 3rd & St. David's - DCC	180,675	-	-	-	-	-	180,675
3 - 30	Civic Amenity	Pedestrian and Roadway Lighting Implementation	75,750	227,250	227,250	227,250	227,250	681,750	1,666,500
3 - 30	DCC	Pedestrian and Roadway Lighting Implementation - DCC	74,250	222,750	222,750	222,750	222,750	668,250	1,633,500
3 - 32	Annual Bud	Street Light and Traffic Signal Aging Pole Replacement	50,000	250,000	250,000	50,000	50,000	200,000	850,000
3 - 33	Civic Amenity	Pedestrian Scale Lighting Grand Boulevard Park	750,000	-	-	-	-	-	750,000
3 - 34	Civic Amenity	Pedestrian Scale Lighting Jones Avenue	-	400,000	-	-	-	-	400,000
3 - 35	Annual Bud	City-Wide LED Streetlight upgrade	250,000	250,000	250,000	250,000	-	-	1,000,000
3 - 36	Annual Bud	Automated Traffic Counters	50,000	50,000	50,000	50,000	-	-	200,000
3 - 37	Civic Amenity	Traffic Signal at East 13th St at St Andrew's Ave	300,000	-	-	-	-	-	300,000
3 - 38	Civic Amenity	New Pedestrian Crossing Facilities	150,000	350,000	350,000	-	-	-	850,000
3 - 39		Street Lighting Central Management System	-	100,000	-	-	-	-	100,000
3 - 40	Civic Amenity	Moodyville Traffic Signals	308,050	-	-	-	121,200	-	429,250
3 - 40	DCC	Moodyville Traffic Signals - DCC	301,950	-	-	-	118,800	-	420,750
		Total - Traffic Signals	\$ 3,080,000	\$ 2,265,000	\$ 2,065,000	\$ 1,215,000	\$ 1,075,000	\$ 2,955,000	\$ 12,655,000
Public Realm and Streetscapes Program									
3 - 41	Annual Bud.	Street Banner And Furnishing Program	45,000	10,000	45,000	10,000	45,000	120,000	275,000
3 - 42	Civic Amenity	Parklet Design Competition and Installations	-	-	-	175,000	-	-	175,000
3 - 43	Carbon Res.	Living City Tree Planting Program	75,000	75,000	75,000	75,000	75,000	375,000	750,000
3 - 43	External	Living City Tree Planting Program - ROF	5,000	5,000	5,000	5,000	5,000	25,000	50,000
3 - 44	Civic Amenity	Sidewalk Patios - Lower Lonsdale	50,000	150,000	-	-	-	-	200,000
3 - 45	Annual Bud.	200 East 2nd Street - Parking & Streetscape improvements	-	-	-	-	-	50,500	50,500
3 - 45	DCC	200 East 2nd Street - Parking & Streetscape improvements-DCC	-	-	-	-	-	49,500	49,500

**2019-2028 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
3 - 46	Annual Bud.	100 East 2nd Street - Parking & Streetscape Improvements	-	-	-	-	-	227,250	227,250
3 - 46	DCC	100 East 2nd Street - Parking & Streetscape Improvements-DCC	-	-	-	-	-	222,750	222,750
3 - 47	Annual Bud.	100 East 1st Street - Streetscape Improvements	-	-	-	-	-	353,500	353,500
3 - 47	DCC	100 East 1st Street - Streetscape Improvements - DCC	-	-	-	-	-	346,500	346,500
Total - Parking and Streetscapes			\$ 175,000	\$ 240,000	\$ 125,000	\$ 265,000	\$ 125,000	\$ 1,770,000	\$ 2,700,000

Major Projects

3 - 48	Civic Amenity	Casano Loutet Overpass	673,334	232,300	-	-	-	-	905,634
3 - 48	External	Casano/Loutet Overpass - ROF	2,666,666	920,000	-	-	-	-	3,586,666
3 - 48	DCC	Casano Loutet Overpass - DCC	660,000	227,700	-	-	-	-	887,700
3 - 49	Civic Amenity	St. David's Avenue Greenway Connection	700,000	-	-	-	-	-	700,000
3 - 50	Civic Amenity	St. Andrews Bike Route - Esplanade to 24th St	100,000	400,000	-	-	-	-	500,000
3 - 51	Civic Amenity	Queensbury Avenue Greenway Connection	-	-	-	350,000	-	-	350,000
3 - 51	External	Queensbury Avenue Greenway Connection - ROF	-	-	-	650,000	-	-	650,000
3 - 52	TSLI / Sustain. Transp. / Carbon Fund	Marine Drive Bridge Replacement over Mackay Creek	-	-	1,010,000	-	-	-	1,010,000
3 - 52	External	Marine Drive Bridge Replacement over Mackay Creek - ROF	-	-	4,000,000	-	-	-	4,000,000
3 - 52	DCC	Marine Drive Bridge Replacement over Mackay Creek - DCC	-	-	990,000	-	-	-	990,000
3 - 53	Civic Amenity	Upper Levels Greenway - Lonsdale to Lynn Valley Road	40,000	-	350,000	-	-	-	390,000
3 - 53	External	Upper Levels Greenway - Lonsdale to Lynn Valley Road - ROF	-	-	700,000	-	-	-	700,000
3 - 54	Civic Amenity	Upper Levels Greenway - Lonsdale to Westview	-	-	-	350,000	-	-	350,000
3 - 54	External	Upper Levels Greenway - Lonsdale to Westview - ROF	-	-	-	700,000	-	-	700,000
3 - 55	Civic Amenity	Lonsdale Corridor Transit & Safety Improvements (Esplanade to 29th)	-	-	1,400,000	-	-	-	1,400,000
3 - 55	External	Lonsdale Corridor Transit & Safety Improvements (Esplanade to 29th) - ROF	-	-	400,000	-	-	-	400,000
3 - 56	Civic Amenity	Marine-Main Corridor Improvements	1,525,000	1,850,000	1,100,000	-	-	-	4,475,000
3 - 56	External	Marine-Main Corridor Improvements - ROF	625,000	7,750,000	1,100,000	-	-	-	9,475,000
Total - Major Projects			\$ 6,990,000	\$ 11,380,000	\$ 11,050,000	\$ 2,050,000	\$ -	\$ -	\$ 31,470,000

Pavement and Bridge Management

3 - 58	Annual Bud.	Traffic Signs and Pavement Markings	50,000	50,000	50,000	55,000	55,000	275,000	535,000
3 - 59	Annual Bud. General Res /	Bridge Rehabilitation	50,000	50,000	50,000	50,000	50,000	250,000	500,000
3 - 60	Infrastr. Res.	Pavement Management: Streets and Lanes	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	20,000,000
3 - 62	Annual Bud.	Pavement Condition Testing	25,000	25,000	75,000	25,000	25,000	225,000	400,000
Total - Pavement Management			\$ 2,125,000	\$ 2,125,000	\$ 2,175,000	\$ 2,130,000	\$ 2,130,000	\$ 10,750,000	\$ 21,435,000

**2019-2028 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
Local Area Services									
3 - 63	LAS	Provision for Local Area Services - City Share	500,000	-	-	-	-	-	500,000
Total - Local Area Services			\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
TOTAL FUNDING REQUESTED - ENGINEERING DEP			\$ 13,680,000	\$ 17,170,000	\$ 18,075,000	\$ 6,455,000	\$ 4,115,000	\$ 19,130,000	\$ 78,625,000
TOTAL CONTRIBUTIONS			\$ 3,476,666	\$ 8,750,000	\$ 6,280,000	\$ 1,470,000	\$ 100,000	\$ 450,000	\$ 20,526,666
TOTAL DCC STREETS AND TRANSPORTATION			\$ 1,444,575	\$ 618,750	\$ 1,381,050	\$ 391,050	\$ 509,850	\$ 2,108,700	\$ 6,453,975
NET FUNDING REQUESTED			\$ 8,758,759	\$ 7,801,250	\$ 10,413,950	\$ 4,593,950	\$ 3,505,150	\$ 16,571,300	\$ 51,644,359
Planning									
3 - 64	Annual Bud.	Community Transportation Demand Management Program	70,000	70,000	70,000	70,000	-	-	280,000
3 - 64	External	Community Transportation Demand Management Program	15,000	15,000	-	-	-	-	30,000
3 - 65	Sust. Transp.	Transportation Plan Update	45,450	45,450	-	-	-	-	90,900
3 - 65	DCC	Transportation Plan Update - DCC	44,550	44,550	-	-	-	-	89,100
3 - 66	Annual Bud.	Safe Routes to Schools	95,000	95,000	95,000	-	-	-	285,000
3 - 66	External	Safe Routes to Schools - ROF	9,400	9,400	9,400	-	-	-	28,200
3 - 67	Annual Bud.	INSTPP Implementation (Previously known as North Shore Transportation Improvements)	100,000	100,000	-	-	-	-	200,000
3 - 67	External	INSTPP Implementation (Previously known as North Shore Transportation Improvements) - ROF	100,000	50,000	-	-	-	-	150,000
3 - 68	Annual Bud.	Great Streets - Corridor Studies	240,000	150,000	150,000	150,000	-	-	690,000
3 - 68	External	Great Streets - Corridor Studies - ROF	150,000	100,000	-	-	-	-	250,000
Total - Planning			\$ 869,400	\$ 679,400	\$ 324,400	\$ 220,000	\$ -	\$ -	\$ 2,093,200
TOTAL FUNDING REQUEST - PLANNING DEP			\$ 869,400	\$ 679,400	\$ 324,400	\$ 220,000	\$ -	\$ -	\$ 2,093,200
TOTAL CONTRIBUTIONS			\$ 274,400	\$ 174,400	\$ 9,400	\$ -	\$ -	\$ -	\$ 458,200
TOTAL DCC STREETS AND TRANSPORTATION			\$ 44,550	\$ 44,550	\$ -	\$ -	\$ -	\$ -	\$ 89,100
NET FUNDING REQUESTED			\$ 550,450	\$ 460,450	\$ 315,000	\$ 220,000	\$ -	\$ -	\$ 1,545,900

**2019-2028 PROJECT PLAN
TRANSPORTATION AND STREETS**

Page Funding Source

	2019	2020	2021	2022	2023	2024-2028	Total
TOTAL FUNDING REQUEST IN PROJECT SHEETS	\$ 14,549,400	\$ 17,849,400	\$ 18,399,400	\$ 6,675,000	\$ 4,115,000	\$ 19,130,000	\$ 80,718,200
TOTAL CONTRIBUTIONS	\$ 3,751,066	\$ 8,924,400	\$ 6,289,400	\$ 1,470,000	\$ 100,000	\$ 450,000	\$ 20,984,866
TOTAL DCC STREETS AND TRANSPORTATION	\$ 1,489,125	\$ 663,300	\$ 1,381,050	\$ 391,050	\$ 509,850	\$ 2,108,700	\$ 6,543,075
NET FUNDING REQUESTED	\$ 9,309,209	\$ 8,261,700	\$ 10,728,950	\$ 4,813,950	\$ 3,505,150	\$ 16,571,300	\$ 53,190,259

Base Program
Dedicated Funds
New Initiatives
External Funds
DCC Funds

**2019-2028 PROJECT PLAN
PARKS AND ENVIRONMENT**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
Park Specific									
4 - 3	Ann. Budget	Lynnmouth Park Fencing, Trail and Habitat Restoration	100,000	-	-	-	-	-	100,000
4 - 4	Ann. Budget	Tempe Height Tennis Court Resurfacing	20,000	-	-	-	-	-	20,000
4 - 5	Civic Amenity	Lower Lonsdale Off-Leash Area	250,000	-	-	-	-	-	250,000
4 - 6	Ann. Budget	Greenwood Park Trail and Forest Restoration	250,000	250,000	-	-	-	-	500,000
4 - 7	Ann. Budget	Sutherland Field Turf Replacement	-	930,000	-	-	-	-	930,000
4 - 8	Civic Amenity	Hammersley Park Improvements and Playground Replacement	50,000	600,000	-	-	-	-	650,000
4 - 9	Civic Amenity	1600 Eastern Avenue Park	50,500	555,500	-	-	-	-	606,000
4 - 9	DCC	1600 Eastern Avenue Park - DCC	49,500	544,500	-	-	-	-	594,000
4 - 10	Civic Amenity	New Harry Jerome Neighbourhood Lands Park	200,000	-	-	200,000	6,100,000	-	6,500,000
4 - 11	Civic Amenity	Chris Zuehlke Field Lighting	454,000	-	-	-	-	-	454,000
4 - 11	External	Chris Zuehlke Field Lighting - ROF	36,000	-	-	-	-	-	36,000
4 - 12	Civic Amenity	Waterfront Park Master Plan & Implementation	-	126,250	2,386,250	2,500,000	-	-	5,012,500
4 - 12	DCC	Waterfront Park Master Plan & Implementation - DCC	-	123,750	1,113,750	-	-	-	1,237,500
4 - 13	Civic Amenity	Green Necklace Outdoor Fitness Equipment Stations	-	200,000	-	-	-	-	200,000
4 - 14	Ann. Budget	St. Andrews Park Infrastructure Replacement	-	275,000	-	-	-	-	275,000
4 - 15	Civic Amenity	Victoria Park Washroom	-	200,000	-	-	-	-	200,000
4 - 16	Civic Amenity	St. Andrews Park Washrooms	-	-	101,000	-	-	-	101,000
4 - 16	DCC	St. Andrews Park Washrooms - DCC	-	-	99,000	-	-	-	99,000
4 - 17	Ann. Budget	Mahon Park Playground and Spray Park Replacement	-	-	-	-	250,000	1,800,000	2,050,000
4 - 18	Civic Amenity	Sunrise Park Trail Improvements	-	-	-	250,000	-	-	250,000
4 - 19	Civic Amenity	Casano Park Trail & Habitat Improvements	-	-	-	-	400,000	-	400,000
4 - 20	Civic Amenity	Park Picnic Shelters	-	-	-	-	-	750,000	750,000
4 - 21	Civic Amenity	Gravel Sports Field Turf Conversion	-	-	-	-	-	1,200,000	1,200,000
4 - 22	Civic Amenity	High Place Park Development	-	-	-	-	-	250,000	250,000
4 - 23	Ann. Budget	Wagg Park Playground Replacement	-	-	-	-	-	650,000	650,000
4 - 24	Ann. Budget	Derek Inman Park Renovations	-	-	-	-	-	1,250,000	1,250,000
4 - 25	Ann. Budget	Confederation Field Turf Replacement	-	-	-	-	-	900,000	900,000
4 - 26	Ann. Budget	Tempe Heights Park Playground Replacement	-	-	-	-	-	650,000	650,000
4 - 27	Ann. Budget	Loutet Park Playground Replacement	-	-	-	-	-	650,000	650,000
4 - 28	Ann. Budget	Fen Burdett Turf Replacement	-	-	-	-	-	900,000	900,000
Total - Park Specific			\$ 1,460,000	\$ 3,805,000	\$ 3,700,000	\$ 2,950,000	\$ 6,750,000	\$ 9,000,000	\$ 27,665,000

**2019-2028 PROJECT PLAN
PARKS AND ENVIRONMENT**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
City Wide Programs									
4 - 29	Ann. Budget	Parks Master Plan Update	-	-	200,000	-	-	-	200,000
4 - 30	Ann. Budget	Irrigation System Upgrades	34,000	34,000	34,000	34,000	34,000	136,000	306,000
4 - 31	Ann. Budget	Chafer Beetle Turf Restoration	45,000	45,000	45,000	45,000	45,000	-	225,000
4 - 32	Ann. Budget	Wooden Bridge and Stair Replacement	25,000	25,000	25,000	25,000	25,000	-	125,000
4 - 33	Ann. Budget	Grass Sports Field Renovations	75,000	75,000	75,000	75,000	75,000	150,000	525,000
4 - 34	Ann. Budget	Play Equipment Replacement	35,000	35,000	35,000	-	-	-	105,000
4 - 35	Ann. Budget	Park & Greenways Trail Resurfacing	10,000	10,000	10,000	10,000	10,000	50,000	100,000
4 - 36	Ann. Budget	Parks Furnishings and Signage	35,000	35,000	35,000	35,000	35,000	175,000	350,000
4 - 37	Ann. Budget	Invasives Management and Forest Restoration	60,000	60,000	60,000	60,000	-	-	240,000
Total - City Wide Programs			\$ 319,000	\$ 319,000	\$ 519,000	\$ 284,000	\$ 224,000	\$ 511,000	\$ 2,176,000

TOTAL FUNDING REQUESTED IN PROJECT SHEETS	\$ 1,779,000	\$ 4,124,000	\$ 4,219,000	\$ 3,234,000	\$ 6,974,000	\$ 9,511,000	\$ 29,841,000
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TOTAL CONTRIBUTIONS	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,000
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TOTAL CONTRIBUTIONS - DCC FUNDING	\$ 49,500	\$ 668,250	\$ 1,212,750	\$ -	\$ -	\$ -	\$ 1,930,500
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NET FUNDING REQUESTED	\$ 1,693,500	\$ 3,455,750	\$ 3,006,250	\$ 3,234,000	\$ 6,974,000	\$ 9,511,000	\$ 27,874,500
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Base Program
Dedicated Funds
New Initiatives
External Funds
DCC Funds

**2019-2028 PROJECT PLAN
PUBLIC ART**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
5 - 2	Public Art	Civic Public Art Program	85,000	85,000	85,000	85,000	85,000	425,000	850,000
5 - 4	Public Art	City Hall Fallen Tree Art Upgrade	50,000	-	-	-	-	-	50,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 135,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 900,000
NET FUNDING REQUESTED			\$ 135,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 900,000
Base Program									
Dedicated Funds									
New Initiatives									

**2019-2028 PROJECT PLAN
EQUIPMENT SUMMARY**

	2019	2020	2021	2022	2023	2024-2028	Total
Summary of Equipment Projects							
FUNDING REQUESTED IN PROJECT SHEETS							
General Equipment	695,750	452,000	576,950	509,000	540,950	2,437,600	5,212,250
Information Technology Equipment	1,289,253	1,687,753	803,700	1,086,500	810,000	3,831,150	9,508,356
Engineering Equipment	960,000	1,233,000	536,000	341,000	235,000	4,219,000	7,524,000
Fire Equipment	250,000	1,030,000	1,490,000	195,000	590,000	2,455,000	6,010,000
Block Funding & Other Projects	2,220,140	2,055,217	1,375,217	793,217	835,217	4,075,085	11,354,093
TOTAL FUNDING REQUESTED	\$ 5,415,143	\$ 6,457,970	\$ 4,781,867	\$ 2,924,717	\$ 3,011,167	\$ 17,017,835	\$ 39,608,699
CONTRIBUTIONS							
General Equipment	107,867	93,437	157,437	99,032	157,045	477,358	1,092,173
Information Technology Equipment	112,500	22,250	7,350	7,750	4,500	110,575	264,925
Engineering Equipment	-	-	-	-	-	-	-
Fire Equipment	-	-	-	-	-	-	-
Block Funding & Other Projects	224,139	224,464	74,464	74,464	74,464	372,320	1,044,314
TOTAL CONTRIBUTIONS	\$ 444,505	\$ 340,150	\$ 239,250	\$ 181,245	\$ 236,008	\$ 960,252	\$ 2,401,412
NET FUNDING REQUESTED							
General Equipment	587,884	358,564	419,514	409,969	383,906	1,960,242	4,120,077
Information Technology Equipment	1,176,753	1,665,503	796,350	1,078,750	805,500	3,720,575	9,243,431
Engineering Equipment	960,000	1,233,000	536,000	341,000	235,000	4,219,000	7,524,000
Fire Equipment	250,000	1,030,000	1,490,000	195,000	590,000	2,455,000	6,010,000
Block Funding & Other Projects	1,996,001	1,830,753	1,300,753	718,753	760,753	3,702,765	10,309,779
TOTAL CITY FUNDING REQUESTED	\$ 4,970,638	\$ 6,117,820	\$ 4,542,617	\$ 2,743,472	\$ 2,775,159	\$ 16,057,583	\$ 37,207,287

**2019-2028 PROJECT PLAN
GENERAL EQUIPMENT**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
6 - 2	Annual Bud / General Bud	Furniture and Equipment	133,750	107,000	90,950	107,000	90,950	460,100	989,750
6 - 4	Annual Bud	Gerry Brewer Furniture	47,134	47,134	47,134	47,134	47,134	164,967	400,635
6 - 4	External	Gerry Brewer Furniture - Required Outside Funding	59,867	59,867	59,867	59,867	59,867	209,533	508,865
6 - 6	Annual Bud	Council Report and Resolution Digital Archive	15,000	-	-	-	-	-	15,000
6 - 7	Annual Bud	Pool Vehicle Replacement	55,000	50,000	55,000	50,000	50,000	145,000	405,000
6 - 9	Annual Bud	Municipal Vehicles for GB Building	-	26,430	26,430	30,835	19,822	154,175	257,692
6 - 9	External	Municipal Vehicles for GB Building - Required outside Funding	-	33,570	33,570	39,165	25,178	195,825	327,308
6 - 10	Annual Bud	Bylaw Vehicles Replacement	45,000	-	-	45,000	-	-	90,000
6 - 11	Annual Bud	NVRC Maintenance Vehicles	24,000	-	32,000	-	36,000	36,000	128,000
6 - 11	External	NVRC Maintenance Vehicles - Required Outside Funding	48,000	-	64,000	-	72,000	72,000	256,000
6 - 13	Annual Bud	NVRC Recreation Program Equipment	225,000	110,000	150,000	130,000	140,000	1,000,000	1,755,000
6 - 15	Annual Bud	LIB - RFID Security Gates Replacement	25,000	-	-	-	-	-	25,000
6 - 16	Annual Bud	LIB - Sorter Bin Replacement	18,000	18,000	18,000	-	-	-	54,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 695,750	\$ 452,000	\$ 576,950	\$ 509,000	\$ 540,950	\$ 2,437,600	\$ 5,212,250
TOTAL CONTRIBUTIONS			\$ 107,867	\$ 93,437	\$ 157,437	\$ 99,032	\$ 157,045	\$ 477,358	\$ 1,092,173
NET FUNDING REQUESTED			\$ 587,884	\$ 358,564	\$ 419,514	\$ 409,969	\$ 383,906	\$ 1,960,242	\$ 4,120,077

Base Program
Dedicated Funds
New Initiatives
External Funding

**2019-2028 PROJECT PLAN
INFORMATION TECHNOLOGY**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
I.T. Department									
7 - 3	Comp Equip Annual Bud./Comp Equip.	User Device Replacements	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000
7 - 4		Data Centre Infrastructure	400,000	125,000	50,000	350,000	250,000	725,000	1,900,000
7 - 5	Annual Bud.	Cyber Security	115,000	-	-	-	-	-	115,000
7 - 6	Annual Bud.	Peoplesoft HCM Benefits, Performance, Auxiliary & Reporting automation	100,000	-	-	-	-	-	100,000
7 - 7		Open Data & GIS Review	-	120,000	-	-	-	-	120,000
7 - 8		Business Intelligence & Reporting	-	150,000	150,000	-	-	-	300,000
7 - 9		Facilities Management Software	-	120,000	-	-	-	-	120,000
7 - 10	Annual Bud.	Business Application Systems Analyst	92,253	92,253	-	-	-	-	184,506
7 - 11	Annual Bud.	Engineering Business Process Owner	100,000	100,000	-	-	-	-	200,000
7 - 12	Annual Bud.	CNV.ORG Refresh	50,000	350,000	-	-	-	-	400,000
7 - 13		Enterprise Application Lifecycle Planning	-	350,000	400,000	550,000	350,000	2,200,000	3,850,000
Total - I.T. Department			\$ 1,007,253	\$ 1,557,253	\$ 750,000	\$ 1,050,000	\$ 750,000	\$ 3,675,000	\$ 8,789,506
Library									
Library									
7 - 15	Annual Bud.	Technology Learning Centre Fit-Out	80,000	-	-	-	-	-	80,000
7 - 16		Integrated Library System (ILS) Renewal	-	-	18,000	-	-	-	18,000
7 - 17	Annual Bud.	Library Website Renewal	5,000	75,000	-	-	-	-	80,000
Total - Library			\$ 85,000	\$ 75,000	\$ 18,000	\$ -	\$ -	\$ -	\$ 178,000
North Vancouver Museum & Archives									
7 - 18	Annual Bud.	IT Refresh	14,500	2,250	7,350	7,750	4,500	25,575	61,925
7 - 18	External	Museum & Archives Technology Refresh - Required Outside Funding	14,500	2,250	7,350	7,750	4,500	25,575	61,925
Total - North Vancouver Museum & Archives			\$ 29,000	\$ 4,500	\$ 14,700	\$ 15,500	\$ 9,000	\$ 51,150	\$ 123,850

**2019-2028 PROJECT PLAN
INFORMATION TECHNOLOGY**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
North Vancouver Recreation & Culture Commission									
7 - 19	Annual Bud.	Customer Survey Tool Replacement	34,000	-	-	-	-	-	34,000
7 - 19	External	Customer Survey Tool Replacement - ROF	68,000	-	-	-	-	-	68,000
7 - 20	Annual Bud.	Perfect Mind Implementation: Integration Project	10,000	10,000	-	-	-	-	20,000
7 - 20	External	Perfect Mind Implementation: Integration Project - ROF	20,000	20,000	-	-	-	-	40,000
7 - 21	Annual Bud.	Facility Desktop Hardware Refresh	21,000	21,000	21,000	21,000	21,000	105,000	210,000
7 - 23	Annual Bud.	Public Wifi Upgrade	-	-	-	-	30,000	-	30,000
7 - 24	Annual Bud.	Maintenance Work Order System Replacement	5,000	-	-	-	-	-	5,000
7 - 24	External	Maintenance Work Order System Replacement - Required Outside Funding	10,000	-	-	-	-	-	10,000
7 - 25	Annual Bud.	Mobile Application Development	-	-	-	25,000	-	-	25,000
7 - 26	Annual Bud.	VOIP Phone System Replacement	-	-	-	-	-	43,000	43,000
7 - 26	External	VOIP Phone System Replacement - Required Outside Funding	-	-	-	-	-	85,000	85,000
Total - North Vancouver Recreation Commission			\$ 168,000	\$ 51,000	\$ 21,000	\$ 21,000	\$ 51,000	\$ 105,000	\$ 417,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 1,289,253	\$ 1,687,753	\$ 803,700	\$ 1,086,500	\$ 810,000	\$ 3,831,150	\$ 9,508,356
TOTAL CONTRIBUTIONS			\$ 112,500	\$ 22,250	\$ 7,350	\$ 7,750	\$ 4,500	\$ 110,575	\$ 264,925
NET FUNDING REQUESTED			\$ 1,176,753	\$ 1,665,503	\$ 796,350	\$ 1,078,750	\$ 805,500	\$ 3,720,575	\$ 9,243,431

Base Program
Dedicated Funds
New Initiatives
External Funding

**2019-2028 PROJECT PLAN
ENGINEERING EQUIPMENT**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
8 - 2	Eng Equip	Engineering, Parks and Environment Operations Vehicle/Equipment Replacement Program	840,000	1,233,000	536,000	341,000	235,000	4,219,000	7,404,000
8 - 6	TLSI	Parks Operation Supervisors Electric Pool Vehicle	50,000					-	50,000
8 - 7	General Res.	Forklift	70,000	-	-	-	-	-	70,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 960,000	\$ 1,233,000	\$ 536,000	\$ 341,000	\$ 235,000	\$ 4,219,000	\$ 7,524,000
TOTAL CONTRIBUTIONS									
NET FUNDING REQUESTED			\$ 960,000	\$ 1,233,000	\$ 536,000	\$ 341,000	\$ 235,000	\$ 4,219,000	\$ 7,524,000

Base Program
Dedicated Funds
New Initiatives

**2019-2028 PROJECT PLAN
FIRE EQUIPMENT**

Page	Funding Source	2019	2020	2021	2022	2023	2024-2028	Total	
9 - 2	Fire Equip	Fire Equipment Replacement Program	250,000	1,030,000	1,490,000	195,000	590,000	2,455,000	6,010,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS		\$ 250,000	\$ 1,030,000	\$ 1,490,000	\$ 195,000	\$ 590,000	\$ 2,455,000	\$ 6,010,000	
TOTAL CONTRIBUTIONS									
NET FUNDING REQUESTED		\$ 250,000	\$ 1,030,000	\$ 1,490,000	\$ 195,000	\$ 590,000	\$ 2,455,000	\$ 6,010,000	
Base Program									
Dedicated Funds									

**2019-2028 PROJECT PLAN
BLOCK FUNDS, ONGOING PROGRAMS AND OTHER PROJECTS**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
Block Funds									
10 - 3	Annual Bud.	Block Funding - City Used Buildings	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
10 - 4	Annual Bud.	Block Funding - Non-City Used Building	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
10 - 5	Annual Bud.	Block Funding - Gerry Brewer Building	28,728	28,728	28,728	28,728	28,728	143,640	287,281
10 - 5	External	Gerry Brewer Building - Required Outside Funding	36,489	36,489	36,489	36,489	36,489	182,445	364,889
10 - 6	Annual Bud.	Block Funding - Information Technology	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
10 - 7	Annual Bud.	Block Funding - Parks Infrastructure	75,000	75,000	75,000	75,000	75,000	375,000	750,000
10 - 8	Annual Bud.	Block Funding - Transportation	30,000	30,000	30,000	30,000	30,000	150,000	300,000
10 - 9	Annual Bud.	Block Funding - Engineering Equipment	50,000	50,000	50,000	50,000	50,000	250,000	500,000
10 - 10	Annual Bud.	Block Funding - Waterfront Asset Infrastructure	50,000	50,000	50,000	50,000	50,000	250,000	500,000
10 - 11	Annual Bud.	Block Funding - Community Services	10,000	10,000	10,000	10,000	10,000	50,000	100,000
10 - 12	Fire Equip	Block Funding - Fire Department	50,000	-	50,000	-	50,000	100,000	250,000
10 - 13	Annual Bud.	Block Funding - Police Equipment	22,350	22,025	22,025	22,025	22,025	110,125	220,575
10 - 13	External	Block Funding - Police Equipment - Required Outside Funding	27,650	27,975	27,975	27,975	27,975	139,875	279,425
10 - 14	Annual Bud.	Block Funding - Library Equipment	20,000	20,000	20,000	20,000	20,000	100,000	200,000
10 - 15	Annual Bud.	Block Funding - Museum and Archives	10,000	10,000	10,000	10,000	10,000	50,000	100,000
10 - 15	External	Museum & Archives - Required Outside Funding	10,000	10,000	10,000	10,000	10,000	50,000	100,000
10 - 16	Annual Bud.	Block Funding - NVRC	75,000	75,000	75,000	75,000	80,000	405,000	785,000
10 - 17	Annual Bud.	NVRC Emergency Capital Replacement Fund	30,000	30,000	30,000	30,000	35,000	180,000	335,000
TOTAL - BLOCK FUNDS			\$ 825,217	\$ 775,217	\$ 825,217	\$ 775,217	\$ 835,217	\$ 4,036,085	\$ 8,072,170
On-Going Programs									
10 - 18	CCCIF	Child Care Capital Improvement Fund	9,323	-	-	-	-	-	9,323
TOTAL - ON-GOING PROGRAMS			\$ 9,323	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,323

**2019-2028 PROJECT PLAN
BLOCK FUNDS, ONGOING PROGRAMS AND OTHER PROJECTS**

Page	Funding Source		2019	2020	2021	2022	2023	2024-2028	Total
Other Projects									
10 - 19	General Bud.	School the City - CNV4ME	50,000	50,000	50,000	-	-	-	150,000
10 - 20	General Bud.	Public Space Place-making Support - Project Funding	40,000	40,000	40,000	-	-	-	120,000
10 - 21	General Bud.	Economic Partnership North Vancouver (Year 1 of 3 year commitment)	70,000	70,000	70,000	-	-	-	210,000
10 - 22	General Bud.	Shipbuilders' Square and Public Realm Events	130,000	130,000	130,000	-	-	-	390,000
10 - 23	General Bud.	Service Options for Lower Lonsdale	15,000	200,000	-	-	-	-	215,000
10 - 24	Enviro Steward F	Corporate Climate Action Implementation	150,000	150,000	-	-	-	-	300,000
10 - 24	External	Corporate Climate Action Implementation - Required Outside Funding	50,000	50,000	-	-	-	-	100,000
10 - 25	Civic Amenity/ Sustain. Trns.	Electric Vehicle Strategy Implementation	210,000	230,000	160,000	-	-	-	600,000
10 - 25	External	Electric Vehicle Strategy - Required Outside Funding	100,000	100,000	-	-	-	-	200,000
10 - 26	General Bud.	COR (Certificate of Recognition)	110,600	-	-	18,000	-	39,000	167,600
10 - 27	Annual Bud.	Community Engagement	160,000	160,000	-	-	-	-	320,000
10 - 28	General Bud.	Strategic Planning	300,000	100,000	100,000	-	-	-	500,000
TOTAL - OTHER PROJECTS			\$ 1,385,600	\$ 1,280,000	\$ 550,000	\$ 18,000	\$ -	\$ 39,000	\$ 3,272,600
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 2,220,140	\$ 2,055,217	\$ 1,375,217	\$ 793,217	\$ 835,217	\$ 4,075,085	\$ 11,354,093
TOTAL CONTRIBUTIONS			\$ 224,139	\$ 224,464	\$ 74,464	\$ 74,464	\$ 74,464	\$ 372,320	\$ 1,044,314
NET FUNDING REQUESTED			\$ 1,996,001	\$ 1,830,753	\$ 1,300,753	\$ 718,753	\$ 760,753	\$ 3,702,765	\$ 10,309,779
Base Program									
Dedicated Funds									
New Initiatives									
External Funding									

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2019-2028 PROJECT PLAN

RESERVES AND OTHER FUNDING

Average for the Year 3.00% 3.00% 3.00% 3.00% 3.00% 3.00%

Each year an amount is transferred from the annual budget to fund various capital projects. These funds are unrestricted and can be used for any capital project. Approximately 15% of the City's annual tax levy is transferred to capital projects or to fund capital reserves.

	2019	2020	2021	2022	2023	2024-2028	Total
Tax Levy	\$ 9,453,800	9,953,800	10,453,800	10,953,800	11,453,800	\$ 64,769,000	\$ 117,038,000
Total Available	\$ 9,453,800	9,953,800	10,453,800	10,953,800	11,453,800	\$ 64,769,000	\$ 117,038,000
Allocated to :							
Tax Sale Land						-	-
Civic Amenity	2,600,000	2,600,000	2,600,000	2,600,000			10,400,000
General Building							-
General Equipment							-
Fire Equipment	350,000	385,000	1,540,000	350,000	480,000	2,525,000	5,630,000
Computer Equipment							-
General Reserve	758,929						758,929
Public Art	85,000	85,000	85,000	85,000	85,000	425,000	850,000
Affordable Housing							-
Sustainable Transportation	87,500	87,500	87,500	87,500	87,500	437,500	875,000
Carbon Fund	65,000	65,000	65,000	65,000	65,000	325,001	650,001
Total to Reserves	3,946,429	3,222,500	4,377,500	3,187,500	717,500	3,712,501	19,163,930
Transfer to Annual Budget	\$ 5,507,371	6,731,300	\$ 6,076,300	\$ 7,766,300	\$ 10,736,300	\$ 71,792,799	\$ 97,874,070

ANNUAL BUDGET - Direct Transfer to Capital

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 5,507,371	6,731,300	\$ 6,076,300	\$ 7,766,300	\$ 10,736,300	61,056,499	97,874,070
2018 Block Funding							-
Closed Projects	562,400						562,400
Available Balance	\$ 6,069,771	6,731,300	\$ 6,076,300	\$ 7,766,300	\$ 10,736,300	\$ 61,056,499	\$ 98,436,470
Withdrawals							
Base							
Buildings							
Capital Maintenance	1,583,094	799,719	1,507,186	870,510	573,943	3,082,495	8,416,946
Replacement of City Hall Single Glazed Windows					1,800,000		1,800,000
Civic Centre Addition					2,200,000		2,200,000
Harry Jerome Complex - Major Repairs		200,000					200,000
Structures							
Traffic & Transportation							
Local Traffic Safety Improvements	40,000			40,000	45,000	225,000	350,000
City Transit Shelter Program				40,000	20,000	60,000	120,000
Fell Avenue: Slope stability and Retaining Walls	50,000	250,000	500,000				800,000
Sidewalk Infill & Reconstruction	170,000	170,000	420,000	170,000	170,000	850,000	1,950,000
Traffic Signs and Pavement Markings	50,000	50,000	50,000	55,000	55,000	275,000	535,000
Bridge Rehabilitation	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Street Banner And Furnishing Program	45,000	10,000	45,000	10,000	45,000	120,000	275,000
200 East 2nd Street - Parking & Streetscape improvements						50,500	50,500
100 East 2nd Street - Parking & Streetscape Improvements						227,250	227,250
100 East 1st Street - Streetscape Improvements						353,500	353,500
Safe Routes to Schools	95,000						95,000
INSTPP Implementation (Previously known as North Shore Transportation Improvements)	100,000						100,000
Great Streets - Corridor Studies	240,000			150,000			390,000
Pavement Condition Testing	25,000	25,000	75,000	25,000	25,000	225,000	400,000
Community Transportation Demand Management Program	70,000			70,000			140,000
Traffic Signal System Upgrades	100,000	300,000	300,000	300,000	300,000	1,300,000	2,600,000
Traffic Signal Pre-Emption for Fire Emergency Vehicles				80,000			80,000
Traffic Signal LED Replacement			300,000				300,000
Street Light and Traffic Signal Aging Pole Replacement	50,000	250,000	250,000	50,000	50,000	200,000	850,000
City-Wide LED Streetlight upgrade	250,000			250,000			500,000
Automated Traffic Counters	50,000			50,000			100,000
Pavement Management: Streets and Lanes		1,097,762	625,708	1,800,000	1,800,000	9,000,000	14,323,470
Parks & Environment							
City Wide Programs	319,000	319,000	519,000	284,000	224,000	511,000	2,176,000
Replacements and Restoration Projects	370,000	1,455,000			250,000	6,800,000	8,875,000
Equipment							
Over \$10,000							
General	546,104	358,564	405,304	409,969	383,906	1,960,242	4,064,087
IT	1,005,495	425,503	78,350	928,750	655,500	2,970,575	6,064,173
User Device Replacements		150,000	150,000	150,000	150,000	750,000	1,350,000
Bylaw							
Block Funding							
One-time studies/projects							
Ongoing Programs	701,078	700,753	680,753	700,753	710,753	3,563,765	7,057,856
School the City - CNV4ME		50,000	50,000				100,000
Economic Partnership North Vancouver (Year 1 of 3 year commitment)		70,000	70,000				140,000
Community Engagement	160,000						160,000
Total Expended	\$ 6,069,771	\$ 6,731,300	\$ 6,076,300	\$ 6,483,981	\$ 9,508,102	\$ 32,774,328	\$ 67,643,781
Closing Balance	\$ -	\$ (0)	\$ (0)	\$ 1,282,319	\$ 1,228,198	\$ 28,282,171	\$ 30,792,688

2019-2028 PROJECT PLAN

RESERVES AND OTHER FUNDING

TAX SALE LAND Principal

The Tax Sale Lands Fund is made up of the proceeds of sale of all lands sold by the City which originally became City property through non-payment of taxes. Most of this land came to the City in the 1930's, during the Great Depression. The balance in the Tax Sale Land reserve is used to invest in projects that have a prospective rate of return equal to or greater than the City's benchmark rate of return; to invest in infrastructure and land management, in order to enhance the marketability and increase the value of marketed lands, or to invest in the purchase of land assets to be held by the City. By long-standing Council policy, Tax Sale Land principal is not used to fund depreciable assets such as civic buildings, infrastructure or equipment.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance (unappropriated)	\$ 31,194,634	27,743,815	\$ 50,883,215	\$ 93,280,965	\$ 93,330,965	\$ 93,380,965	\$ 31,194,634
2019 Lease W 2nd	\$ 7,960.00						7,960
2018 Closed Projects & Expired Funding	\$ 190,000.00						190,000
Loan repayments:							
-AT Field User Fee rpmt	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Proceeds of Sale:							
-Land Sales - LL		68,000,000	-				68,000,000
-Land Sales - other		-	22,347,750				22,347,750
Loans/Transfers							
-Transfer to CAF		(20,000,000)	20,000,000				-
-Land Sale		(25,590,600)					(25,590,600)
-Transfer to Public Art		680,000					680,000
Available Balance	\$ 31,442,594	\$ 50,883,215	\$ 93,280,965	\$ 93,330,965	\$ 93,380,965	\$ 93,630,965	\$ 97,329,744
-Purchases							
Strategic Land Purchase	3,500,000						3,500,000
Other Sites	-						-
-Other Withdrawals - Capital Funding							
719 West 2nd St Strategic Property Purchase 2015	198,779						198,779
	\$ 198,779	-	-	-	-	-	\$ 198,779
Total Expenditures	\$ 3,698,779	-	-	-	-	-	\$ 3,698,779
Closing Balance	\$ 27,743,815	\$ 50,883,215	\$ 93,280,965	\$ 93,330,965	\$ 93,380,965	\$ 93,630,965	\$ 93,630,965

TAX SALE LANDS interest

The previous year's earned interest of the Tax Sales Land reserve is unrestricted and is used to fund various projects. Along with the Annual Budget tax levy, this is the major unrestricted source that the City has for funding capital projects.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 737,869	884,077	\$ 1,179,743	\$ 2,162,463	\$ 2,799,179	\$ 14,018,395	\$ 21,781,725
Completed Projects							-
Available Balance	737,869	884,077	1,179,743	2,162,463	2,799,179	14,018,395	21,781,725
Withdrawals							
Marine Drive Bridge Replacement over Mackay Creek	-	-	715,759	-	-	-	715,759
Pavement Management: Streets and Lanes	-	-	463,984	-	-	-	463,984
	\$ -	\$ -	\$ 1,179,743	\$ -	\$ -	\$ -	\$ 1,179,743
Buildings							
Civic Centre Addition	-		-	-	800,000	-	800,000
Capital Maintenance		884,077					884,077
Library Staff Area Improvements							-
Fire Hall Vestibule	15,000						15,000
Feasibility - 1555 Forbes	30,000						30,000
Civic Centre Minor Renovations	385,200			10,700	240,750		636,650
Civic Centre Accommodation Provision	250,000						250,000
	\$ 680,200	\$ 884,077	\$ -	\$ 10,700	\$ 1,040,750	\$ -	\$ 2,615,727
Block Funding							
Block Funding - Fire Department							-
Public Space Place-making Support - Project Funding							-
COR (Certificate of Recognition)				18,000	-	39,000	57,000
	\$ -	\$ -	\$ -	\$ 18,000	\$ -	\$ 39,000	\$ 57,000
Equipment							
Parks Operation Supervisors Electric Pool Vehicle	50,000						50,000
	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Total Expended	\$ 730,200	\$ 884,077	\$ 1,179,743	\$ 28,700	\$ 1,040,750	\$ 39,000	\$ 3,902,470
Closing Balance	\$ 7,669	\$ (0)	\$ -	\$ 2,133,763	\$ 1,758,429	\$ 13,979,395	\$ 17,879,255

2019-2028 PROJECT PLAN

RESERVES AND OTHER FUNDING

CIVIC AMENITY

The City also owns land that was acquired through purchase, i.e., not through tax defaults. Such property is considered as being a non-Tax Sale land property. The proceeds of sale are placed in the City Amenity fund. The CAF is specifically dedicated to fund capital projects which will enhance the use and enjoyment of the City by members of the public, such as parks, recreation centers, libraries, plazas, and other community amenities. In 2013, Council approved a 1% tax rate increase to be set aside for the Harry Jerome Recreation Centre project. This provided \$400,000 in annual funding for this purpose. Council approved similar increases in 2014, 2015, 2016 and 2017 bringing the annual amount set aside for the Harry Jerome Recreation Project to \$2.1 million.

	2019	2020	2021	2022	2023	2024-2028	Total
	\$ 21,038,404	\$ 52,814,854	\$ 37,558,623	\$ 111,489,381	\$ 100,181,128	\$ 63,176,560	\$ 21,038,404
Opening Balance							
Contributions:							
- Amenity Levy	2,600,000	2,600,000	2,600,000	2,600,000	-	-	10,400,000
- CAC estimate		3,000,000	3,000,000	3,000,000	3,000,000	15,000,000	27,000,000
- Land sales - Lower Lonsdale			7,449,250				7,449,250
- Centennial Seat Surcharge	35,000	35,000	35,000	35,000	35,000	175,000	350,000
- West 23rd		1,680,000					1,680,000
- Wall Phase 1	1,040,000						1,040,000
- Northmount Medical		5,147,558					5,147,558
Land lease - HJNL	50,441,248		87,587,444		55,290,488		193,319,180
Transfer from TSL		20,000,000	(20,000,000)				
MFA debt		90,000,000			(90,000,000)		
Land Sale		25,590,600					25,590,600
Interest for the year	1,543,831	1,093,940	3,247,264	2,917,897	1,840,094	10,942,428	21,585,454
Available Balance	\$ 76,698,483	\$ 201,961,953	\$ 121,477,581	\$ 120,042,278	\$ 70,346,710	\$ 89,293,989	\$ 314,600,447
Withdrawals							
Harry Jerome Community Recreation Centre	14,547,370	157,275,330	2,407,000	15,437,200			189,666,900
Buildings							
Library Functional Plan Implementation		175,000	175,000	75,000			425,000
New Museum for NVMA	525,000						525,000
Central Waterfront Public Realm	1,200,000						1,200,000
Project Coordination and Oversight	433,000						433,000
Lonsdale Quay Public Realm		420,000					420,000
SeaBus Upgrades	250,000						250,000
Lot 5 Development	310,000						310,000
Burrard Dry Dock Electrical Building		350,000					350,000
PGE Station Provision		400,000					400,000
1225 Heywood * sunrise park	120,000						120,000
Parks							
Lower Lonsdale Off-Leash Area	250,000						250,000
Hammersley Park Improvements and Playground Replacement	50,000	600,000					650,000
1600 Eastern Avenue Park	50,500	555,500					606,000
New Harry Jerome Neighbourhood Lands Park	200,000			200,000	6,100,000		6,500,000
Chris Zuehlke Field Lighting	454,000						454,000
Waterfront Park Master Plan & Implementation		126,250	2,386,250	2,500,000			5,012,500
Green Necklace Outdoor Fitness Equipment Stations		200,000					200,000
Victoria Park Washroom		200,000					200,000
St. Andrews Park Washrooms			101,000				101,000
Sunrise Park Trail Improvements				250,000			250,000
Casano Park Trail & Habitat Improvements					400,000		400,000
Park Picnic Shelters						750,000	750,000
Gravel Sports Field Turf Conversion						1,200,000	1,200,000
High Place Park Development						250,000	250,000
Streets and Transportation							
New Sidewalks to Complete Pedestrian Network	151,500	151,500	151,500	151,500	151,500	757,500	1,515,000
Greenways Wayfinding Program	20,000	20,000	20,000			20,000	80,000
Road Multi-Modal Corridor Improvements, East Grand to Brooksbank			300,000				300,000
Semisch Greenway (W3rd to Semisch Park)		100,000	300,000				400,000
Pedestrian Scale Lighting Grand Boulevard Park	750,000						750,000
Moodyville Traffic Signals	308,050				121,200		429,250
Traffic Signal at 3rd & St. David's	184,325						184,325
Sutherland Trail	80,000						80,000
Bicycle Route Improvements	20,200	20,200	20,200	20,200	20,200	80,800	181,800
East 13th Street Cycling Infrastructure			300,000				300,000
Covered Bike Shelter & Secured Bike Parking				25,000	50,000	90,000	165,000
Lynn Valley Interchange Northbound Transportation Improvements		100,000	300,000				400,000
Casano Loutet Overpass	673,334	232,300					905,634
St. David's Avenue Greenway Connection	700,000						700,000
St. Andrews Bike Route - Esplanade to 24th St	100,000	400,000					500,000
Queensbury Avenue Greenway Connection				350,000			350,000
Upper Levels Greenway - Lonsdale to Lynn Valley Road	40,000		350,000				390,000
Upper Levels Greenway - Lonsdale to Westview				350,000			350,000
Transit Stop Improvements	80,000	65,000	65,000	65,000	65,000	325,000	665,000
New Pedestrian Crossing Facilities	150,000	350,000	350,000				850,000
Installation of Accessible Pedestrian Signal Units	35,000	35,000	35,000	35,000	35,000	105,000	280,000
Traffic Signal at Keith & Hendry (Pedestrian & Bike Safety)	60,600						60,600
Pedestrian Scale Lighting Jones Avenue		400,000					400,000
Pedestrian and Roadway Lighting Implementation	75,750	227,250	227,250	227,250	227,250	681,750	1,666,500
Traffic Signal at East 13th St at St Andrew's Ave	300,000						300,000
Parklet Design Competition and Installations				175,000			175,000
Sidewalk Patios - Lower Lonsdale	50,000	150,000					200,000
Marine-Main Corridor Improvements	1,525,000	1,850,000	1,100,000				4,475,000
Lonsdale Corridor Transit & Safety Improvements (Esplanade to 29th)			1,400,000				1,400,000
Electric Vehicle Strategy Implementation	190,000						190,000
Total Expended	23,883,629	164,403,330	9,988,200	19,861,150	7,170,150	4,260,050	229,566,509
Closing Balance	\$ 52,814,854	\$ 37,558,623	\$ 111,489,381	\$ 100,181,128	\$ 63,176,560	\$ 85,033,939	\$ 85,033,939

2019-2028 PROJECT PLAN

RESERVES AND OTHER FUNDING

GENERAL BUILDING

The General Building Reserve is used for capital building maintenance, renovation, and building replacement. The City owns in excess of \$100m in buildings. The GB reserve was established in 1995 to begin the process of setting aside sufficient funds to replace these buildings as required.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 62,787	0 \$	0 \$	0 \$	0 \$	0 \$	62,787
Contributions:							
- Budgeted	-	-	-	-	-	-	-
Interest for the year	-	-	-	-	-	-	-
Available Balance	\$ 62,787	0 \$	0 \$	0 \$	0 \$	0 \$	62,787
Withdrawals							
Ops Centre Storage Site	62,787	-	-	-	-	-	62,787
Total Expended	\$ 62,787	\$ -	\$ -	\$ -	\$ -	\$ -	62,787
Closing Balance	\$ 0	0 \$	0 \$	0 \$	0 \$	0 \$	0

JUSTICE ADMINISTRATION BUILDING

The Justice Administration Building Reserve is used for capital building maintenance, renovation, and replacement of the Gerry Brewer Building. Because the Justice Administration (Gerry Brewer) Building is co-owned with the District of North Vancouver, it has its own replacement reserve.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 51,234	0 \$	0 \$	0 \$	0 \$	0 \$	51,234
Contributions:							
- Budgeted	-	-	-	-	-	-	-
Interest for the year	-	-	-	-	-	-	-
Available Balance	\$ 51,234	0 \$	0 \$	0 \$	0 \$	0 \$	51,234
Withdrawals							
Maintenance & Replacement for Gerry Brewer Building	51,234	-	-	-	-	-	51,234
Total Expended	\$ 51,234	\$ -	\$ -	\$ -	\$ -	\$ -	51,234
Closing Balance	\$ 0	0 \$	0 \$	0 \$	0 \$	0 \$	0

INFRASTRUCTURE

The Infrastructure Reserve funds engineering infrastructure replacement projects such as those included in the category "Structures". A long term goal for the fund would be to more closely match the amount transferred each year to this reserve from the annual budget with the City's infrastructure maintenance requirements. This would be achievable only over many years, because the value of the required infrastructure reinvestment is high.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 25,346	(0) \$	(0) \$	(0) \$	(0) \$	(0) \$	25,346
Gas Tax	200,000	200,000	200,000	200,000	200,000	1,000,000	2,000,000
MRN Capital	260,000	260,000	260,000	-	-	-	780,000
Contributions:							
- Budgeted	-	-	-	-	-	-	-
Interest for the year	-	-	(0)	(0)	(0)	(0)	(0)
Available Balance	\$ 485,346	460,000 \$	460,000 \$	200,000 \$	200,000 \$	1,000,000 \$	2,805,346
Withdrawals							
Pavement Management: Streets and Lanes	485,346	460,000	460,000	200,000	200,000	1,000,000	2,805,346
Total Expended	\$ 485,346	\$ 460,000	\$ 460,000	\$ 200,000	\$ 200,000	\$ 1,000,000	2,805,346
Closing Balance	\$ (0)	(0) \$	(0) \$	(0) \$	(0) \$	(0) \$	(0)

GENERAL EQUIPMENT

Used for general equipment and machinery replacement including office equipment, and pool and bylaw vehicles.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 40,943	6,163 \$	13,558 \$	6,348 \$	13,748 \$	21,371 \$	40,943
Contributions:							
- Budgeted	-	-	-	-	-	-	-
- Eq. Sales proceeds	7,000	7,000	7,000	7,000	7,000	35,000	70,000
Interest for the year	-	395	-	400	622	6,683	8,100
Available Balance	\$ 47,943	13,558 \$	20,558 \$	13,748 \$	21,371 \$	63,053 \$	119,043
Withdrawals							
Furniture and Equipment	41,780	-	14,210	-	-	-	55,990
Total Expended	41,780	-	14,210	-	-	-	55,990
Closing Balance	\$ 6,163	13,558 \$	6,348 \$	13,748 \$	21,371 \$	63,053 \$	63,053

2019-2028 PROJECT PLAN

RESERVES AND OTHER FUNDING

FIRE EQUIPMENT

Used for fire equipment, and replacement and upgrades.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 604,419	\$ 674,052	\$ 29,924	\$ 30,821	\$ 191,396	\$ 32,338	\$ 604,419
Contributions:							
- Budgeted	350,000	385,000	1,540,000	350,000	480,000	2,525,000	5,630,000
- Transfer from General Reserve							
Interest for the year	19,633	872	898	5,575	942	33,726	61,645
Available Balance	\$ 974,052	\$ 1,059,924	\$ 1,570,821	\$ 386,396	\$ 672,338	\$ 2,591,064	\$ 6,296,064
Withdrawals							
Equipment and Vehicles	250,000	1,030,000	1,490,000	195,000	590,000	2,455,000	6,010,000
Block Funds	50,000		50,000		50,000	100,000	250,000
Closing Balance	\$ 674,052	\$ 29,924	\$ 30,821	\$ 191,396	\$ 32,338	\$ 36,064	\$ 36,064

COMPUTER EQUIPMENT

Used for computer equipment replacement and upgrades.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 172,462	\$ 7,179	\$ 7,395	\$ 7,617	\$ 7,845	\$ 8,080	\$ 172,462
Contributions:							
- Sale of equipment	5,766						5,766
Interest for the year	209	215	222	228	235	1,287	2,397
Available Balance	\$ 178,437	\$ 7,395	\$ 7,617	\$ 7,845	\$ 8,080	\$ 9,367	\$ 180,625
Withdrawals							
User Device Replacements	150,000						150,000
Data Centre Infrastructure	21,258						21,258
Closing Balance	\$ 7,179	\$ 7,395	\$ 7,617	\$ 7,845	\$ 8,080	\$ 9,367	\$ 30,625

ENGINEERING EQUIPMENT

Used for engineering equipment and vehicle replacement. Engineering has a fleet of several vehicles. Contributions to the Reserve are based on the hourly rates charged to the different projects and programs using the vehicles.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 1,930,171	\$ 1,534,876	\$ 722,933	\$ 656,041	\$ 787,992	\$ 1,084,581	\$ 1,930,171
Contributions:							
- Budgeted	400,000	400,000	450,000	450,000	500,000	3,260,000	5,460,000
Interest for the year	44,705	21,056	19,108	22,951	31,590	147,837	287,248
Available Balance	\$ 2,374,876	\$ 1,955,933	\$ 1,192,041	\$ 1,128,992	\$ 1,319,581	\$ 4,492,419	\$ 7,677,419
Withdrawals							
Vehicles	840,000	1,233,000	536,000	341,000	235,000	4,219,000	7,404,000
Closing Balance	\$ 1,534,876	\$ 722,933	\$ 656,041	\$ 787,992	\$ 1,084,581	\$ 273,419	\$ 273,419

LOCAL AREA SERVICES

Local Area Services (LAS) Projects, formerly called Local Improvement Projects, are jointly funded by the City and the benefiting property owner. The Community Charter requires that LAS Reserve funds be used only to fund the city share of new local area services projects.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 783,335	\$ 291,835	\$ 300,590	\$ 309,608	\$ 318,896	\$ 328,463	\$ 783,335
Contributions:							
- Levies from Property Owners							
Interest for the year	8,500	8,755	9,018	9,288.23	9,567	52,316	97,444
Available Balance	\$ 791,835	\$ 300,590	\$ 309,608	\$ 318,896	\$ 328,463	\$ 380,779	\$ 880,779
Withdrawals							
City Share of LAS Projects	500,000						500,000
Closing Balance	\$ 291,835	\$ 300,590	\$ 309,608	\$ 318,896	\$ 328,463	\$ 380,779	\$ 380,779

PARKING

This reserve has been funded from parking revenues from 1998-2002. Moneys in the fund and any interest thereon shall be expended for purchase, acquisition, construction, installation or improvement of new and existing on and off-street parking spaces.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 138,395	\$ 18,947	\$ 19,516	\$ 20,101	\$ 20,704	\$ 21,325	\$ 138,395
Contributions:							
- Pay in lieu of Parking							
Interest for the year	552	568	585	603	621	3,396	6,326
Available Balance	\$ 138,947	\$ 19,516	\$ 20,101	\$ 20,704	\$ 21,325	\$ 24,721	\$ 144,722
Withdrawals							
Presentation House Public Parking Lot	120,000						120,000
Total Expended	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Closing Balance	\$ 18,947	\$ 19,516	\$ 20,101	\$ 20,704	\$ 21,325	\$ 24,721	\$ 24,721

2019-2028 PROJECT PLAN

RESERVES AND OTHER FUNDING

PARKS DCC

The Parks DCC fund can only be used to fund the purchase of parkland and certain specific parks improvements. DCC's in general are to be used to create capital works required due to growth, therefore the City plans to use these funds to provide parks and improvements in areas impacted by growth.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 16,059,972	7,820,598	9,052,719	10,032,168	13,120,740	16,398,362	16,059,972
Contributions:							
- Lease revenue 15 Chesterfield							
- Levy	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000	18,000,000
- Completed projects							
Loan to Transportation DCC	(317,659)	(163,300)					(480,959)
Repayment from Transportation DCC			100,000	906,414	1,000,000	3,000,000	5,006,414
Interest for the year	227,784	263,671	292,199	382,157	477,622	3,832,482	5,475,916
Available Balance	\$ 17,770,098	9,720,969	11,244,918	13,120,740	16,398,362	32,230,844	44,061,344
Withdrawals							
New Parks	9,900,000	-	-	-	-	-	9,900,000
1600 Eastern Avenue Park - DCC	49,500	544,500	-	-	-	-	594,000
Waterfront Park Master Plan & Implementation - DCC	-	123,750	1,113,750	-	-	-	1,237,500
St. Andrews Park Washrooms - DCC	-	-	99,000	-	-	-	99,000
Total Expended	\$ 9,949,500	668,250	1,212,750	-	-	-	11,830,500
Closing Balance	\$ 7,820,598	9,052,719	10,032,168	13,120,740	16,398,362	32,230,844	32,230,844

TRANSPORTATION DCC

Transportation DCC's are to be used for transportation projects required due to growth.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 671,467	-	-	18,950	221,486	211,636	671,467
Levy	500,000	500,000	1,500,000	1,500,000	1,500,000	7,500,000	13,000,000
Repayment to Parks DCC			(100,000)	(906,414)	(1,000,000)	(3,000,000)	(5,006,414)
Loan from Parks DCC	317,659	163,300	-	-	-	-	480,959
Interest for the year							
Available Balance	\$ 1,489,125	663,300	1,400,000	612,536	721,486	4,711,636	9,146,011
Withdrawals							
New Sidewalks to Complete Pedestrian Network-DCC	148,500	148,500	148,500	148,500	148,500	742,500	1,485,000
Bicycle Route Improvements - DCC	19,800	19,800	19,800	19,800	19,800	79,200	178,200
Casano Loutet Overpass - DCC	660,000	227,700	-	-	-	-	887,700
Marine Drive Bridge Replacement over Mackay Creek - DCC	-	-	990,000	-	-	-	990,000
Transportation Plan Update - DCC	44,550	44,550	-	-	-	-	89,100
Traffic Signal at Keith & Hendry (Pedestrian & Bike Safety) -DCC	59,400	-	-	-	-	-	59,400
Traffic Signal at 3rd & St. David's - DCC	180,675	-	-	-	-	-	180,675
Pedestrian and Roadway Lighting Implementation - DCC	74,250	222,750	222,750	222,750	222,750	668,250	1,633,500
200 East 2nd Street - Parking & Streetscape improvements-DCC	-	-	-	-	-	49,500	49,500
100 East 2nd Street - Parking & Streetscape Improvements-DCC	-	-	-	-	-	222,750	222,750
100 East 1st Street - Streetscape Improvements - DCC	-	-	-	-	-	346,500	346,500
Moodyville Traffic Signals - DCC	301,950	-	-	-	118,800	-	420,750
Closing Balance	\$ -	-	18,950	221,486	211,636	2,602,936	2,602,936

AFFORDABLE HOUSING

The Affordable Housing Reserve had been funded by a contribution from taxes collected set at \$260,000 per year - this was suspended once the reserve fund balance exceeded \$2.5M. As of the adoption of the revised Community Benefits Policy in 2015, the reserve is funded by a 20% allocation of the Community Benefit Cash Contributions received by the City. The fund is to be used for the provision of new non-market and special needs housing units.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 2,298,348	361,298	2,203,027	2,813,118	3,441,511	4,088,756	2,298,348
Contributions:							
- Levy		750,000	750,000	750,000	750,000	3,750,000	6,750,000
- Wall Phase 1	260,000						260,000
- Northmount Medical		1,286,890					1,286,890
Interest for the year	2,950	4,839	60,091	78,393.53	97,245	789,403	1,032,922
Available Balance	\$ 2,561,298	2,403,027	3,013,118	3,641,511	4,288,756	8,628,159	11,628,159
Withdrawals							
Projects & Grants	2,200,000	200,000	200,000	200,000	200,000	1,000,000	4,000,000
Total expended	\$ 2,200,000	200,000	200,000	200,000	200,000	1,000,000	4,000,000
Closing Balance	\$ 361,298	2,203,027	2,813,118	3,441,511	4,088,756	7,628,159	7,628,159

SUSTAINABLE TRANSPORTATION

Created in 2008, The Sustainable Transportation Reserve Fund sets aside funding for the implementation of sustainable transportation initiatives included in the City's Transportation Plan.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 87,501	113,437	106,965	17,318	107,963	201,327	87,501
Contributions:							
- Annual	87,500	87,500	87,500	87,500	87,500	437,500	875,000
- Budgeted							
Total	\$ 178,887	206,965	200,299	107,963	201,327	657,992	1,060,310
Withdrawals							
Transportation Plan Update	45,450						45,450
Marine Drive Bridge Replacement over Mackay Creek			182,981				182,981
INSTPP Implementation (Previously known as North Shore							
Transportation Improvements)		100,000					100,000
Electric Vehicle Strategy Implementation	20,000						20,000
Total expended	\$ 65,450	100,000	182,981	-	-	-	348,431
Closing Balance	\$ 113,437	106,965	17,318	107,963	201,327	657,992	711,879

2019-2028 PROJECT PLAN

RESERVES AND OTHER FUNDING

PUBLIC ART

This reserve is funded by a contribution from taxes collected, currently set at \$85,000 annually. It is used to fund public art projects as recommended to Council by the Public Art program Steering Committee.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 278,070	236,412	\$ 243,504	\$ 250,810	\$ 258,334	\$ 266,084	\$ 278,070
Closed Projects							-
Contributions:							
- Budgeted	85,000	85,000	85,000	85,000	85,000	425,000	850,000
Available Balance	\$ 371,412	328,504	\$ 335,810	\$ 343,334	\$ 351,084	\$ 733,464	\$ 1,208,464
Withdrawals							
Public Art Projects	85,000	85,000	85,000	85,000	85,000	425,000	850,000
City Hall Fallen Tree Art Upgrade	50,000						50,000
Total expended	\$ 135,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 900,000
Closing Balance	\$ 236,412	\$ 243,504	\$ 250,810	\$ 258,334	\$ 266,084	\$ 308,464	\$ 308,464

OTHER FUNDING SOURCES

Cemetery Development Fund

The Cemetery Development Fund is a non-statutory reserve which is used to fund capital improvement projects in the city's cemetery. It is generally funded by net cemetery revenues. In 2004, the Cemetery Fund also received a contribution of \$954,000 from the GVRD because of the impact of the Region's watermain project on the cemetery

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 1,070,751	999,874	\$ 926,870	\$ 851,676	\$ 774,226	\$ 694,453	\$ 1,070,751
Contributions:							
Interest for the year	29,123	26,996	24,806	22,550.27	20,227	63,767	187,469
Available Balance	\$ 1,099,874	1,026,870	\$ 951,676	\$ 874,226	\$ 794,453	\$ 758,220	\$ 1,258,220
Withdrawals							
Cemetery Projects	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
Closing Balance	\$ 999,874	\$ 926,870	\$ 851,676	\$ 774,226	\$ 694,453	\$ 258,220	\$ 258,220

Child Care Capital Improvement Fund

The Child Care Capital Improvement Fund is a non-statutory reserve used to provide grants to child care services in the City. It was created in 1997 with a \$150,000 sale of density transfer from the old library site to a developers. Over the years, it has provided grants to Heywood House, St. Andrew's Daycare, Mahon Park Child Care, North Shore Neighbourhood House and Lonsdale Creek Daycare.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 9,323	-	\$ -	\$ -	\$ -	\$ -	\$ 9,323
Contributions:							
Available Balance	\$ 9,323	-	\$ -	\$ -	\$ -	\$ -	\$ 9,323
Child Care Capital Improvement Fund	9,323	-	-	-	-	-	9,323
Closing Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Carbon Fund

The Carbon Fund is to be used for greenhouse gas emissions reducing initiatives within the City of North Vancouver, such as sustainable transportation initiatives, building energy retrofits, solar hot water, geo-exchange, fleet conversion, urban forestry and other emissions-reducing improvements. Funding is provided by an annual budget contribution as well as the Climate Action Revenue Incentive Program (CARIP).

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 66,260	81,260	\$ 96,260	0	\$ 15,000	\$ 30,000	\$ 66,260
Early Appropriations							
Contributions:							
CARIP	25,000	25,000	25,000	25,000	25,000	125,001	250,001
Annual Budget	65,000	65,000	65,000	65,000	65,000	325,001	650,001
Available Balance	\$ 156,260	171,260	\$ 186,260	\$ 90,000	\$ 105,000	\$ 480,002	\$ 966,262
Withdrawals							
Marine Drive Bridge Replacement over Mackay Creek			111,260				111,260
Living City Tree Planting Program	75,000	75,000	75,000	75,000	75,000	375,000	750,000
Closing Balance	\$ 81,260	\$ 96,260	\$ 0	\$ 15,000	\$ 30,000	\$ 105,002	\$ 105,002

Heritage Reserve

The Heritage Reserve Fund was established in 1994 and received additional funding from the sale of Hammersley House in 1998. The purpose of the Reserve Fund is to fund projects on an as-needed basis that support the City's Heritage Program and goals in the Official Community Plan related to the conservation of heritage resources on the Heritage Register.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 162,053	74,669	\$ 76,909	\$ 79,216	\$ 81,593	\$ 84,040	\$ 162,053
Interest for the year	2,175	2,240	2,307	2,376	2,448	12,996	22,094
Available Balance	\$ 164,228	76,909	\$ 79,216	\$ 81,593	\$ 84,040	\$ 97,036	\$ 184,147
Withdrawals							
Heritage Reserve Fund	89,559	-	-	-	-	-	89,559
Closing Balance	\$ 74,669	\$ 76,909	\$ 79,216	\$ 81,593	\$ 84,040	\$ 97,036	\$ 94,588

2019-2028 PROJECT PLAN

RESERVES AND OTHER FUNDING

Environmental Stewardship Fund

Fund originated from unused projects(s) related to Environmental cleanup, and has been balanced and maintained by the City since.

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 183,155	\$ 33,155	\$ 33,155	\$ 33,155	\$ 33,155	\$ 33,155	\$ 183,155
Contributions:							
Available Balance	\$ 183,155	\$ 33,155	\$ 33,155	\$ 33,155	\$ 33,155	\$ 33,155	\$ 183,155
Withdrawals							
Corporate Climate Action Implementation	150,000						150,000
Closing Balance	\$ 33,155	\$ 33,155	\$ 33,155	\$ 33,155	\$ 33,155	\$ 33,155	\$ 33,155

General Reserve

	2019	2020	2021	2022	2023	2024-2028	Total
Opening Balance	\$ 3,241,355	\$ 1,647,818	\$ 1,180,580	\$ 710,272	\$ 710,272	\$ 710,272	\$ 3,241,355
Contributions:							
Lease Revenue (Tap & Barrel)	250,000						250,000
Transfer from Annual Budget	758,929						758,929
Available Balance	\$ 4,250,285	\$ 1,647,818	\$ 1,180,580	\$ 710,272	\$ 710,272	\$ 710,272	\$ 4,250,285
Land Acquisition 1% Municip Assist	100,000						100,000
Harry Jerome Complex - Major Repairs	200,000						200,000
Block Funding Projects							
School the City - CNV4ME	50,000						50,000
Block Funding - Library Equipment			20,000				20,000
Public Space Place-making Support - Project Funding	40,000						40,000
Economic Partnership North Vancouver (Year 1 of 3 year commitment)	70,000						70,000
Shipbuilders' Square and Public Realm Events	130,000						130,000
Service Options for Lower Lonsdale	15,000						15,000
COR (Certificate of Recognition)	110,600						110,600
Strategic Planning	300,000						300,000
Streets, Traffic and Transportation							
Pavement Management: Streets and Lanes	1,514,654	442,238	450,308				2,407,200
Buildings							
Ops Centre Storage Site	2,213						2,213
Civic Centre Addition		25,000					25,000
Civic Centre Minor Renovations							
Equipment							
Forklift	70,000						70,000
Total expended	\$ 2,602,467	\$ 467,238	\$ 470,308	\$ -	\$ -	\$ -	\$ 3,540,013
Closing Balance	\$ 1,647,818	\$ 1,180,580	\$ 710,272	\$ 710,272	\$ 710,272	\$ 710,272	\$ 710,272



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2019 PROGRAM PLAN

MARCH 4, 2019 | FINANCE DEPARTMENT



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ALL DEPARTMENTS FINANCIAL SUMMARY

Programs	2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
EXPENSES			
Chief Administrative Officer	2,140,700	2,201,000	60,300
Strategic Initiatives and Services	5,564,400	5,858,700	294,300
Legislative	771,200	826,000	54,800
City Clerk's	1,096,600	1,191,100	94,500
Human Resources	1,585,300	1,613,500	28,200
Community Services	4,331,800	4,427,000	95,200
Planning	3,703,400	3,911,600	208,200
Finance	13,058,300	15,190,100	2,131,800
Fire	10,583,000	10,951,900	368,900
Police (RCMP)	14,168,600	14,606,700	438,100
Engineering, Parks & Environment	7,570,500	7,853,400	282,900
Major External Boards & Commissions	9,701,600	9,921,400	219,800
Total Operating Expenses	74,275,400	78,552,400	4,277,000

REVENUES			
Strategic Initiatives and Services	1,319,800	1,226,900	-92,900
City Clerk's	15,000	15,000	0
Community Services	4,935,800	5,418,800	483,000
Planning	209,300	224,300	15,000
Finance	6,755,200	6,828,700	73,500
Fire	115,000	150,000	35,000
Police (RCMP)	1,107,000	1,012,000	-95,000
Engineering, Parks & Environment	736,000	968,000	232,000
Major External Boards & Commissions	110,000	110,000	0
Total Operating Revenues	15,303,100	15,953,700	650,600
Net Operating Program Plan	58,972,300	62,598,700	3,626,400

Chief Administrative Officer

Role of the Chief Administrative Officer

Under the leadership of City Council, the Chief Administrative Officer is responsible for overseeing the administration of corporate policies and supporting the City of North Vancouver's overall vision.

Department Organization

The duties of the CAO include the following, all of which are carried out under the supervision and direction of Mayor and Council:

- Provide support, advice and updates to Mayor and Council
- Lead the senior management team and their departments
- Serve as liaison between Mayor, Members of Council and staff
- Oversee targets, measures, progress and changes to the City's Official Community Plan
- Develop and maintain effective relationships with CAO's in neighbouring municipalities, representatives of all levels of government, regional authorities and community agencies
- Manage operational matters, ensuring the effective functioning of operations across all departments, ensuring City policies are implemented and objectives are achieved within approved funding limits
- Interaction with community groups and residents associations regarding issues
- Oversee the ongoing and annual accounting of revenues and expenditures and delivery to Council Finance Committee
- Oversee internal controls to safeguard municipal assets and the adequate provision of insurance, protection and defense against claims
- Oversee collective bargaining, contract interpretation and wage/salary administration
- Represent the City's interests in shared services with other municipalities regarding public safety (Police and Fire), emergency services (NSEM), North Vancouver Recreation and Culture Commission (NVRC), North Vancouver Museum and Archives Commission (NVMA)
- Serve as liaison and advisor to Council and staff during emergencies and incidents
- Oversee the City's legal services and use of legal support.

Partnerships and Oversight

In addition, the CAO is charged with promoting and maintaining extensive contact and liaison with the RCMP, the North Vancouver Recreation and Culture Commission, North Vancouver Museum and Archives Commission, Metro Vancouver, Port Metro Vancouver, Squamish First Nations, and Vancouver Coastal Health. The CAO also serves and represents the City of North Vancouver on various committees, commissions and boards, including the Regional Administrative Advisory Committee.

In partnership with the Districts of North Vancouver and West Vancouver CAO's, the City's CAO oversees the North Shore Emergency Management Office and its Director, and serves as the Director in Charge during an emergency at the Emergency Operations Centre.

Chief Administrative Officer

A number of internal staff committees are under the jurisdiction of the Office of the CAO. These include the Directors Team, Leadership Team, Civic Projects Team and Lonsdale Energy Corporation.

Significant City Projects Underway in 2019

- Harry Jerome Recreation Community Centre
- Foot of Lonsdale
- Waterfront redevelopment
- North Vancouver Museum and Archives
- North Shore Waste Water Treatment Plant

Administrative Support to Council

- The CAO's office assists Councilors with expense reimbursement, coordination of conference travel, accommodation and registration.
- Museum & Archives
- Central Waterfront (Shipyards & Foot of Lonsdale)

Staffing

Approved Complement:

Chief Administrative Office 7.0

2019 Budget Analysis Chief Administrative Office

2018 Expenditure Budget	2,140,700	
2019 Salaries Obligation	20,000	
Legal Fees	34,200	
North Shore Emergency Management	6,100	
2019 Expenditure Budget	<u>2,201,000</u>	
2019 Expenditure Budget Increase (Decrease)	<u>60,300</u>	2.82%
2019 Net Tax Draw \$ Increase (Decrease)	60,300	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.12%	

CHIEF ADMINISTRATIVE OFFICER EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1110	624,950	636,950	12,000
Total Management and Support		624,950	636,950	12,000
COMMUNICATIONS & PUBLIC RELATIONS				
Comm & Public Relations	1160	423,900	431,900	8,000
Publications	1161	26,500	26,500	0
Community Advertising	1163	89,500	89,500	0
Community Report	1164	8,800	8,800	0
Web Management	1165	20,600	20,600	0
Total Communications & Public Relations		569,300	577,300	8,000
OTHER PROGRAMS				
Admin CAO Corporate	1120	568,850	603,100	34,250
Civic Engagement	1125	10,000	10,000	0
Total Other Programs		578,850	613,100	34,250
CORPORATE EMERGENCY PROGRAMS				
General Preparedness	3010	30,000	30,000	0
North Shore Emergency Management	8205	318,277	324,380	6,103
North Shore Rescue	8208	19,301	19,301	0
Total Other Programs		367,578	373,681	6,103
Total Chief Administrative Officer Expenses		2,140,678	2,201,031	60,353

Strategic Initiatives and Services

Mission

The Strategic Initiatives and Services Department is dedicated to creating and maintaining critical support services for the organization, and delivering spaces for betterment of the entire community. The Department works closely with all other groups to deliver effective and efficient service.

Strategic Initiatives and Services Customers

- Mayor and Council
- City Staff
- City Residents
- Business Community
- Tenants
- City Departments
- Agencies, Commissions and Partners

Current Services Provided

The department has two primary functions: leading public development initiatives of significant importance to the city overall (Strategic Initiatives), and providing critical support services to the entire organization (Facilities and Real Estate, Information Technology, Business and Strategic Planning, and Human Resources). Human Resources has recently been incorporated within the department, and is reported separately in the City's financial structure for 2019.

Strategic Initiatives:

Existing and emerging large scale public development initiatives are led by this division, and require close collaboration with internal and external stakeholders and partners. Large public development projects, such as the Harry Jerome Community Recreation Centre and the Waterfront Revitalization project are led from inception to implementation by this team, supported by extensive consulting services and development partners. A number of other significant projects led by Strategic Initiatives include the relocation of Silver Harbour Seniors' Activity Centre, North Vancouver Lawn Bowling, and North Vancouver Museum.

Facilities and Real Estate:

The Facilities and Real Estate Division provides a complete range of real estate, facilities management services for City-owned and City-leased properties and building assets - approximately 800,000 sq. ft. The aim of the division is to provide sustainable, efficient and cost-effective facilities and properties that support the City's programs and services. It is the division's responsibility to maintain and renew civic facilities that meet present-day requirements as well as to plan for future civic and community needs as the City of North Vancouver continues to grow.

Strategic Initiatives and Services

The division is responsible for facilities planning, including programming studies, feasibility studies, conceptual design, long-term facilities, capital planning, in collaboration with service departments. The division also provides ongoing asset management, including building conditional assessments, seismic assessments, and capital maintenance planning. A critical service delivered by this group is ensuring facilities meet the needs of users. This includes space planning, needs assessments, move management, furniture inventory management, tenant improvements, and ergonomic upgrades/return to work accommodations.

The *Facilities Operations* group ensures that all civic buildings are maintained and operated to provide safe and efficient space for city staff and tenants, and the *Real Estate* group manages and plans the city's land holdings in an effective manner. Facilities and Real Estate manages a wide ranging portfolio that includes civic buildings, public parking, cemetery, public realm, residential and commercial properties.

Information Technology:

The Information Technology (IT) team vision is to deliver customer-focused technology services for solutions that contribute to the City's business objectives. This vision is achieved by providing technology leadership, innovation, and IT governance, together with reliable and secure IT services.

The IT Division's services are delivered through four groups: *Client Services* (frontline customer service for all things technology. Services offered include the IT Service Desk, first line support for all applications and devices, maintenance of client devices, management of IT assets), *Technical Services* (core IT infrastructure services that keep the City's technology services running. This includes data networks, phones, servers, backups, disaster recovery planning, and maintaining the security of our digital assets), *Application Services* (supporting the City's line-of-business applications), and *Geographic Information Services*.

Business and Strategic Planning:

The department will lead the organization's strategic and business planning processes in 2019. The purpose of the Strategic Plan is to ensure there are consistent and clear goals and objectives for the organization over the term of the current Council. The Business Plan will identify the ways in which the organization will support and carry out the goals and objectives set by the Strategic Plan. In addition, ongoing processes for review and evaluation of the plans will be developed and implemented.

Significant Trends and Issues

Central Waterfront Revitalization – 2019 will see the opening of the last phase of the Central Waterfront redevelopment. A large public open space will be opened on the site formerly known as "Lot 5", and will provide a unique, interactive, year-round, activity driven people place that will

Strategic Initiatives and Services

include an outdoor public skating rink and a water play area. A new operational structure (Central Waterfront Public Realm) will be implemented in 2019.

The Harry Jerome Community Recreation Centre project received approval from Council in July 2018. Progress continues in 2019 to refine financial and building plans for the new centre, and the development of the current Harry Jerome site, including Silver Harbour Seniors Activity Centre and the North Vancouver Lawn Bowling Club, proceeds to phased construction.

Information Technology continues to provide opportunities for service improvement. In 2019, further implementation of the CityPal Project – Infor Public Sector application will increase on line capability for the public. Service improvements to internal clients will continue as well. In 2019, implementation of new telephone and printer technologies will assist city departments in their day to day operations.

Staffing

Approved Complement:

Regular Full-time	45.0
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2019 Budget Analysis Strategic Initiatives and Services

2018 Expenditure Budget	5,564,400	
2019 Salaries Obligation	158,100	
Facilities and Property decreases	(98,300)	
Information Technology inflationary increases	178,200	
Information Technology Completed Capital cost impacts	56,300	
2019 Expenditure Budget	<u>5,858,700</u>	
2019 Expenditure Budget Increase (Decrease)	<u>294,300</u>	5.29%
2018 Revenue Budget	1,319,800	
Property Revenue	(92,900)	
2019 Revenue Budget	<u>1,226,900</u>	
2019 Revenue Budget Increase (Decrease)	<u>(92,900)</u>	-7.04%
2019 Net Tax Draw \$ Increase (Decrease)	387,200	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.77%	

STRATEGIC INITIATIVES AND SERVICES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
STRATEGIC INITIATIVES				
Strategic Initiatives	1140	117,200	168,300	51,100
Budget Savings	1217	-15,000	-15,000	0
Total Strategic Initiatives		102,200	153,300	51,100
FACILITIES MANAGEMENT				
Facilities Management	2140 2135	808,621	839,521	30,900
FM-Janitorial	2148	328,700	334,500	5,800
FM-Security	2149	100,000	100,000	0
FM-Capital OH Recovery	2151	-60,000	-60,000	0
Total FACILITIES MANAGEMENT		1,177,321	1,214,021	36,700
PROPERTY MANAGEMENT				
City Lands	1960	252,520	257,020	4,500
Parking	1973	95,500	95,500	0
Property Management	1971	907,415	800,850	-106,565
Total Property Management		1,255,435	1,153,370	-102,065
INFORMATION TECHNOLOGY				
IT Administration	2510	-168,740	-157,340	11,400
IT Application Services	2530	994,378	1,141,400	147,022
IT GIS	2540	517,365	533,300	15,935
IT Client Services	2550	1,686,490	1,820,601	134,111
Total Information Technology		3,029,493	3,337,961	308,468
Total Strategic Initiatives & Services Expenses		5,564,449	5,858,652	294,203

STRATEGIC INITIATIVES AND SERVICES REVENUES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
REAL ESTATE MANAGEMENT				
Parking	1973	300,000	330,000	30,000
Property Management	1971	1,019,800	896,850	-122,950
Total Real Estate Management		1,319,800	1,226,850	-92,950
Total Strategic Initiatives & Services Revenues		1,319,800	1,226,850	-92,950

2019 Budget Analysis Legislative (Mayor and Council)

2018 Expenditure Budget	771,200	
2019 Salaries Obligation	4,200	
2019 Indemnities	50,600	
2019 Expenditure Budget	<u>826,000</u>	
2019 Expenditure Budget Increase (Decrease)	<u>54,800</u>	7.11%
2019 Net Tax Draw \$ Increase (Decrease)	54,800	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.11%	

LEGISLATIVE EXPENSES

Programs	2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual	
MANAGEMENT AND SUPPORT				
Management and Support	2610	241,797	245,997	4,200
Total Management and Support Expenses		241,797	245,997	4,200
SUPPORT PROGRAMS				
Legislative	2620	508,771	559,371	50,600
Sister Cities	2631	20,000	20,000	0
Regional Legislative Meetings	3340	643	643	0
Total Support Programs		529,414	580,014	50,600
Total Legislative Expenses		771,211	826,011	54,800

City Clerk's Department

Mission

To Record, Retain and Provide Information

City Clerk's Department Customers

- Mayor and Council
- Residents of the community
- General public
- Committees of Council
- City Departments
- Outside agencies, boards and commissions
- Other levels of government

Current Services Provided

- Coordination and delivery of information to Council, Council Committees and City staff in the form of agendas, minutes, bylaws, reports, correspondence, legal agreements, public hearings and meetings
- Provide and deliver information to the public in the form of agendas, minutes, bylaws, reports, public notices, records and Council meeting videos through the City's website
- Management of City records through policies, procedures, City-wide classification system, electronic records and document management system and training to all City staff
- Maintain custody of Council minutes, Council committee minutes, committee minutes, bylaws and legal agreements
- Coordination and delivery of information to Council and City staff
- Administration of Freedom of Information requests
- Administration of the City's privacy program
- Administration of the General Local Election
- Administrative support to Committees and Council members
- Provide City Hall reception services

Significant Issues and Trends

- Development of the City's information privacy program
- Review and development of the City's records management program
- Review and development of the City's policy management processes

Staffing

Approved Complement:

Regular Full-time 9.0

2019 Budget Analysis City Clerk's

2018 Expenditure Budget	1,096,600	
2019 Salaries Obligation	94,500	
2019 Expenditure Budget	<u>1,191,100</u>	
2019 Expenditure Budget Increase (Decrease)	<u>94,500</u>	8.62%
2018 Revenue Budget	15,000	
2019 Revenue Budget	<u>15,000</u>	
2019 Revenue Budget Increase (Decrease)	<u>-</u>	0.00%
2019 Net Tax Draw \$ Increase (Decrease)	94,500	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.19%	

CITY CLERK'S EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1310	982,316	1,076,716	94,400
Total Management and Support Expenses		982,316	1,076,716	94,400
GENERAL PROGRAMS				
Volunteer Appreciation	1341	10,000	10,000	0
Election Administration	1350	40,000	40,000	0
Records Management	1380	18,200	18,300	100
Legal Advertising	1162	44,000	44,000	0
Total General Programs Expenses		112,200	112,300	100
OTHER PROGRAMS				
Board of Variance	2750	2,087	2,087	0
Total Other Programs Expenses		2,087	2,087	0
Total City Clerk's Expenses		1,096,603	1,191,103	94,500

CITY CLERK'S REVENUES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Legal Advertising	1162	15,000	15,000	0
Total General Programs		15,000	15,000	0
Total City Clerk's Revenues		15,000	15,000	0

Human Resources Department

Vision

To Champion an Inspired and Engaged Workplace

Mission

We provide progressive, client-focused Human Resources services to **Support** and **Promote** a vibrant and talented workforce

Values

We are Knowledgeable and Resourceful

We are **Respectful** and believe in the importance of **Relationships**

We have **Integrity** and are **Responsive** to our employees' and clients' needs

Services

Recruitment and Retention

- Full-cycle recruitment support for all City departments
- Creation and maintenance of job applicant database
- Promotion of municipal employment
- New employee orientation and on-boarding
- Assistance with workforce planning
- Auxiliary clerical pool hiring and administration
- Student work experience program administration
- Employee recognition program administration
- Corporate Training and Development
- Facilitation of workplace education programs, courses and training
- Coordination of apprenticeship programs
- Coordination of corporate supervisory and leadership training

Health and Safety

- WorkSafeBC claims management
- Disability management including return to work and accommodation programs
- Safety program implementation, coordination, evaluation and promotion
- Safety inspections and investigations
- Safety training
- Safety Committee coordination and participation
- Interpretation and administration of Workers Compensation Act, OH&S Regulations, and related legislation
- Attendance program support
- Emergency preparedness planning
- Pandemic planning
- Tribunal Process management

Human Resources Department

Labour Relations

- Employee relations support
- Labour and employment legislation interpretation and administration
- Collective Agreement interpretation and administration
- Collective Agreement negotiations with IAFF Local 296 and CUPE Local 389
- Job Evaluation
- Grievance and arbitration management
- Workplace investigations
- Tribunal Process management

Human Resources Research

- Review and research human resource trends, practices, benchmarking and best practices

Administration and System Administration/Reporting

- HR records and human resources information system maintenance and reporting (via PeopleSoft HCM)
- Human Resource policy development, interpretation and administration
- Provide HR assistance to North Vancouver City Library and North Vancouver Museum and Archives

Benefits Administration

- Benefit plan administration
- Negotiation with benefit plan carriers

Employee Wellness

- Administration of Employee Health & Wellness Program
- Administration of Employee and Family Assistance Program (EFAP)

Significant issues and trends

- Continued review of our Human Resources programs, policies and processes to ensure exceptional service to our community through City employees
- To foster a corporate culture that reflects the City's corporate values
- To position the City as a "choice" employer
- To share learning and recommendations regarding emerging issues and trends that may impact the organization
- Collaborate with our neighboring municipalities

Staffing

Approved Complement:

Regular Full-time 9.0

2019 Budget Analysis Human Resources

2018 Expenditure Budget	1,585,300	
2019 Salaries Obligation	28,200	
2019 Expenditure Budget	<u>1,613,500</u>	
2019 Expenditure Budget Increase (Decrease)	<u>28,200</u>	1.78%
2019 Net Tax Draw \$ Increase (Decrease)	28,200	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.06%	

HUMAN RESOURCES EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1510	474,000	488,800	14,800
Total Management and Support		474,000	488,800	14,800
GENERAL PROGRAMS				
Special Administration	1511	20,450	20,450	0
Recruitment	1520	210,500	214,300	3,800
Benefits Administration	1540	74,600	76,100	1,500
Employee Fitness	1541	4,500	4,500	0
Employee Assistance	1542	23,000	23,000	0
Disability Management	1545	48,300	48,900	600
Employee Recognition	1570	15,563	15,563	0
Labour Relations	1580	250,400	255,400	5,000
Health & Safety	1590	178,540	181,040	2,500
Total General Programs		825,853	839,253	13,400
CORPORATE TRAINING PROGRAMS				
Training Programs	1560-1564	285,480	285,480	0
Total Corporate Training Programs		285,480	285,480	0
Total Human Resources Expenses		1,585,333	1,613,533	28,200

Community Services

Mission

The Community Services Department is dedicated to the construction, activation and monitoring of the City. We do so by processing development applications, servicing the business community, animating public spaces and providing bylaw enforcement. We are committed to helping build a strong sense of community in the City. We have a high standard of customer service to support the needs of applicants, residents and visitors. We strive to be efficient, transparent and fair. We work in a collegial and integrated manner with each other, other departments and external groups.

Community Services Customers

- Mayor and Council
- City Residents
- Business Community
- Development Industry
- Film Industry
- Chief Administrative Officer
- Other City Departments and Agencies
- Other levels of government
- Other municipalities, Vancouver Coastal Health, Port Metro Vancouver

Current Services Provided

The Community Services Department offers the following services through five Divisions, as described below.

Administration Division

The Director oversees the department. The Administrative Support Group is led by our Office Coordinator that manages front counter clerks and clerical staff. This division is responsible for corporate business processes including financial, safety, administrative, records management and payroll.

Building Permits and Inspections Division

This division is accountable for processing applications for building permits and associated trades permits, including electrical, plumbing, and gas permits, amongst others. As part of this process, this division completes all construction activity monitoring according to legislative requirements, regulatory codes and City Bylaws. This division also responds to the directives of Mayor and Council which includes enhanced energy conservation standards. Staff answer questions and queries from residents and the business community, and provide opportunities to educate the local building community.

Business Services Division

The Business Services Division is in charge of managing Business Licensing, Economic Development, Tourism, Filming, Wharf Management, Civic Plaza and Shipyards bookings, Placemaking Initiative, outreach youth services and the Child, Youth and Family Friendly Initiative. The division is also responsible for administering the City's Special Event Liquor Licensing Policy and processing Liquor Primary license applications. The division represents business interests on interdepartmental initiatives and special projects such as waterfront development, public space programming and outdoor dining. It provides the City's liaison to the Lower Lonsdale Business

Community Services

Improvement Area and Economic Partnership North Vancouver. The Business Services Division is also responsible for signature City events such as Slide the City, Shipped, the Summer Concert Series and the Christmas Festival.

Bylaw Services Division

This division undertakes the enforcement of City bylaws. That includes bylaws administered by other departments, such as environmental protection and land use. The division also provides parking enforcement and animal control. Large and problematic construction sites are now monitored by a dedicated Construction Ambassador position to provide consistent enforcement and communications to minimize the impacts of construction activity on local businesses and residents. The division has improved their response presence by broadening the Bylaw Enforcement Officer coverage during evenings and weekends. It seeks to educate the public on local bylaws to achieve voluntary compliance as a first priority.

Engineering Development Services

This division undertakes development reviews, subdivision application processing, and is responsible for ensuring that developers uphold and deliver off-site street upgrades for all development projects, including utilities and public realm construction. The division administers street use related to development and liaises with the City utility company Lonsdale Energy Corporation and private utility companies including BC Hydro, TELUS, Fortis, Shaw Cable, etc. to coordinate infrastructure in the public realm. Development Services is also involved in streets design, public infrastructure records management including as-built drawings, asset management, construction management, and water, sewer and drainage system administration and construction contract administration.

Significant Issues and Trends

New Permit/License System

A new City Permits & Licensing system (CityPAL) is being implemented in phases in conjunction with IT. The Bylaws Services group successfully implemented the first CityPAL module in the spring of 2018. Future phases will come on stream in 2018/2019. CityPAL serves most departments and is highly integrated. The implementation of this essential tool will continue to draw staff away from their regular work, making it more challenging to maintain workloads. Once fully installed, it will increase IT security, work efficiency and provide a direct focused on-line service.

Construction Activity

Community Services continues to have strong construction activity. Over \$300 million of construction value was processed in 2018 with City revenues of approximately \$4 million. These are record or near highs. It is expected that development activity in 2019 will be equal to 2018.

Economic Development

Business licensing growth saw an increase of over 2% based on the number of new licenses issued from 2017 to 2018. The anticipated commercial and institutional construction activities will help keep the level of business licensing activities constant or growing even in the current

Community Services

economic climate. The Lower Lonsdale BIA and Economic Partnership North Vancouver efforts will also support economic growth.

Place-making & Public Events

A more focused effort is being made to enhance the liveliness of our public spaces through a City-wide place-making initiative, which has met with several successes. The CNV4ME plan is being implemented. Slide the City, Shipped, Summer Concert Series and several other City-led and City-supported events are being implemented year-round.

Bylaw Enforcement

The Federal legalization and subsequent Provincial regulation of cannabis has created a number of enforcement issues. This is expected to continue as society and businesses learn how this product will be normalized. The introduction of more bicycle lanes in the City is welcomed by cyclists. The lanes are creating a new type of bylaw infraction as vehicles stop or park in bicycle lanes, creating safety concerns for cyclists. New strategies to address this will be pursued. The successful Construction Ambassador Program is continuing to reduce construction impacts.

Staffing

Approved Complement:

Regular Full-time 41.0

2019 Budget Analysis Community Services

2018 Expenditure Budget Community Services	4,331,800	
2019 Salaries Obligation	97,000	
Bylaw Dispute Adjudication changes	(1,800)	
2019 Expenditure Budget	<u>4,427,000</u>	
2019 Expenditure Budget Increase (Decrease)	<u>95,200</u>	2.20%
2018 Revenue Budget Community Services	4,935,800	
Permits and Fees	500,000	
Bylaw Dispute Adjudication changes	(17,000)	
2019 Revenue Budget	<u>5,418,800</u>	
2019 Revenue Budget Increase (Decrease)	<u>483,000</u>	9.79%
2019 Net Tax Draw \$ Increase (Decrease)	(387,800)	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	-0.78%	

COMMUNITY SERVICES EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1710	454,555	465,255	10,700
CD Budget Savings	1717	-15,000	-15,000	0
Total Management and Support Expenses		439,555	450,255	10,700
DEVELOPMENT SERVICES				
Development Services	1725	237,000	212,500	-24,500
Total Development Services Expenses		237,000	212,500	-24,500
PERMITS & INSPECTIONS				
Permits and Inspections	1760	1,717,121	1,785,021	67,900
Total Permits and Inspections Expenses		1,717,121	1,785,021	67,900
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Business Services	1155	391,200	397,800	6,600
Intermunicipal Program	1800	20,700	20,700	0
Business License	1900	90,300	95,400	5,100
Economic Development	1150	78,000	78,000	0
Tourism	1151	20,000	20,000	0
Filming Administration	1360	35,000	35,000	0
Chamber of Commerce	8500	30,000	30,000	0
Total Business License & Economic Dev Expenses		665,200	676,900	11,700
BYLAW MANAGEMENT				
ByLaw Enforcement	1392	947,295	986,995	39,700
ByLaw Dispute Registry	1396	18,400	6,000	-12,400
Animal Control	8210	131,988	134,088	2,100
VCH-Municipal Services	3350	25,544	25,544	0
Total Bylaw Management Expenses		1,123,227	1,152,627	29,400
Total Community Services Programs Expenses		4,182,103	4,277,303	95,200
SOCIAL PROGRAMS				
School Anti-Violence	8231	20,000	20,000	0
Child Youth & Family Friendly	8300	17,000	17,000	0
Studio in the City	8301	50,000	50,000	0
Youth Services	8305	29,650	29,650	0
Youth Initiatives	8360	20,500	20,500	0
Family Events in Civic Plaza	8370	12,500	12,500	0
Total Social Programs		149,650	149,650	0
Total Other Programs Expenses		149,650	149,650	0
Total Community Services Expenses		4,331,753	4,426,953	95,200

COMMUNITY SERVICES REVENUES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1710	6,000	6,000	0
DEVELOPMENT SERVICES				
Development Services	1725	351,000	351,000	0
PERMITS & INSPECTIONS				
Permits and Fees	1770	2,300,000	2,800,000	500,000
Total Permits & Inspections Revenues		2,300,000	2,800,000	500,000
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Business Services	1155	12,000	12,000	0
Intermunicipal Program	1800	40,000	40,000	0
Business License	1900	1,276,800	1,276,800	0
Pier	1153	10,000	10,000	0
Filming Administration	1360	125,000	125,000	0
Total Business License & Economic Dev Revenues		1,463,800	1,463,800	0
BYLAW MANAGEMENT				
ByLaw Enforcement	1392	750,000	750,000	0
ByLaw Dispute Registry	1396	17,000	0	-17,000
Animal Control	8210	48,000	48,000	0
Total Bylaw Management Revenues		815,000	798,000	-17,000
Total Community Services Revenues		4,935,800	5,418,800	483,000

Planning

Mission

The Planning Department helps Council establish and implement a long range vision for the future of the community. The department coordinates the preparation of land use, transportation, social and sustainability plans outlining goals and objectives to achieve that vision while providing support for businesses, social services agencies and the general public. We are committed to a high standard of customer service to support the needs of our applicants and the community at large. Planning strives to maximize efficiencies and effectiveness by collaborating and integrating our efforts with other departments and external groups.

Planning Customers

- Mayor and Council
- City Residents
- Business Community
- Development Community
- Chief Administrative Officer
- Other City Departments and Agencies
- Civic Advisory Bodies
- Non-Profit Agencies
- Metro Vancouver
- Other levels of government
- Other municipalities, NV School District, Vancouver Coastal Health

Current Services Provided

The Planning Department offers the following services through four Divisions, as described below.

Planning Division

Planning is responsible for long range land use and community planning, policy making, and responding to development applications. Functions include preparing and implementing the Official Community Plan, processing land use and development proposals received from City residents and developers, administering the Zoning Bylaw and other City regulations, examining options for City-owned lands, completing long range development plans, studies and guidelines, achieving the directives of Mayor and Council, and maintaining and analyzing community data.

Housing and social policy are also led by this division including the following areas: affordable housing, youth development, seniors programs and homelessness. Healthy and active living have emerged as new issues which Planning staff are working to address through updates to plans and policies.

Transportation Planning Division

The Transportation Planning Division is responsible for the preparation of transportation plans, studies, and policies as well as reviewing transportation implications of development applications and changes to the City street network. Core functions also include:

Planning

- Sustainable transportation initiatives and travel programs
- Parking policy and parking program administration
- Neighbourhood and corridor studies
- Conceptual design for transit, cycling, pedestrian and road infrastructure
- Road users safety planning
- included above under sustainable travel program – this is engineering integration of transportation with land use, parks & greenways and development planning
- Liaison with TransLink, North Shore municipalities and Ministry on transportation projects

Environmental Sustainability

The Environmental Sustainability Division assists the City in establishing and realizing goals and objectives related to environmental policy planning, corporate and community energy and emissions, climate adaptation and mitigation, and zero waste planning. Functions include:

- Analysis and monitoring of environmental objectives and impacts
- Climate action and energy management planning, coordination, and reporting
- Communications and outreach
- Zero waste planning
- Civic operations environmental performance improvements
- Development review to ensure compliance with environmental policies and regulations
- Environmental emergency response planning and support
- Environmental policy planning and implementation

Administration Division

The Administrative Support Group is led by our Admin Assistant that manages the clerical staff. This division is responsible for corporate business processes including financial, safety, administrative, records management and payroll.

Significant Issues and Trends

New Permit/License System

A new Permits & Licensing system is being implemented. This involves staff from Planning working with the IT Division to build an efficient and effective replacement for the current out of date system. This essential implementation period is drawing staff away from their regular work, making it more challenging to maintain workloads.

Housing Action Plan

The process to update the City's Housing Action Plan, which started in March 2015 and was endorsed by Council in October 2016, is a significant effort. It builds on community input, sets new policy directions and addresses housing challenges established in the Official Community Plan. Staff are now implementing the Plan including studying inclusionary zoning, reviewing minimum lot sizes and other initiatives to deliver a range of housing options.

Planning

Development Planning

Development application volumes are significantly above long term averages including a number of major rezoning proposals and development permit applications in process or in pre-application discussions. This includes implementing Council's direction in the Moodyville area, the Harry Jerome Neighbourhood Lands development and a variety of larger scale proposals in the City Centre. The property market has remained active, leading to a general increase in planning applications and inquiries in all areas of the City. Given the number of preliminary applications, staff expect the current volume of large scale applications to continue into 2019.

Sustainability and Climate Action

As the City grows there is a need for a continued focus on environmental sustainability through protection of natural assets, climate action and resilience, and advancement of zero waste initiatives. The City is implementing a number of programs to reduce emissions while preparing for potential climate change impacts through more resilient infrastructure. The City is also working with community members to advance community stewardship initiatives and zero waste programs.

New Transit Service and Plans

The inclusion of an east-west B-Line bus service on the North Shore in TransLink's capital plan for 2019 has resulted in a significant effort to ensure the new B-Line service is as efficient as possible along the East 3rd Street / Marine Drive corridor. The completion of the INSTPP transportation planning process for the North Shore, and the forthcoming renewal of the Regional Transportation Strategy have created a positive climate for securing new transportation investment on the North Shore. Significant work is underway to support these conversations with the Province and TransLink regarding long-term transportation planning for the North Shore. This includes preliminary conversations regarding high-capacity transit on the North Shore, and advance planning to support this.

Staffing

Approved Complement:

Regular Full-time 20.0

2019 Budget Analysis Planning

2018 Planning Expenditure Budget	3,703,400	
2019 Salaries Obligation	170,400	
Social Agencies - cost of living increases	22,800	
Other adjustments	15,000	
2019 Expenditure Budget	<u>3,911,600</u>	
2019 Expenditure Budget Increase (Decrease)	<u>208,200</u>	5.62%
2018 Revenue Budget	209,300	
Fees Rezoning	15,000	
2019 Revenue Budget	<u>224,300</u>	
2019 Revenue Budget Increase (Decrease)	<u>15,000</u>	7.17%
2019 Net Tax Draw \$ Increase (Decrease)	193,200	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.39%	

PLANNING EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1910	437,510	451,710	14,200
Total Management and Support Expenses		437,510	451,710	14,200
DEVELOPMENT PLANNING				
Development Planning	1720	826,900	867,400	40,500
Heritage Planning	1950	5,250	5,250	0
Total Development Planning Expenses		832,150	872,650	40,500
COMMUNITY PLANNING				
Community Planning	1920	363,450	361,450	-2,000
Total Community Planning Expenses		363,450	361,450	-2,000
TRANSPORTATION				
Transportation	1930	332,000	447,400	115,400
Public Transp Alternatives	1543	7,500	7,500	0
Integrated Transp Cmte	2805	8,800	8,800	0
NS Transp Advisory Cmte	2845	700	700	0
Commercial Bike Racks	3260	3,500	3,500	0
Bicycle Promotions	3261	1,970	1,970	0
Traffic & Transp Ops	5180	48,031	48,031	0
School Crossing Guards	8232	93,800	93,800	0
Total Transportation Expenses		496,301	611,701	115,400
ENVIRONMENT				
Environmental Sustainability	1940	115,900	118,200	2,300
Environment Stewardship	5040	38,780	53,780	15,000
Total Environment Expenses		154,680	171,980	17,300
Total Planning Programs Expenses		2,284,091	2,469,491	185,400

PLANNING EXPENSES (continued)

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
ADVISORY COMMITTEES				
Advisory Design Panel	2720	6,649	6,649	0
Social Planning Advisory	2730	3,266	3,266	0
Community Services Grant	2731	176,828	176,828	0
Advisory Planning	2740	5,582	5,582	0
Heritage Advisory	2760	3,637	3,637	0
Total Advisory Committees Expenses		195,962	195,962	0
SOCIAL PROGRAMS				
Homeless Prevention Program	8150	76,400	76,400	0
Substance Abuse Committee	3310	5,000	5,000	0
Total Social Programs		81,400	81,400	0
CORE FUNDED AGENCIES				
NSNH Operating & Ed Garden	8140	66,916	68,255	1,339
NSNH Youth Worker (YW)	8314	112,705	114,959	2,254
NSNH P & P Teens	8311	11,288	11,514	226
NSNH YW at Youth Lounge	8317	56,357	57,484	1,127
NSNH Queen Mary School	8312	76,331	77,857	1,526
NSNH QM Comm Project	8320	16,674	17,007	333
NSNH Comm Schools Prog	8321	21,106	21,528	422
NSNH Youth Lounge Op	8313	9,211	9,395	184
NSNH Golden Circle	8318	3,716	3,790	74
NSNH Learning Together	8319	5,591	5,703	112
NSNH John Braithwaite CC	8604	352,417	359,465	7,048
Silver Harbour Centre	8130	158,500	161,670	3,170
Family Services of the NS	8112	49,956	50,955	999
Capilano Community Services	8120	12,000	12,240	240
Capilano Cmty Serv - Youth Worker	8121	68,400	69,768	1,368
NS Community Resources	8125	53,259	54,324	1,065
NS Crisis Services Society	8351	10,000	10,200	200
NS Women's Centre	8352	12,500	12,750	250
Harvest Project	8353	10,000	10,200	200
Restorative Justice	3360	35,000	35,700	700
Total Core Funded Agencies		1,141,927	1,164,764	22,837
Total Other Programs Expenses		1,419,289	1,442,126	22,837
Total Planning Expenses		3,703,380	3,911,617	208,237

PLANNING REVENUES

Programs	2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
PLANNING REVENUES			
Management and Support	1910	4,000	0
Community Service Grants	2731	76,828	0
Development Approvals	1730	125,000	15,000
Total Planning Revenues	205,828	220,828	15,000
TRANSPORTATION			
Commercial Bike Racks	3260	3,500	0
TotalTransportation Revenues	3,500	3,500	0
Total Planning Revenues	209,328	224,328	15,000

Finance

Mission

Our mandate is to provide financial and corporate leadership for the City while fulfilling our statutory responsibilities. The Finance Department ensures that Council, City departments and the public receive reliable and relevant financial information, corporate support, and qualitative advice and direction.

Through the use of best practices and sound fiscal policies, we strive to safeguard City assets, manage City risks, fulfill our responsibilities under the Local Government Act and Community Charter, meet Public Sector Accounting Board (PSAB) requirements, communicate financial information clearly and plan for the long-term fiscal sustainability of the City.

Our Guiding Principles

- Meet citizen needs and expectations
- Develop sound financial solutions
- Play a leadership role in the City of North Vancouver
- Strive for excellence, equity, efficiency and effectiveness
- Encourage and motivate employees
- Set realistic expectations and deadlines within a climate of limited resources
- Maximize the value of all City resources
- Finance Department Customers
- Citizens of the City
- Mayor and Council
- Chief Administrative Office
- Departments of the City
- Partners in service delivery, i.e. shared-cost agencies, boards and commissions, and other community agencies
- Senior levels of government: regional, provincial, federal

Current Services Provided

Financial Planning / Budgeting

- 5-Year Operational Program planning
- 10-Year Capital Project planning
- Budgeting for agencies, boards and commissions
- Long Term Financial Plan
- OCP Finance Goals and Objectives development and monitoring

Accounting / Accounts Payable / Taxation / Internal Reporting / Payroll

- Corporate accounting
- Financial record keeping including agencies, boards and commissions
- Property taxation – policy establishment and monitoring
- Accounting policy development and monitoring of compliance

Finance

- Annual financial statements
- Banking and cash management
- Investment policy development and management of invested funds
- Accounts payable and receivable
- Payroll, benefit and tax remittances
- Property tax collection – information, notices, Home Owner Grants, deferrals, payments
- Water, Sewer, Waste – utility rate modeling, rates collections
- Compliance with Public Sector Accounting Board (PSAB) standards
- Internal review

Risk Management / Purchasing / Pool Vehicle Fleet

- Corporate purchasing
- Purchasing compliance with trade agreements
- Purchasing card management
- Risk management
- Insurance claims management
- Management of City pool fleet

General Government Services

- Support for Directors Team, Civic Projects Team, Leadership Team
- Participation in Corporate initiatives and task forces
- Support City departments during preparation and review of complex agreements
- Council / Public information requests
- Financial reports
- Joint service delivery agreements
- Departmental HR services - performance reviews, job descriptions, staff support, training and development
- Leadership, management, coordination of departmental work program

Special Projects

Long Term Financial Planning for Sustainability

Public Sector Accounting Standards for tangible capital assets required the City to refine its management and financial strategies for identifying resources needed for City infrastructure renewals and maintenance management.

The City implemented the Hansen and Work Management System centered on improving work management plans and cost allocations for labour, materials and equipment. At the same time, City assets continue to be accounted for and recorded in compliance with Public Sector Accounting Standards. The City reports its asset listing at \$382 million for the 2017 year end.

The City has numerous public amenity buildings, both recreational and cultural, that are nearing the end of their useful lives and require significant renovation or replacement. With recent growth, the City is also considering the addition of significant new municipal facilities, including the Harry Jerome Recreation Complex and the Waterfront development project. Financing these

Finance

improvements requires a pragmatic approach to balance revenue and funding sources against ongoing expenditure commitments in an effort to provide City services in a financially sustainable manner.

While the City has an established system of reserves, challenges remain with respect to replacing and maintaining infrastructure on a timely basis. Long term planning strategies guide the Finance Department to implement funding allocation processes that effectively utilize reserve funds coupled with other available revenue sources.

Long Term Tax Strategy

The successful development and implementation of a Long Term Tax Strategy for the City, in coordination with the City's Economic Development and Tourism Strategy, was a major achievement in early 2008.

The goal of this policy was to move the City's tax rates and tax rate multiples to a competitive position within the Metro Vancouver Region, while maintaining principles of fairness and equity.

Adjusting down the ratio of the business tax rate to the residential rate (i.e. the tax multiple) continues to be a challenge based on the continued extraordinary growth in the residential sector.

The City will continue to review the distribution of property tax among the various property classes and consider other measures as a gauge of success.

Significant Issues and Trends

The City has experienced significant residential construction growth over the past several years and this trend is expected to continue. Accommodating increased service costs for existing taxpayers and new growth will pose ongoing fiscal challenges for the City in its efforts to meet these demands.

In addition, the Province continues to impose changes on the 'independent' tax assessment system and these changes have impacted the taxes collectable by the City. Restrictions on taxation of port industrial properties by Provincial legislation are creating significant limitations in the implementation of a local tax policy.

The City is in the process of reviewing its service delivery models, particularly with respect to shared service delivery, and will continue to seek efficiencies in this area. Areas of concern include the cost-sharing formula of policing costs.

As mentioned above, while the City has an established system of reserves, challenges remain with respect to replacing and maintaining infrastructure on a timely basis.

Joint Services

The City is a leader in the negotiation of service delivery arrangements through partnerships and joint service agreements. Whenever we can find common ground, with mutually agreeable goals and objectives for service delivery, consideration is given as to whether a joint service arrangement will benefit the citizens.

Finance

The City works with the Districts of North Vancouver and West Vancouver in a myriad of areas, delivering services on a coordinated and cost shared basis. These include:

- North Vancouver Police Detachment
- North Vancouver Recreation and Culture Commission
- North Vancouver Museum and Archives Commission
- North Shore Emergency Management
- Squamish First Nation Service agreement
- Fire Boat agreement with Vancouver
- Shared dispatch agreement among 3 North Shore Fire Departments, and
- Ecomm radio system agreement.

The City provided the land for the North Shore Homeless Shelter and continues to fund outreach workers through the LookOut Society, who operate the Shelter, and the Salvation Army, to work with the North Shore's homeless population.

The City also partnered with the Squamish Nation to construct sections of the Spirit Trail.

Working with the Chief Administrative Office, Finance continues to explore areas that may provide mutual benefits and cost savings to the three municipalities.

Staffing

Approved Complement:

Regular Full-time 30.0

2019 Budget Analysis Finance Department

2018 Expenditure Budget	13,058,300	
Provincial Employer Health Tax	650,000	
2019 Salaries Obligation	23,500	
Other adjustments	32,300	
Increase Transfer to Capital and Reserves	1,000,000	
Provision for New Items	426,000	
2019 Expenditure Budget	<u>15,190,100</u>	
2019 Expenditure Budget Increase (Decrease)	<u>2,131,800</u>	14.03%
2018 Revenue Budget	6,755,200	
Levy for Utilities (Terasen, BC Hydro)	37,000	
Provincial Grant for Port Properties	30,000	
Commission for School Tax	3,500	
Squamish Band Service Agreements	3,000	
2019 Revenue Budget	<u>6,828,700</u>	
2019 Revenue Budget Increase (Decrease)	<u>73,500</u>	1.08%
2019 Net Tax Draw \$ Increase (Decrease)	2,058,300	
2019 Overall Tax Impact (assuming 1% tax increase = \$500,000)	4.12%	

FINANCE EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2110	450,129	434,529	-15,600
Fin Budget Savings	2117	-15,000	-15,000	0
Total Management and Support Expenses		435,129	419,529	-15,600
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	190,400	177,500	-12,900
Vehicle Fleet Admin	2160	34,800	34,800	0
Risk Liability and Insurance	2150	361,200	371,500	10,300
Total Purchasing & Risk Management Expenses		586,400	583,800	-2,600
ACCOUNTING & TAXATION				
Financial Accounting	2170	254,744	279,444	24,700
Accounts Payable	2180	130,200	131,700	1,500
Treasury	2192	81,000	81,000	0
Taxation	2302	580,900	587,500	6,600
Total Accounting & Taxation Expenses		1,046,844	1,079,644	32,800
FINANCIAL PLANNING & PAYROLL				
Financial Planning	2400	483,100	478,600	-4,500
Payroll	2200	318,900	326,500	7,600
Total Financial Planning & Payroll Expenses		802,000	805,100	3,100
Total Finance Programs Expenses		2,870,373	2,888,073	17,700
FINANCE CORPORATE PROGRAMS				
Finance Corporate	2120	-64,000	-67,300	-3,300
Internal Controls	2195	141,100	151,500	10,400
Financial Plan Contingency	2401	1,000,000	1,000,000	0
Planning	2420	8,992,374	11,099,374	2,107,000
Council Grants	8401	50,000	50,000	0
Travel Grants	8410	2,500	2,500	0
Public Art Admin	8031	6,000	6,000	0
Public Art Maintenance	8032	20,000	20,000	0
Community Art Program	8040	15,000	15,000	0
District Energy Coordination	2450	25,000	25,000	0
Total Finance Corporate Programs Expenses		10,187,974	12,302,074	2,114,100
Total Finance Expenses		13,058,347	15,190,147	2,131,800

FINANCE REVENUES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	16,000	16,000	0
Risk Liability and Insurance	2150	48,800	48,800	0
Total Purchasing & Risk Management Revenues		64,800	64,800	0
ACCOUNTING & TAXATION				
Treasury	2192	1,808,000	1,808,000	0
UTILITY REVENUE LEVY	41210	692,000	729,000	37,000
GRANTS IN LIEU FEDERAL	41302	120,000	120,000	0
GRANTS IN LIEU PROVINCIAL	41306	1,000,000	1,000,000	0
GRANT PROV FOR PORTS PROPERTY	41308	1,510,000	1,540,000	30,000
COMMISSION SCHOOL TAX	43304	36,500	40,000	3,500
INTEREST TAXES	45102	40,000	40,000	0
PENALTIES TAXES	45201	210,000	210,000	0
TAX CERTIFICATES	46106	80,000	80,000	0
SQUAMISH BAND	46118	30,000	30,000	0
SQUAMISH BAND FIRE SERVICE AGR	46131	83,000	86,000	3,000
TFR FROM STAT RES TO OP	49309	5,000	5,000	0
Other Taxes	2302	3,806,500	3,880,000	73,500
Other Revenue	2303	75,900	75,900	0
Total Accounting & Taxation Revenues		5,690,400	5,763,900	73,500
Total Finance Programs Revenues		5,755,200	5,828,700	73,500
FINANCE CORPORATE PROGRAMS				
Financial Planning Contingency	2401	1,000,000	1,000,000	0
Total Finance Corporate Programs Revenues		1,000,000	1,000,000	0
Total Finance Revenues		6,755,200	6,828,700	73,500

Fire Department

Mission

To safeguard and serve our community through the promotion and provision of education, prevention, emergency medical, and fire services in protecting life, property and the environment.

Fire Department Customers

- Residents of our community
- Business owners and operators in our community
- Visitors to our community
- Mayor and Council
- All City Departments
- Outside agencies, boards, and commissions
- Other levels of government

Current Services Provided

North Vancouver City Fire Department is a multi-faceted provider of services that include:

Administration

- Manage all Fire Department functions
- Annual Report
- Quarterly Statistical Reports
- Training and Development
- Recruitment of staff
- Payroll entry and recording
- WCB reporting
- Web Site and FireNet coordination
- Fire department policies and procedures
- Assist in Contract negotiations
- Liaison with Facilities Manager with regards to the Fire Station

Fire Apparatus

- Maintenance and repair of all fire apparatus and equipment
- Annual government inspection of apparatus
- Research and input on new apparatus and equipment
- Assisting purchasing with the preparation of tender documents
- Annual testing of breathing air
- Annual testing of ladders and fire hose
- Annual apparatus pump testing

Fire Operations

- Firefighting
- Emergency Medical Assistance

Fire Department

- Hazardous Material Spills and Dangerous Goods Incidents
- High Angle Rescue / Tower Crane
- Motor Vehicle Accidents
- Marine Firefighting
- Swiftwater
- Confined Space
- Wildland Interface

Coordination and training of all staff, examples are as follows:

- On-truck computer system
- Fire Officer I and II
- FSI (Fire Service Instructor)
- Emergency Vehicle Operations
- Swiftwater
- Confined Space
- Fire Behaviour
- Wildland
- Auto Extrication
- FMR, AED and Spinal re-certifications
- WHMIS
- On-line training delivered through Target Solutions software

Fire Prevention

Fire Prevention Inspections are conducted through a regular system of inspections of approximately 3,500 occupancies, which is established by the Assistant Chief, Prevention, on behalf of Council, as required by the Fire Services Act (FSA) and modified throughout the year as may be necessary.

- Conduct initial inspection of new business license applications, new building occupancies, and fire protection systems
- Receive, review and comment on plans for new buildings, occupancies, and alterations, modifications and renovations to structures, including Fire Department access, fire protection and life safety systems
- Conduct code and plan reviews for construction projects to address protection of adjacent buildings
- Provide an inspection program that will meet FSA requirements, including the enforcement of fire code violations
- Conduct plan reviews and inspections related to the upgrade to Spray Coating Operations
- Conduct initial inspection of complaints, including complaints related to 'hoarding' fire hazards, and life safety concerns
- Conduct follow-up inspections when possible and as necessary
- Continue to develop the inspection program with the Squamish Nation

Fire Department

- Obtain and maintain NFPA 1031 Certified Fire Inspector I and NFPA 1031 Certified Fire Plan Examiner for all Fire Inspectors

Fire Investigations are conducted as per the Fire Services Act to determine origin and cause and to determine if due to accident, negligence or design.

- Conduct fire investigations of all fires within our municipality within three days
- Obtain and maintain NFPA 1033 Level 3 Certification for Fire Investigators for all Fire Prevention Staff
- Continue the North Shore Fire Investigation Training Program, a shared initiative with 3 North Shore Fire Departments and the RCMP

Public Education

- Education is provided to create public awareness and to motivate the proper fire safety behavior. Education is provided to business owners, building owners, elementary school students, new immigrants, and the general public
- Continue to develop and deliver education programs that include Fire Prevention Week, Hot Summer Nights and Fire Extinguisher Training
- Visit public schools in the City of North Vancouver and discuss fire and life safety with the over 2,200 students

Staffing

Approved Complement:

Regular Full-time 72.0

2019 Budget Analysis Fire Department

2018 Expenditure Budget	10,583,000	
2019 Salaries Obligation	363,300	
Dispatch and Other adjustments	5,600	
2019 Expenditure Budget	<u>10,951,900</u>	
2019 Expenditure Budget Increase (Decrease)	<u>368,900</u>	3.49%
2018 Revenue Budget	115,000	
Fees Building Permits Inspections increase	35,000	
2019 Revenue Budget	<u>150,000</u>	
2019 Revenue Budget Increase (Decrease)	<u>35,000</u>	30.43%
2019 Net Tax Draw \$ Increase (Decrease)	333,900	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.67%	

FIRE DEPARTMENT EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	4010	1,204,442	1,227,642	23,200
Fire Budget Savings	4017	-15,000	-15,000	0
Total Management and Support Expenses		1,189,442	1,212,642	23,200
SUPPORT PROGRAMS				
Fire Apparatus	4020	359,800	362,900	3,100
Fire Operations	4030	7,847,929	8,190,429	342,500
Fire Prevention	4040	838,863	833,063	-5,800
Dispatch Services	4044	347,000	352,900	5,900
Total Support Programs Expenses		9,393,592	9,739,292	345,700
Total Fire Department Expenses		10,583,034	10,951,934	368,900

FIRE DEPARTMENT REVENUES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
SUPPORT PROGRAMS				
Fire Prevention	4040	115,000	150,000	35,000
Total Support Programs Revenues		115,000	150,000	35,000
Total Fire Department Revenues		115,000	150,000	35,000

Royal Canadian Mounted Police (RCMP) – North Vancouver Detachment

Mission

The RCMP is Canada's national police service. Proud of our traditions and confident in meeting future challenges, we commit to preserve the peace, uphold the law and provide quality service in partnership with our communities.

Vision

We will:

- Be a progressive, proactive and innovative organization;
- Provide the highest quality service through dynamic leadership, education and technology in partnership with the diverse communities we serve;
- Be accountable and efficient through shared decision-making;
- Ensure a healthy work environment that encourages team building, open communication and mutual respect;
- Promote safe communities; and,
- Demonstrate leadership in the pursuit of excellence.

Core Values of the RCMP

Recognizing the dedication of all employees, we will create and maintain an environment of individual safety, well-being and development.

- We are guided by:
- Accountability
- Respect
- Professionalism
- Honesty
- Compassion
- Integrity

RCMP Detachment Clients

- Residents and businesses of North Vancouver (City, District and First Nations)
- Mayors and Councils
- Community groups, agencies and stakeholders
- Visitors and tourists to North Vancouver
- RCMP 'E' Division Headquarters
- Other police services
- Other levels of government

Current Services Provided

Royal Canadian Mounted Police (RCMP) – North Vancouver Detachment

- Enforcement and Investigation (Provincial and Federal Statutes / Legislation and Municipal By-laws)
- Crime Prevention/Youth Intervention
- Services to Victims of Crime

Significant Issues and Trends

The North Vancouver RCMP Detachment is still following their 2016 to 2018 Service Plan (“Service Plan”). The strategic planning process is used to identify the primary areas of concern (issues and trends) for North Vancouver. These issues were identified by soliciting ongoing, formal and informal feedback from elected officials, the community, youth, police officers at this Detachment, and both First Nations.

Through consultation, the Service Plan aligns the goals and objectives of the detachment with those of the City and District of North Vancouver. The goals are clearly articulated in the Service Plan and are measurable allowing for the detachment to gauge progress, successes and identify areas requiring more attention.

North Vancouver Detachment Strategic Directions

Will continue to promote and deliver strategic crime reduction and safety enhancement through:

- Increased visibility and enhanced service
- Demonstrating accountability through effective engagement
- Optimizing use of resources to ensure operational readiness

Staffing

Police services are shared between the City and District of North Vancouver. As a result, the City and District jointly establish the maximum Regular Member complement for each budget year. Reductions are made to the maximum complement each year to determine resources available to the detachment. Reductions are made for: a) the Regular Members previously allocated to the Lower Mainland Regional Police Service Integrated Services (and funded separately by the City/District); and, b) the current vacancy rate jointly deemed to align the cost of police services with the current budget. The City’s Approved (maximum) Complement is shown below:

RCMP Approved Complement:	68.28
Civilian Approved Complement:	
Regular Full-time	81.0
Regular Part-time	<u>2.0</u>
Total Civilian	83.0

2019 Budget Analysis Police RCMP

2018 Expenditure Budget	14,168,600	
Net Shared Civilian costs	33,900	
Total Community Policing costs	10,600	
Total Civilian Programs	44,500	
City RCMP Contract	393,600	
2019 Expenditure Budget	14,606,700	
2019 Expenditure Budget Increase (Decrease)	438,100	3.1%
2018 Revenue Budget	1,107,000	
Traffic Fine Revenue Sharing	(95,000)	
2019 Revenue Budget	1,012,000	
2019 Revenue Budget Increase (Decrease)	(95,000)	-8.6%
2019 Net Tax Draw \$ Increase (Decrease)	533,100	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	1.07%	

POLICE (RCMP) EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MUNICIPAL SHARED PROGRAMS				
BUILDING				
GBB Facility Operations	4600	545,570	555,470	9,900
Total Building Expenses		545,570	555,470	9,900
ADMINISTRATION				
Administration	4610	1,097,885	1,109,785	11,900
Total Administration Expenses		1,097,885	1,109,785	11,900
RECORDS AND INFORMATION				
Records & Information	4615	1,282,000	1,312,800	30,800
Total Records and Information Expenses		1,282,000	1,312,800	30,800
TELECOM				
Telecom	4620	2,671,000	2,757,100	86,100
North Shore Dispatch	4621	183,800	183,800	0
Total Telecom Expenses		2,854,800	2,940,900	86,100
CLIENT SERVICES				
Client Services Support	4640	1,187,100	1,231,100	44,000
Keep of Prisoners	4630	362,000	372,800	10,800
Victim Services	4641	325,680	335,580	9,900
Crime Prevention	4642	84,510	98,310	13,800
Block Watch	4643	78,750	82,850	4,100
Auxiliary Police	4644	85,400	86,400	1,000
False Alarm Reduction	4646	8,000	8,000	0
NV Citizen Patrol	4647	0	0	0
Total Client Services Expenses		2,131,440	2,215,040	83,600
POLICE PROGRAMS				
Bicycle Patrol	4645	15,000	15,000	0
D.A.R.E.(Drug Resistance)	4653	7,250	7,250	0
Spurs Cadet Program	4655	10,000	10,000	0
Fleet Vehicles	4660	109,300	111,200	1,900
Total Police Programs Expenses		141,550	143,450	1,900
Total Shared Programs		8,053,245	8,277,445	224,200
Recovery for Shared Costs	4701	-4,453,400	-4,631,230	-177,830
Administration Non-Shared	4710	-297,800	-310,300	-12,500
Total Recoveries for Shared Programs Expenses		-4,751,200	-4,941,530	-190,330
Net City Shared Programs Expenses		3,302,045	3,335,915	33,870

POLICE (RCMP) EXPENSES (continued)

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
NON-SHARED (CITY ONLY) PROGRAMS				
CNV Community Policing	4720	112,845	122,945	10,100
Crimestoppers	8220	5,500	6,000	500
Total Non-Shared (City Only) Expenses		118,345	128,945	10,600
POLICE CONTRACT				
Police Contract	4700	10,748,200	11,141,800	393,600
Total Contract (City Only) Expenses		10,748,200	11,141,800	393,600
Total City Only Programs Expenses		10,866,545	11,270,745	404,200
Total Police (RCMP) Expenses		14,168,590	14,606,660	438,070

POLICE (RCMP) REVENUES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
NON-SHARED (CITY ONLY) PROGRAMS				
Admin Police Non-Shared	4710	732,000	637,000	-95,000
Total Non-Shared (City Only) Programs Revenues		732,000	637,000	-95,000
POLICE CONTRACT				
Transfer from Reserves	4700	375,000	375,000	0
Total Police Contract		375,000	375,000	0
Total City Only Programs Revenues		1,107,000	1,012,000	-95,000
Total Police (RCMP) Revenues		1,107,000	1,012,000	-95,000

Engineering, Parks and Environment

Mission

To care for our Community's natural and built public realm.

Services Provided

Services are delivered through five main areas:

1. Administration
2. Engineering Operations
3. Engineering Planning and Design
4. Public Realm Infrastructure
5. Parks & Environment

Administration

The Administration Division provides departmental leadership and direction as well as inter- and intra-departmental teamwork and coordination, and is responsible for:

- Short range and long range strategic planning
- Ensuring continuous improvement of process and procedures
- Alignment of budget and staff resources with City priorities
- Liaison with relevant external agencies including Metro Vancouver, TransLink, Federal Government, Provincial Government, other Local Governments, First Nations
- Administrative, clerical and secretarial support
- Customer service support to the public

Engineering Operations Division

The Operations Division is responsible for the day to day operations and maintenance of City public works infrastructure, and functions as the front line for much of the physical service delivery the City provides. Operations is comprised of the following Sections:

1. Streets Operations
2. Utility Operations
3. Fleet Operations

Streets Operations provides:

Maintenance of:

- 136 kilometres of streets
- 50 kilometres of lanes
- 179 kilometres of sidewalks
- 53 traffic signals
- 1700 streetlights
- 7 major bridges
- Shipbuilders Square and Waterfront public realm

Engineering, Parks and Environment

Scope of work includes:

- Sidewalk maintenance
- Pavement maintenance
- Street cleaning and litter control
- Ice and snow control
- Lane maintenance
- Street sign fabrication and maintenance
- Pavement marking
- Vegetation control in rights of way
- Street light and traffic signal maintenance
- Graffiti and vandalism repair on City public property

Utility Operations provides:

- Potable water distribution
- Sanitary sewage collection
- Storm drainage collection
- Solid waste collection

Scope of work includes:

- Construction and renewal of water, sanitary and storm drainage infrastructure
- Operation, maintenance and repair of water, sanitary and storm systems
- Installation of new service connections to all new building and land developments throughout the City
- Collection and disposal of refuse and yard trimmings

Fleet Operations provides:

- Management and maintenance of vehicles and equipment for Operations, Parks, Bylaws and City pool vehicles

Work includes:

- Fleet management including inventory, fuel efficiency, cost-effectiveness and safety/regulatory compliance
- Fleet maintenance
- Fleet asset management and replacement

Additionally, an Operations Administration team provides:

- Processing of payroll and Operations Management System (OMS) data
- Response to citizen and internal requests and inquiries
- Dispatch of crews to respond to service requests
- Information and assistance for infrastructure maintenance and service request response
- Budget tracking and analysis for Operations

Engineering, Parks and Environment

The Operations Facility provides:

- Effective workplace facilities and storage for tools, equipment, materials and belongings
- Appropriate emergency equipment for Operations

Engineering Planning & Design Division

The Engineering Planning and Design Division is responsible for creating the strategic asset management renewal approach for each asset category to ensure City infrastructure is delivering the expected service level and value at the total lowest cost of ownership. Working closely with Engineering Operations, this division is responsible to plan and design for the construction and replacement of the City's public works infrastructure and is comprised of the following sections:

1. Traffic Operations
2. Utility and Street Asset Management
3. Survey

Collectively this group is responsible for:

- Advanced asset management of sewer, water and road pavement asset infrastructure
- Operations and conditions of the traffic light network and street lighting system
- Streets design
- Regulatory signage throughout City
- Public infrastructure records management including as-built drawings
- Infrastructure condition assessment
- Water, sewer and drainage system administration, planning and design
- Liaison with Operations as well as private utility companies including BC Hydro, Telus, Fortis, Shaw Cable, etc.
- Setting of utility rates in conjunction with Finance
- Topographic survey for infrastructure projects and spatial location
- Field data collection for traffic, rainfall, etc.

Public Realm Infrastructure Division

Public Realm Infrastructure manages the detailed design and construction of the surface expression of the road to ensure our street spaces deliver exceptional experiences for all of our community. The division is responsible for:

- Streetscape planning and design
- Active transportation corridor detailed design and construction
- Transit related infrastructure
- Liaise with Engineering Planning & Design to ensure best practices in design and construction
- Public outreach, engagement and consultation
- Implementation of the CNV's encroachment management program.

Engineering, Parks and Environment

Parks & Environment Division

Parks

The Parks and Environment Division is responsible for the overall planning, construction and maintenance of a diverse system of parks and public spaces covering approximately 145 hectares in both urban and natural environments. Parks & Environment is comprised of the following sections:

1. Parks Planning & Design
2. Parks Operations & Maintenance
3. Environmental Protection & Community Stewardship

Parks Planning provides:

- Planning, design, maintenance and regulation of parks, greenways and open space
- Protection of environmentally sensitive and natural areas
- Integration of parks and open space planning with land use, transportation and development
- Public engagement for stewardship of the City's cultural and natural heritage within parks and environmentally sensitive areas
- Delivery of parks capital projects, including planning, design and consultation for new parks and public amenities.

Parks Operations is responsible for:

- Maintenance of the city's system of parks and public open spaces, including:
 - Trees on public lands
 - Ornamental horticulture on public lands
 - Turf grass on public lands
 - Park sports fields
 - Park playgrounds
 - Park facilities on public lands
- Operational support for community events in parks
- Maintenance of the North Vancouver Cemetery

Environment provides the following services:

- Environmental education, public engagement, and stewardship
- Habitat protection and restoration
- Invasive species management
- Contaminated sites management
- Pesticide use reduction
- Solid waste policy planning and waste reduction
- Liaison with provincial and federal agencies (Fisheries and Oceans Canada, Environment Canada, Ministry of Environment, Metro Vancouver, Port Metro Vancouver, Multi-Material BC)

Engineering, Parks and Environment

Significant Issues & Trends

External

- Asset Management – The Public Sector Accounting Board requirements, coupled with emphasis on pro-active management of infrastructure assets including pavement, park structures, sewers, and water system, requires asset condition assessment, financial analysis, rate setting and in many cases increased maintenance and rate of replacement of infrastructure.
- Aging Infrastructure – Much of the City's public works infrastructure was constructed between 1930 and 1970 and is reaching the end of its service life. This combined with growth and increasing public expectations are putting more demands on public works infrastructure, challenging the department to meet these increasing demands by optimizing the capacity and reliability of existing systems while also minimizing lifecycle costs.
- Mobility – Job growth on the North Shore combined with regional highway investments have been found to be key drivers of the traffic congestion on the North Shore. The department continues to work towards improvements through supporting improved transit service, such as the Marine/Main B-Line project. We also will continue collaborative engagement with INSTPP (Integrated North Shore Transportation Committee). Continuing to develop the public realm in ways that support walking, cycling and transit use is also seen as an important step in addressing traffic congestion.
- Severe Weather – Extreme weather events including high winds, snow and heavy rain is increasingly requiring staff response at all hours and greater emphasis on emergency preparedness and infrastructure resiliency.
- Land Development Activity - Installation of new services such as water, sewer and storm connections driven by major and smaller developments.
- Environmental Impacts of Growth - Protection of environmentally sensitive areas requires a combination of habitat enhancement projects, promotion of best practices, and community based environmental stewardship initiatives. As well, more intensive use of existing parks and innovative maintenance strategies and resilient materials will be required to mitigate impacts and ensure their sustainability.
- Climate Change – The City has adopted greenhouse gas reduction targets and is implementing a number of programs to reduce energy use and emissions. The City is also preparing for potential climate change impacts (e.g. increased storm and heavy rain events) and is working to adapt to these changes through more resilient infrastructure.
- Integrated Liquid Waste & Resource Management Plan – Staff will continue active participation as a stakeholder in the process to replace the Lions Gate Wastewater Treatment Plant by 2020.

Internal

- Succession – An aging workforce and external opportunities are causing high competition for qualified Engineering and Public Works staff. This trend will continue, placing demands on remaining staff. The aging workforce is also a risk factor for injuries related to strenuous work and for vacation coverage for senior workers.

Engineering, Parks and Environment

- Enhanced Teamwork – Delivering the City’s Vision in a sustainable way requires enhanced teamwork and a positive workplace climate so that seemingly conflicting priorities can be reconciled. This requires enhanced understanding of the City’s Vision as articulated in the OCP and enhanced communication skills by leaders such as managers and supervisors. This places new demands on all staff to improve communication and understanding.

Staffing

Approved Complement:

City Hall	28.0
Operations	<u>89.0</u>
Total	117.0

2019 Budget Analysis Engineering Parks and Environment

2018 Expenditure Budget	7,570,500	
2019 Salaries Obligation	202,600	
2019 Completed Capital cost impacts	78,900	
Other adjustments	1,400	
2019 Expenditure Budget	<u>7,853,400</u>	
2019 Expenditure Budget Increase (Decrease)	<u>282,900</u>	3.74%
2018 Revenue Budget	736,000	
Street Permit Revenues	175,000	
MRN Grant from Translink	32,000	
2019 Completed Capital cost impacts on revenue	25,000	
2019 Revenue Budget	<u>968,000</u>	
2019 Revenue Budget Increase (Decrease)	<u>232,000</u>	31.52%
2019 Net Tax Draw \$ Increase (Decrease)	50,900	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.10%	

ENGINEERING, PARKS & ENVIRONMENT EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	145,019	270,019	125,000
Engr Budget Savings	5017	-30,000	-30,000	0
Total Management and Support Expenses		115,019	240,019	125,000
DEPUTY ENGINEER				
Design				
Survey	5170	26,031	26,031	0
Total Design Expenses		26,031	26,031	0
Development				
Public Process	1315	4,854	4,854	0
Total Development Expenses		4,854	4,854	0
Total Deputy Engineer Expenses		30,885	30,885	0
OPERATIONS DIVISION				
Streets				
Streets Operations	5160	2,020,856	2,084,351	63,495
Streets Admin	5165	1,123,588	1,124,708	1,120
Total Streets Expenses		3,144,444	3,209,059	64,615
Parks & Environment				
Parks Operations	5070	2,258,613	2,329,771	71,158
Special Events Support	5071	77,951	78,851	900
Sport Field Users	5073	222,550	224,956	2,406
Streetscapes & Greenways	5074	703,685	730,307	26,622
Parks Admin	5075	1,085,626	1,077,806	-7,820
Total Parks Expenses		4,348,425	4,441,691	93,266
Total Operations Division Expenses		7,492,869	7,650,750	157,881
COMMITTEES				
Advisory Cmte Disability Issues	3120	6,267	6,267	0
Joint Use	2910	500	500	0
Total Committees Expenses		6,767	6,767	0
OVERHEAD CAPITAL				
Parks Overhead Capital	5077	-15,000	-15,000	0
Streets Overhead Capital	5167	-60,000	-60,000	0
Total Overhead Capital		-75,000	-75,000	0
Total Engineering General Expenses		7,570,540	7,853,421	282,881

ENGINEERING, PARKS & ENVIRONMENT REVENUES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	4,000	4,000	0
Total Management and Support Revenues		4,000	4,000	0
OPERATIONS DIVISION				
Streets				
Streets Operations	5160	345,000	377,000	32,000
Streets Admin	5165	225,028	400,000	174,972
Total Streets Revenues		570,028	777,000	206,972
Parks				
Parks Operations	5070	50,000	50,000	0
Sport Field Users	5073	77,000	102,000	25,000
Parks Admin	5075	35,000	35,000	0
Total Parks Revenues		162,000	187,000	25,000
Total Operations Division Revenues		732,028	964,000	231,972
Total Engineering General Revenues		736,028	968,000	231,972

Major External Boards and Commissions

Overview

The City delivers programs and services to the community not only through internal departments, but also through external Agencies, Boards and Commissions (also known as ABCs). The most significant in terms of financial contribution are the three shown in the Major External Boards and Commissions summary. They are presented in greater detail on the following pages, and consist of the following:

- City Library (Board)
- North Vancouver Museum & Archives (Commission)
- North Vancouver Recreation and Culture (Commission)

2019 Budget Analysis Major External Boards and Commission

2018 Expenditure Budget	9,701,600	
Expense Changes		
City Library	92,600	
North Vancouver Museum and Archives	12,500	
North Vancouver Recreation and Culture	114,700	
2019 Expenditure Budget	9,921,400	
2019 Expenditure Budget Increase (Decrease)	219,800	2.3%
2018 Revenue Budget	110,000	
2019 Revenue Budget	110,000	
2019 Revenue Budget Increase (Decrease)	-	0.0%
2019 Net Tax Draw \$ Increase (Decrease)	219,800	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.44%	

MAJOR EXTERNAL BOARDS AND COMMISSIONS EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MAJOR EXTERNAL BOARDS AND COMMISSIONS				
City Library	8601	3,895,642	3,988,202	92,560
Museum & Archives	8602	555,403	567,926	12,523
NV Recreation and Culture	8603	5,250,576	5,365,295	114,719
Total Boards and Commissions		9,701,621	9,921,423	219,802
Total Major Ext Boards/Commissions Exp		9,701,621	9,921,423	219,802

MAJOR EXTERNAL BOARDS AND COMMISSIONS REVENUES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MAJOR EXTERNAL BOARDS AND COMMISSIONS				
Rent Cultural Facilities		109,983	109,983	0
Total Boards and Commissions		109,983	109,983	0
Total Major Ext Boards/Commissions Rev		109,983	109,983	0

Library

Mission

We foster the love of learning in all its forms, connecting people to ideas, experiences and one another.

Vision

We will be the welcoming, vibrant hub of a thriving community by:

- Empowering growth
- Sparking curiosity
- Fostering creativity and innovation
- Galvanizing community potential

Values

In everything we do, we value:

Learning & Innovation – we believe learning is the key to navigating change successfully. We encourage creativity and experimentation as we learn from experience and strive for continuous improvement.

Community Focus – we put our customers and community at the centre of everything we do. We engage with our community to understand their needs, and deliver services that satisfy and delight.

Working Together – we work in collaboration and partnership, recognizing we are stronger together. We work toward common goals and collective impact while building on our unique strengths.

Intention – we act with purpose, seeking to focus our energy where it makes the greatest difference. We start with the end in mind and use evidence to support our decision making.

Sustainability – we seek to achieve maximum social impact with minimum environmental impact, and to optimize our capacity to deliver services in a financially responsible manner.

Being Welcoming & Inclusive – we work to make everyone feel safe, welcome and comfortable. We endeavour to reflect and respect the diversity in our community.

Intellectual Freedom – we support and facilitate free and equitable access to knowledge and ideas in all their forms. We respect and defend individual rights to privacy and choice.

Balance – we strive for balance between traditional and emerging services, between our resources and our ambitions, and among the competing needs of diverse customers.

Strategic Priorities (2018 – 2021)

Inspire Learning, Discovery and Creation

Because key skills for learning in the 21st century include creativity, collaboration, communication and critical thinking, we will:

- Become a centre for lifelong, self-directed and self-paced learning
- Devise learning experiences for all ages that inspire and motivate
- Actively weave 21st century learning skills into library programs
- Support digital skills development and application
- Create a dedicated, inspiring space for learning and innovation

Library

Create Vibrant Spaces

Because our library is a “community living room”, yet access to the central location is a challenge for many, we will:

- Pursue opportunities to improve service to underserved neighbourhoods
- Animate and activate public spaces with a library presence in partnership with the City of North Vancouver
- Enrich and expand regular outreach services
- Optimize library spaces to meet changing needs

Honour Indigenous Perspectives

Because Indigenous Peoples’ cultures have been suppressed in our heritage institutions and libraries are natural places for dialogue and learning, we will:

- Respectfully approach and actively consult with Elders and community leaders
- Seek to connect with Indigenous community members in a meaningful, respectful and inclusive way
- Work together on library services that honour Indigenous voices and history
- Train staff and trustees about Indigenous history and experience, and the principles of reconciliation

Enhance Access and Inclusion

Because connectedness and engagement are vital to the well-being of communities, we will:

- Promote dialogue about issues that matter to our community
- Improve the library’s digital experience
- Work to identify and resolve barriers to accessing library services

Current Services Provided

The North Vancouver City Library **is a place of learning**, helping people to achieve success in school, develop workplace skills, cope with life challenges, and explore new perspectives. We facilitate discovery.

The North Vancouver City Library **builds community**, offering a vibrant place to connect with others and reflecting our diversity. We work in partnership with City departments and a network of local agencies to serve the community.

The North Vancouver City Library **has a role to play in reconciliation**, joining with other libraries to promote the lessons of the Truth and Reconciliation Commission.

The North Vancouver City Library **is for everyone**, championing free and equitable access to information and ideas in a safe and compassionate environment. We are a first stop for newcomers, new parents and those embarking on new stages in life.

On a typical day:

- **1,375** library visits
- **1,600** nvcl.ca visits
- **14** new library card signups
- **1** community meeting hosted

Library

- **250** customer questions answered
- **1,425** books, movies and magazines borrowed
- **7** literacy and learning program delivered
- **8** items delivered to patrons with disabilities
- **60** online classes taken
- **180** public computer users
- **370** public WiFi sessions
- **190** e-books and e-audiobooks borrowed
- **60** children attend literacy-based programs

In the first six months of 2018:

- Library cardholders **borrowed nearly 298,000 items**, including print and digital - an average of **eight items per borrower**
- There were over 107,000 computer and wireless sessions
- About 242,000 people visited the library facility, and 269,000 visited the library digitally, for a total of **511,000 visits** - approximately **10 visits for every North Vancouver City resident**
- The Library hosted over 500 programs for over 18,000 children, teens and adults
- Community groups used library meeting rooms to host 305 workshops, meetings, support groups and other functions
- Library staff assisted nearly **22,000 customers with in-depth instruction and research support** – an average of one tough question every five minutes

Trends and Challenges

- Competing needs and growing demand for space in the library including community meeting space, space for study and quiet reading, and space for collaboration and social connection
- Community members experiencing barriers to access including distance, topography, transportation and language
- Emerging role of public libraries in supporting the Truth and Reconciliation Commission's Calls to Action
- Integrating and supporting 21st century literacies and learning skills: creativity, collaboration, communication and critical thinking
- Growing demand for digital content, online self-service and discovery tools, digital skills development and tools for digital content creation
- Challenge to balance the demand for new digital services with continued support for traditional services

Awards

2004 BCLA Merit Award for Programs recognizing the North Shore Libraries Writers Festival (given to all three North Shore Libraries)

2005 BCLA Merit Award for Building Projects recognizing the transformation of the current limited library building to better serve our customers

Library

2009 AIBC Lieutenant Governor's Award of Excellence

2009 BCLA Award of Excellence in Library Building

2009 BOMA Award of Excellence for Green Building

2010 Advisory Design Panel award of Excellence in Commercial/ Institutional Category for City Library

Advisory Design Panel Award of Merit in Urban design/landscape category for Civic Plaza

2012 National Urban Design Award for Urban Architecture awarded jointly by the Royal Architectural Institute of Canada, the Canadian Institute of Planners, and the Canadian Society of Landscape Architects.

2017 American Library Association's "Movers and Shakers" award in the "Community Builders" category

Budgeted Staffing Level

36.5 Full Time Equivalent (FTEs)

2019 Budget Analysis Library

2018 City Contributions for Operations	3,895,600	
Expenditure Changes		
2019 Salaries Obligation	55,200	
Non Wage Expenses	28,900	
Total Expenditure Increase (Decrease)	84,100	2.2%
Revenue Changes		
Decrease Fines Revenue	(2,800)	
Decrease Provincial Grant Revenue	(9,700)	
Increase in other Revenue and Recoveries	4,000	
Total Revenues Increase (Decrease)	(8,500)	0.2%
2019 City Contribution for Operations	3,988,200	
2019 City Contribution Increase (Decrease)	92,600	2.38%
2019 Net Tax Draw \$ Increase (Decrease)	92,600	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)	0.19%	

LIBRARY EXPENSES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
LIBRARY PROGRAMS				
Administrative Library	7511	644,725	664,125	19,400
Library Board	7512	10,140	10,440	300
Operations	7513	379,385	383,548	4,163
Communications	7514	32,250	47,250	15,000
Employee Recognition	7515	2,800	2,800	0
Public Service	7520	1,165,100	1,193,200	28,100
Materials Handling	7531	431,000	436,700	5,700
Acquisitions	7532	736,529	747,135	10,606
Systems	7533	201,376	201,376	0
Information & Electronics	7534	531,771	532,600	829
Total Library Programs Expenses		4,135,076	4,219,174	84,098
Total Library Expenses		4,135,076	4,219,174	84,098

LIBRARY REVENUES

Programs		2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
MUNICIPAL CONTRIBUTION				
City of North Vancouver	48101	3,895,642	3,988,202	92,560
Total Municipal Contribution		3,895,642	3,988,202	92,560
LIBRARY GRANTS				
GRANTS PROVINCIAL	48301	126,874	117,172	-9,702
DONATIONS	49701	5,000	5,000	0
Total Grants Revenues		131,874	122,172	(9,702)
LIBRARY PROGRAMS				
FINES	43104	53,360	50,600	-2,760
RECOVERY LOST DAMAGED BOOKS	58014	4,000	4,000	0
FEEs MEMBERSHIP	43232	200	200	0
INTEREST OTHER	45103	7,000	9,000	2,000
PHOTO COPIES	46115	2,500	3,000	500
ROOM RENTAL	46116	17,000	17,000	0
DOCUMENTS	46120	12,500	14,000	1,500
BOOK SALES	46125	10,000	10,000	0
MERCHANDISE SALES	46130	1,000	1,000	0
Total Library Programs Revenues		107,560	108,800	1,240
Library Revenues (excluding municipal contribution)		239,434	230,972	-8,462
Total Library Revenues		4,135,076	4,219,174	84,098

North Vancouver Museum & Archives Commission

Mission

- As the keeper of the City's cultural, archival and museum collections, NVMA engages, strengthens and inspires our community by creating opportunities for residents and visitors to explore the past, present and future of North Vancouver and its people.
- 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.

Vision

- To be recognized and respected as a dynamic and relevant organization that provides access, and gives authentic voice, to the stories of North Vancouver's people and places.

Governance

The North Vancouver Museum & Archives Commission is a partner agency of the City and the District of North Vancouver. Commissioners fulfill a governance role, provide strategic direction to the organization and oversee Commission finances and the operation of a Museum, an Archives and museum collection storage facilities.

Museum & Archives Users

- Local residents, school children, parents, teachers and families, and visitors to North Vancouver
- Municipal employees and elected officials
- Local businesses, non-profit societies, agencies, and organizations
- Researchers, authors, and genealogists from Canada, the US and overseas

Current Services Provided

Museum

- An extraordinary new 16,000 sq. ft. museum is under construction at 115 West Esplanade. (For more information: <https://nvma.ca/extraordinarymuseum/>)
- The new museum's entrance pavilion will house Streetcar 153, a restored street railway car that ran on the Lonsdale line from 1912 through 1946.
- The museum will include 5,000 sq. ft. of gallery and exhibit space, as well as significant public amenity spaces and a 1,300 sq. ft. outdoor terrace.
- In 2019, a community campaign will be launched to fund enhancements to the exhibits, building, and programs of the new museum. The museum will open to the public in 2020.
- The NVMA-organized exhibit, *Chief Dan George: Actor and Activist*, is on display at the U'Mista Cultural Centre (Alert Bay) and will move to the Sidney Museum (Vancouver Island) in mid-2019.

North Vancouver Museum & Archives Commission

- Changing temporary exhibits are shown throughout the year in the Archives building and the Delbrook Rec Centre, and new exhibits are currently being planned for other community facilities.
- Extensive virtual exhibits and other new features are regularly added to our website: <https://nvma.ca/>

Archives

- Acquisition, preservation and documentation of archival materials that represent our diverse community's fascinating history is ongoing.
- The Archives in Lynn Valley's Community History Centre contains 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 for the public are provided on site, by appointment, and by telephone and e-mail.
- Archival records and photos can be searched online at <https://eloquent.dnv.org/nvma/public>

Events, Activities, and School Programs

- Until the new museum opens, specialized educational programs are being offered to children, youth and teachers in Archives workshops, online programs, outreach kits, and bilingual (English and French) school kits loaned to local schools.
- Costumed interpreters lead Shipyards walking tours that bring the City's historic waterfront to life for locals and tourists during the summer months.

Administration

- NVMA staff are responsible for overseeing the Commission's administrative services, including facility maintenance and security, IT, accounting, and HR matters.
- Facilities include the City-owned new museum (under construction), the District-owned Archives building, and a City-owned collection storage facility.
- Financial support for the Museum and Archives Commission, and the new museum capital campaign, is provided by the Friends of the Museum & Archives Society, a registered charity.

North Vancouver Museum & Archives Commission

Significant Issues and Trends

New Museum:

- Working closely with City staff and contractors, NVMA staff and Commissioners continue to plan the building, exhibits, and programs for the exciting new museum in Lower Lonsdale and to fundraise for it.

Museum Storage Consolidation:

- A significant, multi-year deaccessioning project to downsize the museum collection was recently completed. The collection is now being prepared to move to a new City-owned storage warehouse.

Indigenous Voices Partnership:

- An advisory group with members from the NVMA, and the Squamish and Tsleil-Waututh Nations is collaborating to develop exhibits, research projects, and programs that will reflect the authentic history, culture and world view of local indigenous people.

Staffing

The Commission employs a full-time staff of seven people. There are also two part-time staff members and several on-call auxiliary staff.

2019 Budget Analysis Museum and Archives

	<i>Museum Budget</i>	<i>City Share</i>	
2018 Municipal Contribution	1,110,800	555,400	
Expenditure Changes			
2019 Salaries Obligation	20,700	10,400	
Inflationary increases to Services and Utilities	4,300	2,200	
2019 Municipal Contribution	1,135,800	567,900	
2019 Municipal Contribution Increase (Decrease)	25,000	12,500	2.25%
2019 Net Tax Draw \$ Increase (Decrease)	25,000	12,500	
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)		0.03%	

MUSEUM AND ARCHIVES EXPENSES

Programs	2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual	
ADMINISTRATION				
Total Administration	7810	518,780	530,466	11,686
COLLECTIONS				
Collections	7820	177,586	187,315	9,729
Museum	7830	3,794	3,810	16
Total Collections		181,380	191,125	9,745
ARCHIVES				
Archives	7840	179,131	181,331	2,200
Total Archives		179,131	181,331	2,200
EXHIBITS AND PROGRAMS				
Museum Programs	7850	238,825	244,240	5,415
School Programs	7851	5,570	5,570	0
Public Programs	7852	8,165	9,165	1,000
Exhibitis	7853	17,310	18,310	1,000
Extension Exhibits	7854	8,460	9,460	1,000
Total Administration		278,330	286,745	8,415
Total Museum Expenses		1,157,621	1,189,667	32,046

MUSEUM AND ARCHIVES REVENUES

Programs	2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual	
MUNICIPAL CONTRIBUTION				
City of North Vancouver	48101	555,403	567,926	12,523
District of North Vancouver	48501	555,403	567,926	12,523
Total Municipal Contribution		1,110,806	1,135,852	25,046
GRANTS				
Total Grants Revenues		33,000	40,000	7,000
EARNED INCOME				
Total Earned Income Revenues		9,565	9,565	0
DONATIONS				
Total Donations		4,250	4,250	0
Museum Revenues (excluding municipal contrib)		46,815	53,815	7,000
Total Museum Revenues		1,157,621	1,189,667	32,046

North Vancouver Recreation & Culture Commission (NVRC)

Mission

To improve the health and well-being of North Vancouver individuals, families and communities and to inspire residents through quality recreation and culture opportunities.

Vision

Recreation and Culture are vital to North Vancouver being the most vibrant, diverse, active, creative and connected community.

Values

- We are inclusive
- We are innovative, creative and bold
- We strive for the highest standards of service and stewardship of resources
- We act with integrity, ensuring open, respectful relationships and supportive environments

NVRC Customers

- Citizens, community organizations, volunteers, and staff

Services Provided Include:

Recreation Services

- Swimming lessons for all age groups, aquatic fitness, rehabilitation programs and recreational swim opportunities at four NVRC pool facilities (Harry Jerome, Delbrook, Ron Andrews and Karen Magnussen), and also limited services through the Pinnacle Hotel pool.
- Ice skating and dry floor services at NVRC arenas (Harry Jerome, Karen Magnussen), plus 2,880 hours of NVRC programming at Ice Sports North Shore. Services include lessons, public skating sessions, skate sharpening and equipment rentals plus community rentals of arenas.
- Programs and services such as day camps, preschools, general recreation, first aid and birthday parties; as well as liaison with applicable community agencies, organizations and resources that serve children, youth and families. A particular focus is to ensure newcomers, persons with a disability and other identified groups feel welcome and are well served.
- Fitness facilities and services, rehabilitation programs, group exercise classes, instructor training, community outreach and health partnership programs, school-based fitness activities and regional, provincial and national-based health and wellness initiatives.
- A financial assistance program, enabling low-income residents to access recreation and cultural services.
- Volunteer services which recruit, train, support and celebrate the contribution of volunteers.

North Vancouver Recreation & Culture Commission (NVRC)

Arts & Culture Services

- Arts programs for all ages including pottery, visual arts, dance and music.
- Operation and rental of Centennial Theatre, a 675-seat rental theatre and performance studio.
- Delivery, support and facilitation of over 150 outdoor community and cultural events.
- Facilitation and management of the City and District Public Art Programs.
- Support to community Arts & Culture organizations.
- Grants to arts & culture organizations and in support of community events.

Sport Services

- Sport development programs with a focus on physical literacy.
- Management of the Sport Field Project Fund (levy) – administer the collection of fees from community sport organizations and coordinate disbursement.
- Sport program delivery to enhance offerings of community sport organizations.
- Support to community sport organizations and the North Vancouver Sport & Recreation Council.
- Championship Event Hosting Grant and Sport Travel Grant.
- Facilitation and support of the annual North Shore Sport Awards in collaboration with West Vancouver.

Facility and Fields Booking Services

- Administer the rental of pools, arenas, gymnasiums, athletic fields, meeting and multi-purpose rooms, parks, plazas and other public spaces.

Building and Grounds Services

- Building and equipment maintenance and repairs, janitorial services, program support (room set-ups and take-downs), ice maintenance, arena refrigeration and pool water treatment operations, and weight room equipment maintenance.
- Preventative maintenance for all facilities under NVRC responsibility.
- Plan and complete capital projects for buildings, building systems and equipment including major repairs, replacement, renovations and additions.

Internal Services: In addition to the services to the public, NVRC has in-house:

- Financial services: budgeting, accounting, and payroll
- Information technology
- Risk management and purchasing
- Marketing, communications and customer service support
- Research and data analysis
- Human Resources

North Vancouver Recreation & Culture Commission (NVRC)

Strategic Directions to Address Significant Issues and Trends

To Optimize Human, Fiscal and Physical Resources and Systems:

- Enhance or replace public recreation and cultural facilities that are near the end of their lives or are no longer meeting the needs of the community. Facilities considered for replacement or renewal within 5 years only receive essential maintenance.
- Continue to enhance technology demanded by residents.

To Proactively Respond to Recreation and Arts/Culture Needs:

- Regularly research and assess community needs for recreation and culture, and utilize results for service and program planning.
- Implement recommendations from the Fitness, Health & Wellness Review.
- Implement, expand and evaluate the Customer Experience Program.
- Encourage and enable people to recreate outdoors.

To Extend Our Effectiveness through Collaboration:

- Focus collaboration efforts on those organizations that will deliver the greatest return to the community.

Staffing

Approximately 295 Full-Time Equivalents (FTE's) including full-time, auxiliary, and contract employees

2019 Budget Analysis North Vancouver Recreation and Culture Commission

	<i>NVRC Budget</i> (rounded)	<i>City Share*</i> (rounded)	
2018 Municipal Contribution	15,387,600	5,250,600	
Expenditure Changes Increase/(Decrease)			
Building Utilities	21,400	(12,800)	
Negotiated Salary increases	367,400	122,400	
Programs, Operations, and Other Expense increases	846,100	281,500	
	<u>1,234,900</u>	<u>391,100</u>	
Revenue Changes Increase/(Decrease)			
Membership, Programs, Rentals and other	826,200	276,400	
	<u>826,200</u>	<u>276,400</u>	
2019 Total Municipal Contribution	<u>15,796,300</u>	<u>5,365,300</u>	
2019 Total Increase in Municipal Contribution	408,700	114,700	2.2%
2019 Overall Tax Impact (assuming 1% tax increase = \$500K)			0.23%

NORTH VANCOUVER RECREATION AND CULTURE COMMISSION

Programs	2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual
OPERATING			
Expenditure	28,362,405	29,597,328	1,234,923
Revenues	12,974,797	13,801,011	826,214
Net Total	15,387,608	15,796,317	408,709
MUNICIPAL CONTRIBUTIONS			
City of North Vancouver	5,250,576	5,365,295	114,719
District of North Vancouver	10,137,032	10,431,022	293,990
Total Municipal Contributions	15,387,608	15,796,317	408,709

City of North Vancouver Staff Count by Department	
2019 Approved Complement	
Chief Administrative Officer	7
Strategic Initiatives and Services	45
Legislative	2
City Clerk's	9
Human Resources	9
Community Services	41
Planning	20
Finance	30
Fire Department	72
Police Department - Civilian	83
RCMP Members - City	68
Engineering Parks & Environment <i>(including Utilities Staff)</i>	117
Total Staff by Department	503

Approved Complement consists of Council approved regular full-time and regular part-time positions.

2019 NEW ITEMS REQUESTED

Item	Department	Description	Annual Amount	2019 Amount	Tax Draw* %
Staffing					
1	Chief Administrative Officer	RFT Municipal Solicitor	87,400	-	0.00%
2	Police	RFT Communications Strategist/Coordinator	41,500	20,800	0.04%
3	Finance	RFT Financial Analyst	83,500	41,800	0.08%
4	Community Services	RFT Plumbing and Gas Inspector**	98,400	49,200	0.10%
5	Community Services	RFT Building Inspector**	98,400	49,200	0.10%
6	Community Services	RFT Development Technician**	83,300	41,700	0.08%
7	Fire	RFT Firefighters (2)	256,000	64,000	0.13%
8	Engineering	RFT Transportation Planning Engineer	74,300	37,200	0.07%
9	Human Resources	RFT Human Resources Advisor	123,200	82,100	0.16%
Sub-Total Staffing			946,000	386,000	0.76%
Programs					
10	Engineering	Enhanced Street Cleaning	60,000	30,000	0.06%
11	Human Resources	Employee Recognition	10,000	10,000	0.02%
Sub-Total Programs			70,000	40,000	0.08%
Total Requests			1,016,000	426,000	0.85%

* Tax Draw is calculated where 1% is equal to \$500,000

**Growth related, cost is offset by increased permit revenues

2020 Incremental Cost is \$590,000 which equals 1.18% tax draw

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

RFT Municipal Solicitor		Department	Chief Administrative Officer
Program #	1120	Date	12/14/2018
Program Name	Legal Fees and Recoveries	Submitted By	Michael Epp
Program Manager	Leanne McCarthy	Director Approval Approved By	Leanne McCarthy

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/>	9.1 - Relationship to Other Plans, Strategies, Bylaws and Policies & 9.2 - Financial Planning and Budgetary Process
New Service <input type="checkbox"/>	
Greater Cost for Same Service <input type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2019 Fringe Benefits rates are 25%	
	\$
Wages (2019 rates)	140,000
Benefits (calculated at 25%)	35,000
Legal Savings	(87,600)
	87,400

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			140,000	70,100	69,900
101	51103	Benefits			35,000	17,500	17,500
101	56121	Legal Savings			(87,600)	(87,600)	-
							-
							-
Total					87,400	-	87,400

Explanation/Justification
 Expenses for third party recoverable legal fees (provided by outside law firms) currently total approximately \$215,000 per year. These services can be delivered more efficiently with lower anticipated costs through in house legal representation. These costs would continue to be recovered from third parties through direct billing.

Annual non-recoverable legal expenses for the City vary by year, but are significant. The position would result in savings from reduced reliance on external legal assistance for some matters. The position would deliver comparable services at a reduced cost to the City with continued reliance on third party legal assistance where appropriate.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

RFT Communications Strategist/Coordinator		Department	Police Administration
Program #	4610	Date	7/4/2018
Program Name	Police Administration	Submitted By	Stephanie Fraser
Program Manager	Stephanie Fraser	Director Approval Approved By	Stephanie Fraser

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input type="checkbox"/>	2.3.5 Support and collaborate with municipalities to improve safety and security of transportation system. 3.2.1 Promote a safe and vibrant community 3.2.2 Maintain safety and security of community members 3.3 Support community resiliency and increase capacity to recover from emergencies and disasters.
New Service <input type="checkbox"/>	
Greater Cost for Same Service <input type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2019 Fringe Benefits rates are 25%	
	\$
Wages (paygrade 25 - step 3)	75,400
Benefits (at 25%)	18,900
Sub-Total	94,300
District of North Vancouver Share (55.95%)	(52,800)
City of North Vancouver Share (44.05%)	41,500

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			75,400	37,700	37,700
101	51103	Fringe benefits			18,900	9,500	9,400
101	58008	Recovery from DNV			(52,800)	(26,400)	(26,400)
							-
							-
Total					41,500	20,800	20,700

Explanation/Justification
Presently, all Communication work at the NV Detachment is handled by an RCMP Member who is specifically trained by the RCMP in media relations that are police-specific. The RCMP position does not include the full range of tools and tactics that a Communication Strategist/Coordinator will bring to the role.
The Communication Strategist/Coordinator position would have the training and experience, within municipal and other levels of government, to be the liaison between the RCMP and municipalities because this position would understand issues, communication and protocols of municipal government.
Due to the nature of the RCMP contract, security clearances, and shared costs with District of North Vancouver, the communications work and strategies are unable to be carried out by our partners (CNV/DNV) communications departments.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

RFT Financial Analyst		Department	Finance
Program #	2400	Date	9/21/2018
Program Name	Financial Planning	Submitted By	Leslie Garber
Program Manager	Leslie Garber	Director Approval Approved By	Ben Themens

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/>	The request is consistent with the long range financial planning goal envisioned in Paragraph 9.2 of the OCP.
New Service <input type="checkbox"/>	
Greater Cost for Same Service <input type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2019 Fringe Benefits rates are 25%	
	\$
Financial Analyst - Pay Grade 22, Step 3	66,700
Fringe Benefits 25%	16,800
	83,500

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			66,700	33,400	33,300
	51103	Benefits			16,800	8,400	8,400
							-
							-
							-
Total					83,500	41,800	41,700

Explanation/Justification
 The City has experienced significant growth over the past number of years and it is anticipated that the growth will continue into the future. This growth has led to both an increase in the volume of work processed within the Finance Department and also an increase in the complexity of transactions and arrangements. This growth driven increase along with new Federal and Provincial grant program requirements that local governments demonstrate and report on progress towards the integration of risk management, asset management and long term financial planning has lead to a need within the Finance Department for additional resources to meet these demands.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

RFT Plumbing and Gas Inspector		Department	Community Services
Program #	1760	Date	7/30/2018
Program Name	Permits and Inspections	Submitted By	John de Ruiter
Program Manager	John de Ruiter	Director Approval Approved By	Gary Penway

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/> X New Service <input type="checkbox"/> Greater Cost for Same Service <input type="checkbox"/>	"Implementing the Community Vision... includes the provision of quality housing... The City will encourage the development of diverse and affordable housing... [and provide] capacity for new housing [to] help moderate market pressures."

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2019 Fringe Benefits rates are 25%	
	\$
Pay Grade 26, Step 3	78,600
Fringe Benefits 25%	19,800
	98,400

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			78,600	39,300	39,300
101	51103	Fringe Benefits			19,800	9,900	9,900
							-
							-
							-
Total					98,400	49,200	49,200

Explanation/Justification
 Community Services has been experiencing exceptionally large volumes of development applications. This has been ongoing for a number of years. The volume has been maintained with the use of temporary staffing since 2016. This request is to convert the TFT position of Plumbing and Gas Inspector into a RFT position.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

RFT Building Inspector		Department	Community Services
Program #	1760	Date	7/30/2018
Program Name	Permits and Inspections	Submitted By	John de Ruiter
Program Manager	John de Ruiter	Director Approval Approved By	Gary Penway

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/>	"Implementing the Community Vision... includes the provision of quality housing... The City will encourage the development of diverse and affordable housing... [and provide] capacity for new housing [to] help moderate market pressures."
New Service <input type="checkbox"/>	
Greater Cost for Same Service <input type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2019 Fringe Benefits rates are 25%	
	\$
Pay Grade 26, Step 3	78,600
Fringe Benefits 25%	19,800
	98,400

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			78,600	39,300	39,300
101	51103	Fringe Benefits			19,800	9,900	9,900
							-
							-
							-
Total					98,400	49,200	49,200

Explanation/Justification
 Community Services has been experiencing exceptionally large volumes of development applications. This has been ongoing for a number of years. The volume has been maintained with the use of temporary staffing since 2016. This request is to convert the TFT position of Building Inspector into a RFT position.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

RFT Development Technician		Department	Community Services
Program #	1725	Date	7/30/2018
Program Name	Development Services	Submitted By	Matt Holm
Program Manager	Matt Holm	Director Approval Approved By	Gary Penway

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/> X New Service <input type="checkbox"/> Greater Cost for Same Service <input type="checkbox"/>	"Implementing the Community Vision... includes the provision of quality housing... The City will encourage the development of diverse and affordable housing... [and provide] capacity for new housing [to] help moderate market pressures."

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2019 Fringe Benefits rates are 25%	
	\$
Pay Grade 22 Step 3	66,600
Fringe Benefits 25%	16,700
	83,300

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			66,600	33,300	33,300
101	51103	Fringe Benefits			16,700	8,400	8,300
							-
							-
							-
Total					83,300	41,700	41,600

Explanation/Justification
 Community Services has been experiencing exceptionally large volumes of development applications. This has been ongoing for a number of years. The volume has been maintained with the use of temporary staffing since 2016. This request is to convert the TFT position of Development Technician into a RFT position.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

RFT Firefighters (2)		Department	Fire
Program #	4030	Date	9/28/2018
Program Name	Fire Operations	Submitted By	Dan Pistilli
Program Manager	Dan Pistilli	Director Approval Approved By	Dan Pistilli

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/> X New Service <input type="checkbox"/> Greater Cost for Same Service <input type="checkbox"/>	OCP 3.2 Safeguard the community and protect life, property and the environment.

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2018 Fringe Benefits rates are 25%	
	\$
Firefighter- Wages-Annual Cost (will begin October 2019)	100,000
Firefighter- Wages-Annual Cost (will begin October 2019)	100,000
Total Wages	200,000
Benefits - Calculated @ 28%	56,000
	256,000

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			200,000	50,000	150,000
101	51103	Fringe Benefits -28%			56,000	14,000	42,000
Total					256,000	64,000	192,000

Explanation/Justification
 This request is for funding and complement for 2.0 Firefighters to start in October 2019.

The work of the Firefighters will entail combating, extinguishing, and preventing fires, First Responder Medical Response, technical rescue services, protection of life, property and the environment.

The additional firefighters will support 3 person staffing on our Ladder and Rescue Truck(s) to incident in the City with less reliance from North Vancouver District Fire Rescue.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

RFT Transportation Planning Engineer		Department	Engineering
Program #	5169	Date	11/5/2018
Program Name	Streets/Traffic	Submitted By	Karyn Magnusson
Program Manager	Karyn Magnusson	Director Approval Approved By	Doug Pope

<p>Reason for Budget Change: Place an "x" in box</p> <p>New Staff <input checked="" type="checkbox"/></p> <p>New Service <input type="checkbox"/></p> <p>Greater Cost for Same Service <input type="checkbox"/></p>	<p>Alignment with the Official Community Plan</p> <p>This position will support implementation of Transportation, Mobility and Access goals and objectives in Chapter 2 of the OCP.</p>
--	--

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2018 Fringe Benefits rates are 25%	
TFT to RFT conversion for Transportation Planning Engineer through Operating Budget	\$ 118,800
Benefits calculated at 25%	29,800
	148,600
50% Funding from Project Plan	(74,300)
	74,300

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			59,400	29,700	29,700
101		Fringe			14,900	7,500	7,400
							-
							-
							-
Total					74,300	37,200	37,100

Explanation/Justification

This position is currently funded through the Project Plan and it is responsible for a delivery of various transportation and engineering projects. Over the past few years, complexity of our transportation system has increased, requiring more staff time for the integrated network planning beyond the role of individual capital projects and ensuring that the constructed corridors are functioning safely and effectively for all mode users. In addition the previous key technical position moved to the Transportation Planning Group and the EPE department needs a permanent senior P.Eng. resource to be responsible for approving geometric changes to roadways and intersections to ensure safe operations. With the Council endorsed OCP, the INSTPP initiatives, the Marine-Main B-Line, four bridge reconstructions planned in the next few years and many development sites creating the need for a review of roadway designs, the demands of this position as a TFT and the requirement for engineering signoff puts the organization in a place of incredible risk and as such request is that this position continues as RFT funded 50% from the Operating Plan and 50% from the Project Plan.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

RFT Human Resources Advisor		Department	Human Resources
Program #	1520	Date	11/15/2018
Program Name	Recruitment	Submitted By	Human Resources
Program Manager	Barbara Pearce	Director Approval Approved By	Barbara Pearce

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input checked="" type="checkbox"/>	9.1 - Relationship to Other Plans, Strategies, Bylaws and Policies & 9.2 - Financial Planning and Budgetary Process
New Service <input type="checkbox"/>	
Greater Cost for Same Service <input type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2019 Fringe Benefits rates are 25%	
	\$
Human Resources Advisor - Pay Band 7 - Step 2	
Wages	98,556
Fringe Benefits 25%	24,639
8 months pro-rated in 2019	
4 months incremental in 2020	
	123,195

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			98,600	65,700	32,900
101	51103	Fringe Benefits			24,600	16,400	8,200
							-
							-
							-
Total					123,200	82,100	41,100

Explanation/Justification

The Human Resources Department has faced increasing challenges over the past few years to meet increasing demands on services. Human Resources addresses employee recruitment, retention, training, Health & Safety, benefits administration, labour relations, collective bargaining, employee relations and also interfaces and supports all Departments in our operations including Library, Museum and Archives, and RCMP Civilian employees

The City as an Organization, and Employer, has grown in relation to it's size, service delivery, and functional operations over the past decade. The HR Department is respectfully requesting an RFT position in order to maintain the required levels of service that the organization requires to operate efficiently and effectively.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

Enhanced Street Cleaning		Department	Engineering, Parks and Environment
Program #	5160	Date	8/20/2018
Program Name	Streets Operating	Submitted By	Jeff Klochnyk
Program Manager	Darrin White	Director Approval Approved By	Doug Pope

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input type="checkbox"/> New Service <input checked="" type="checkbox"/> Greater Cost for Same Service <input type="checkbox"/>	OCP Goal 8.2: Employ a proactive approach to infrastructure maintenance and upgrades

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2019 Fringe Benefits rates are 25%	
	\$
Wages & Equipment	60,000
	60,000

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	56122	Maintenance	61029	Street Cleaning	60,000	30,000	30,000
							-
							-
							-
							-
Total					60,000	30,000	30,000

Explanation/Justification

In late 2017, Engineering Operations acquired a small street sweeper. The original purpose of this equipment was to effectively clean and maintain all multi-use pathways, greenways, and separated bikeways. During 2018, Operations tested the equipment through an enhanced street sweeping strategy, and determined the equipment exceeded expectations as it relates to street sweeping. The equipment successfully cleans areas of streets where the larger street sweeping equipment physically cannot reach, it can support the street sweeping program with roadway sweeping, and has been successfully trialed in high profile areas such as Shipbuilders Square and the foot of Lonsdale Plaza after summer events (using provided project funding). Further, it is used quite frequently to clean the separated bike routes as intended (using parks operating funds)

This funding request will allow for 2 days per week of an enhanced street cleaning strategy, and compliments previously secured operating funds within the Streets Operating Program.

**NEW ITEM Program Budget Change Request Form
2019 Operating Financial Plan**

Employee Recognition		Department	Human Resources
Program #	1570	Date	8/10/2018
Program Name	Employee Recognition	Submitted By	Human Resources
Program Manager	Barbara Pearce	Director Approval Approved By	Barbara Pearce

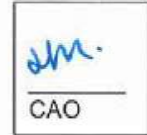
Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff <input type="checkbox"/>	9.1 - Relationship to Other Plans, Strategies, Bylaws and Policies & 9.2 - Financial Planning and Budgetary Process
New Service <input type="checkbox"/>	
Greater Cost for Same Service <input checked="" type="checkbox"/>	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2019 Fringe Benefits rates are 25%	
	\$
Costs and Services	10,000
	10,000

Coding					Full Cost	2019 Pro-Rated Cost	2020 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
	1570	Employee Recognition			10,000	10,000	-
							-
							-
							-
							-
							-
Total					10,000	10,000	-

Explanation/Justification

A Review of the City's Employee Recognition Events was held in Q1/Q2 of 2018 and increasing costs, expectations and an expanding list of events for 2018 moving forward, has required an increase in the funding for this account. The account presently has an annual budget of \$15,563 and we are requesting an additional \$10,000 for City wide employee recognition events.



The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director of Finance

SUBJECT: 2019 UTILITY RATES

Date: November 28, 2018

File No: 05-1820-01-0001/2019

The following is a suggested recommendation only. Please refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Director of Finance, dated November 28, 2018, entitled "2019 Utility Rates":

THAT "Water Utility Bylaw, 1994, No. 6417, Amendment Bylaw, 2018, No. 8685" be considered;

THAT "Sewerage and Drainage Utility Bylaw 1995, No. 6746, Amendment Bylaw, 2018, No. 8686" be considered;

AND THAT "Solid Waste Management Service, Bylaw 1997, No. 6920, Amendment Bylaw, 2018, No. 8687" be considered.

ATTACHMENTS

1. Rates and Levies Summary
2. 2019 Water Budget
3. 2019 Sewerage and Drainage Budget
4. 2019 Solid Waste Budget
5. Water Utility Bylaw, 1994, No. 6417, Amendment Bylaw, 2018, No. 8685 (CD #1702284)
6. Sewerage and Drainage Utility Bylaw 1995, No. 6746, Amendment Bylaw, 2018, No. 8686(CD #1715943)
7. Solid Waste Management Service, Bylaw 1997, No. 6920, Amendment Bylaw, 2018, No. 8687(CD #1704759)

PURPOSE

The purpose of this report is to provide Council with the financial impact and recommended bylaw amendments for the 2019 Utility Rates.

BACKGROUND

The City's Utility Rate Setting Process typically occurs in Fall each year in order to allow preparation of utility bills for mailing in January.

Detailed information regarding the programs and projects considered in the various utility plans is provided in information reports prepared by the City's Engineering, Parks and Environment (EPE) Department which are also included in the Regular Council Agenda Package.

DISCUSSION

The City's Utility programs include water, sewerage and drainage, and solid waste (refuse, green can, recycling and eco levy). The various utilities are self-funded through the annual utility rate setting process. The utility rates reflect the City's requirements for ongoing operations, capital programs, reserves, cost of services provided by Metro Vancouver, and other contractual costs (i.e. recycling).

Council adopted the "Development Cost Charges Bylaw, 2016, No. 8471" on July 25, 2016. The bylaw provides for the collection of DCC's for the water, sanitary sewer and drainage utilities. The fees collected under the bylaw are an important funding source for the utilities as the systems are upgraded and expanded to meet increasing service demands. Due to timing differences between DCC collection and project requirements, other reserves within the utilities may be borrowed against for the DCC portion of project costs.

The City's proposed 2019 flat rate utility fees vary by dwelling type (Single Unit Dwelling, Duplex, and Multi-Unit Dwelling).

The table below shows a five year utility rate increase history for single unit dwellings:

2014	2015	2016	2017	2018	Avg.
5.1%	2.9%	2.8%	2.9%	2.9%	3.3%

Attachment #1 provides a summary of the proposed 2019 utility rates and levies by dwelling types. The summary also includes current year comparisons between the North Shore municipalities. It should be noted that the City's utility rates are the lowest on the North Shore and continue to be competitive through the region.

Water Utility Fund

The Water Utility provides a water distribution system for the citizens and businesses of the City of North Vancouver. The water is purchased from Metro Vancouver's Greater Vancouver Water District.

The City's 2019 Water budget is \$13.9 million, a \$1.9 million increase over 2018.

	2018	2019	Increase
Water Operations	\$577,500	\$577,500	\$0
Water Admin	1,870,000	1,863,700	(6,300)
Water Purchases (GVWD)	6,660,500	7,028,500	368,000
Capital Projects	1,165,000	2,971,000	1,806,000
Ongoing Capital Programs	631,000	726,000	95,000
Transfers to Reserves	533,700	161,000	(372,700)
Other	617,000	617,000	0
	\$12,054,700	\$13,944,700	\$1,890,000

Bulk Water purchases from the Greater Vancouver Water District (GVWD) account for approximately 50% of total and 70% of operating expenses of the water utility. The costs of bulk water are budgeted to increase 5.6% over 2018.

Significant capital projects included in the plan include:

- \$2,192,500 – 3rd Street - Lonsdale to St. David's Water Main Construction to service growth in the area east of Lonsdale/South of 3rd

The City's 2019 Water revenue sources consist of flat rate utility fees, metered charges, use of reserves and other fees (intergovernmental, connection fees, severance fees etc.). The \$1.9 million additional funding requirement will be provided by:

	2018	2019	Increase
Flat Rate Sales	\$6,847,400	\$7,237,500	\$390,100
Metered Sales	3,919,700	4,135,300	215,600
Other	921,300	933,000	11,700
Transfers from Reserves	366,300	1,638,900	1,272,600
	\$12,054,700	\$13,944,700	\$1,890,000

The proposed 2019 flat rate utility fees for a **single unit dwelling** are as follows:

Flat Rate Utility Fees Single Unit Dwelling	2019	2018	Net Change \$	Net Change %
Water Water (net of 5% discount)	<u>469.30</u>	<u>444.60</u>	24.70	5.6%
Sewerage & Drainage Sewer (net of 5% discount) Storm Drainage (average)*	383.80 <u>103.71</u>	342.95 <u>92.60</u>		
Net Sewerage & Drainage	<u>487.51</u>	<u>435.55</u>	51.96	11.9%
Solid Waste Refuse Green Can Recycling Eco Levy (average) * Net Solid Waste	111.00 118.00 23.50 <u>37.40</u> <u>289.90</u>	106.00 113.00 52.00 <u>37.40</u> <u>308.40</u>	(18.50)	(6.0%)
Total Flat Rate Utility Fee	1,246.71	1,188.55	58.16	4.9%

The proposed 2019 flat rate utility fees for a **multi-unit dwelling** are as follows:

Flat Rate Utility Fees Multi-Unit Dwelling	2019	2018	Net Change \$	Net Change %
Water Water (net of 5% discount)	<u>274.55</u>	<u>260.30</u>	14.25	5.5%
Sewerage & Drainage Sewer (net of 5% discount) Storm Drainage (average)*	239.40 <u>46.95</u>	213.75 <u>41.92</u>		
Net Sewerage & Drainage	<u>286.35</u>	<u>255.67</u>	30.68	12.0%
Solid Waste Recycling Eco Levy (average) * Net Solid Waste	18.00 <u>17.60</u> <u>35.60</u>	35.00 <u>17.60</u> <u>52.60</u>	(17.00)	(32.3%)
Total Flat Rate Utility Fee	596.50	568.57	27.93	4.9%

* The Storm Drainage and Eco Levy are estimated. The amount is levied based on taxable assessment.

The Lonsdale to St. David's is a growth related project included in the City's DCC bylaw and as such is eligible to be funded through DCC's. Included in the \$1.6 million transfer from reserve is \$1,085,000 in borrowing against future DCC's for this project. The balance of the transfer is using the Waterworks Reserve to partially fund the non-DCC portion of the project. This will provide the needed project funding without a significant increase to rates.

The rates recommended in this report reflect the City's requirements for ongoing operations, capital programs, reserves and the GVWD's long range projection for water-related services.

The City utilizes seasonal metered water rates to be consistent with Metro Vancouver's model for selling their bulk water to all member municipalities by charging a higher rate from June 1 to September 30 each year. Seasonal rates are designed to create a pricing strategy that values water more in the summer when alpine lake storage is most stressed. The Water utility model assumes 35% in peak water usage and 65% in non-peak periods. The blended rate increase is consistent with the increases to other user groups.

The 2019 proposed seasonal rates are the following:

Period	Rate per cubic meter
Jan1 to May 31	1.1788
June 1 to Sept 30	1.4735
Oct 1 to Dec 31	1.1788
2019 Blended Rate	1.2820
2018 Blended Rate	1.2151
Annual Net Change %	5.5%

A 2% discount is available for early payment for metered water customers.

Attachment #2 provides a summary of the 2019 Water Utility Budget. The total amount of the revenue and expenses are estimated appropriately in the model. A complete review of the cost allocation to the various user types (metered customers, Single Unit Dwelling, Duplex, and Multi-Unit Dwelling) was completed in late 2018. The preliminary results of the review are currently being reviewed by staff and will be reported back to Council in 2019.

The proposed bylaw amendment includes updates to the leak adjustment process for the City's 580 metered customers. The proposed bylaw amendment establishes a clear process for metered properties to follow to be considered for financial relief, while also leaving a financial responsibility with the property owner by sharing the cost of water lost to leakage between the property owner and the City. There is no change for residential properties that pay a flat rate for water.

Firstly, to be considered for financial relief resulting from a water leak, property owners must provide an attestation by a qualified person that there was a leak, they have repaired the leak, and a leak of that nature would have caused the volume of excess water usage. Secondly, the Engineer must be satisfied that the Owner could not

reasonably have been expected to be aware of such leak and the leak must be repaired within 96 hours of notification if the leak is discovered as a result of the City notifying the property owner of abnormally high water usage.

Financial relief, if warranted, will be calculated by determining the normal volume based on usage history over the previous two years and adding 50% of the excess volume. This shares the cost of the water lost to leakage between the City and the owner, in contrast to the current arrangement which places the costs for the water lost to leakage either entirely with the property owner or entirely with the City

Sewerage & Drainage Utility Fund

The Sewerage & Drainage Utility provides a sanitary and storm water collection system for the citizens and businesses of the City of North Vancouver. This report recommends rates and transfers from reserves to meet EPE’s funding requirements for ongoing operations and capital programs.

The City’s 2019 combined Sewerage & Drainage budget is approximately \$12.9 million, a \$1.3 million increase over 2018. The Sewerage & Drainage Utility includes a provision for the new North Shore Wastewater Treatment Plant (NSWWTP) of \$600,000 which is unchanged from 2018. This is consistent with the City’s approach to set aside funds to smooth out future rate increases associated with the construction of the NSWWTP. The current amount of funds set aside to date for the NSWWTP is \$2.4 million.

	2018	2019	Increase
Sanitary & Drainage Operations	\$425,000	\$410,000	\$(15,000)
Sanitary & Drainage Admin	1,854,000	2,021,900	167,900
GVS&DD Levy	5,575,500	6,184,900	409,400
Capital Projects	1,680,000	1,891,000	211,000
Ongoing Capital Programs	456,000	701,000	245,000
Transfer to Reserves for NSWWTP	600,000	600,000	0
Transfer to Reserves	159,200	283,600	124,400
Other	624,500	765,200	140,700
	\$11,574,200	\$12,857,600	\$1,283,400

The Greater Vancouver Sewer and Drainage District (GVS&DD) levy accounts for approximately 50% of total and 70% of operating expenses of the sewerage and drainage utility. The levy is budgeted to increase 7% over 2018.

Significant capital work included in the plan includes:

- \$306,000 – St. David’s – 1st to 3rd – sanitary sewer main replacement to service growth
- \$350,000 – St. David’s – Alder to 3rd – storm sewer main replacement to service growth
- \$400,000 – Storm Main Infill Program – storm main construction in areas of the City not currently serviced

As the St. David's sanitary and storm main replacement projects are growth related and included in the City's DCC bylaws they are eligible for DCC funding.

Included in the 2019 net transfers is \$424K transfer from reserve in borrowing against future DCC's for these projects.

In addition to the capital construction projects the plan also includes additional funding for ongoing capital programs which include:

- \$100,000 – Sanitary main break repairs
- \$100,000 – Stream environmental enhancements
- \$250,000 – Storm water quality Infrastructure (\$100K increase from 2018)

The City's 2019 Sewer and Drainage revenue sources consist of sanitary sewerage flat rate and metered charges, storm drainage levy, use of reserves and other fees (intergovernmental, connection fees, severance fees etc.). The \$1.3 million additional funding requirement will be provided by:

	2018	2019	Increase
Flat Rate Sales	\$5,527,800	\$6,206,300	\$678,500
Metered Sales	2,447,900	2,741,600	293,700
Storm Drainage Levy	2,086,600	2,337,000	250,400
Transfers	738,100	648,700	(89,400)
Other	773,800	924,000	150,200
	\$11,574,200	\$12,857,600	\$1,283,400

The City uses a single rate billing system for metered sewer, which is consistent with user pay pricing strategy. The proposed metered sewer rate for 2019 is \$1.5876 per cubic meter, which is a 12% increase over the 2018 rate of \$1.4175 per cubic meter.

A 2% discount is available for early payment for metered sewer customers.

Attachment #3 provides a summary of the 2019 Sewerage & Drainage Budget.

The proposed bylaw amendment includes a number of "housekeeping" updates to:

- Remove references to the *Municipal Act*;
- Update definitions;
- Updates to the connection thresholds and rates and
- Update Responsibility of The User to include stormwater management and inflow and infiltration

Solid Waste Utility Fund

The Solid Waste Utility provides for refuse, green can, eco levy and recycling collection services for the citizens of the City of North Vancouver. The rates recommended in this report are used to operate and maintain these services.

The City's 2019 combined Solid Waste budget is approximately \$4.3 million. Over the last few years the Solid Waste Utility has experienced savings due to the agreement

signed with Recycle BC and the renewed tri-municipal recycling contract which has resulted in increased reserves totalling \$3.7 million. The 2019 recommended rates increase Refuse and Green Can rate by 4.7% and 4.4% respectively while decreasing Recycling rates by 54.8% resulting in overall solid waste fee decreases of 6.0% for single unit dwellings and 32.3% for multi unit dwellings. It should be noted that multi unit dwellings are responsible for their own Refuse and Green Can disposal through third party entities.

This overall reduction in solid waste rates utilizes \$680K funding from these reserves to balance the plan.

Single Unit Solid Waste Rates	2019	2018		
Refuse	111.00	106.00		
Green Can	118.00	113.00		
Recycling	23.50	52.00		
Eco Levy (average) *	<u>37.40</u>	<u>37.40</u>		
Net Solid Waste	<u>289.90</u>	<u>308.40</u>	(18.50)	(6.0%)

Multi Unit Solid Waste Rates	2019	2018		
Recycling	18.00	35.00		
Eco Levy (average) *	<u>17.60</u>	<u>17.60</u>		
Net Solid Waste	<u>35.60</u>	<u>52.60</u>	(17.00)	(32.3%)

Attachment #4 provides a summary of the 2019 Solid Waste Budget.

FINANCIAL IMPLICATIONS:

To summarize, the proposed 2019 flat rate utility fees by dwelling type are the following:

Dwelling Type	2019 Net Flat Rate (proposed)	2018 Net Flat Rate	Net Change \$
Single Unit	1,246.71	1,188.55	58.16
Duplex	1,129.32	1,079.70	49.62
Multi-Unit	596.50	568.57	27.93

This translates in a total annual utility charge increase of 4.9% for both single unit and multi-unit dwellings. The City's utility rates continue to be among the lowest in the region.

It should be noted that significant regional cost increases are anticipated in the coming years, driven predominately by Metro Vancouver's expanding capital programs. The

following table indicates the latest forecast percentage increases to regional rates over the next four years.

	2020	2021	2022	2023
Bulk Water	10.9%	11.0%	11.7%	11.6%
GVS&DD Levy	21.5%	27.1%	25.3%	7.0%
Tipping Fees	4.6%	6.2%	5.8%	5.5%

While the City has been planning to buffer the impacts of the NSWWTP coming on-line, if the above increases materialize it is likely that significant future rate increases, estimated at 6% to 13%, will be required in order for the City to reach the capital renewal and rehabilitation goals discussed in the accompanying information reports from the City Engineer.

Option:

The current recommendation proposes rate adjustments that provide for all programs/projects listed in EPE's 2019 budget request. The request translates in a total annual utility rate increase of 4.9% for both single unit and multi-unit dwellings.

Alternatively, Council could instruct staff to review options to reduce the proposed increase. It should be noted that funding is included in the proposed budget to enhance asset management efforts for the purpose of generating information that will assist in better forecasting asset maintenance needs in future years.

The City has a long-standing policy of prioritizing the maintenance of existing assets over the construction of new ones. The current list of projects includes replacement and upgrade projects as well as additional new infrastructure projects. Council could request staff to review the various projects to determine if any could be postponed to future years. As an example, Council could adopt a resolution requesting staff to prioritize capital projects included in the plan to provide options to Council to reduce the total annual Utility rate increase to a certain percentage.

INTER-DEPARTMENT IMPLICATIONS

This report has been prepared with the input and participation of the EPE department and should be read in conjunction with the information reports provided by EPE regarding each utility. The MPC Team reviewed and commented on the report at its November 20, 2018 meeting.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS

The recommended rates provide the funding to support the following goals and objectives of the 2014 Official Community Plan:

- 8.1.3 Consider stormwater management opportunities in streets, laneways and open spaces where appropriate;

- 8.1.4 Improve financial models to include cash flow projections that meet capital asset replacement needs;
- 8.1.8 Complete work underway to meet the objective of the Metro Vancouver Integrated Solid Waste and Resource Management Plan (ISWRMP) of an average 70% diversion rate by 2015 and 80% by 2020, as well as meet the requirement of the regional Liquid Waste Management Plan for a municipal Integrated Stormwater Management Plan (ISMP) by 2015;
- 8.1.9 Pursue the reduction of waste throughout the full lifecycle of production, consumption, recycling and disposal to achieve local and regional waste management goals;
- 8.2.1 Maintain or improve service levels related to water supply, sewers, transportation, communication and energy infrastructure;
- 8.2.2 Identify and monitor the condition of our infrastructure on a regular basis in order to identify the remaining operational life of individual elements, and to identify and rectify weaknesses before failure, thereby optimizing capital and maintenance program expenditures;

RESPECTFULLY SUBMITTED:



Ben Themens
Director of Finance

The City of North Vancouver
Rates and Levies Summary

	2019 **DWW	2019 ***DNV	2018 CNV	2019 CNV	Increase \$	%
SINGLE UNIT DWELLING						
Flat Rate Water	\$ 934.00	\$ 703.50	\$ 468.00	\$ 494.00		5.6%
5% Discount			(23.40)	(24.70)		
Single Unit Net Water	934.00	703.50	444.60	469.30	24.70	
Flat Rate Sanitary Sewer	1,051.00	669.00	361.00	404.00		11.9%
5% Discount			(18.05)	(20.20)		
Single Unit Net Sewer	1,051.00	669.00	342.95	383.80	40.85	
Storm Drainage Levy (estimate)	468.56		92.60	103.71 *	11.11	12.0%
Total Single Unit Water/Sanitary/Storm	\$ 2,453.56	\$ 1,372.50	\$ 880.15	\$ 956.81	\$ 76.66	8.7%
Other Rates						
Refuse	\$ 200.96	\$ 272.75	\$ 106.00	\$ 111.00	5.00	4.7%
Green Can			113.00	118.00	5.00	4.4%
Recycling - Single Unit	20.00	32.40	52.00	23.50	(28.50)	-54.8%
Eco Levy (estimate)	47.24		37.40	37.40 *	-	0.0%
Total Single Unit Solid Waste	\$ 268.20	\$ 305.15	\$ 308.40	\$ 289.90	\$ (18.50)	-6.0%
TOTAL SINGLE UNIT ALL LEVIES	\$ 2,721.76	\$ 1,677.65	\$ 1,188.55	\$ 1,246.71	\$ 58.16	4.9%
DUPLEX Including Infills & Strata SFD)						
Flat Rate Water	\$ 784.00	\$ 599.25	\$ 393.00	\$ 414.00		5.3%
5% Discount			(19.65)	(20.70)		
Duplex Net Water	784.00	599.25	373.35	393.30	19.95	
Flat Rate Sanitary Sewer	873.00	556.50	334.00	374.00		12.0%
5% Discount			(16.70)	(18.70)		
Duplex Net Sewer	873.00	556.50	317.30	355.30	38.00	
Storm Drainage Levy (estimate)	468.56		83.95	94.02 *	10.07	12.0%
Total Duplex Water/Sanitary/Storm	\$ 2,125.56	\$ 1,155.75	\$ 774.60	\$ 842.62	\$ 68.02	8.8%
Other Rates						
Refuse	\$ 200.96	\$ 272.75	\$ 106.00	\$ 98.80	(7.20)	-6.8%
Green Can			113.00	105.30	(7.70)	-6.8%
Recycling - Duplex	20.00	32.40	52.00	48.50	(3.50)	-6.7%
Eco Levy (estimate)	47.24		34.10	34.10 *	-	0.0%
Total Duplex Solid Waste	\$ 268.20	\$ 305.15	\$ 305.10	\$ 286.70	\$ (18.40)	-6.0%
TOTAL DUPLEX ALL LEVIES	\$ 2,393.76	\$ 1,460.90	\$ 1,079.70	\$ 1,129.32	\$ 49.62	4.7%
MULTI-UNIT DWELLING						
Flat Rate Water	\$ 369.00	\$ 599.25	\$ 274.00	\$ 289.00		5.5%
5% Discount			(13.70)	(14.45)		
Multi-Unit Net Water	369.00	599.25	260.30	274.55	14.25	
Flat Rate Sanitary Sewer	386.00	556.50	225.00	252.00		12.0%
5% Discount			(11.25)	(12.60)		
Multi-Unit Net Sewer	386.00	556.50	213.75	239.40	25.65	
Storm Drainage Levy (estimate)	468.56		41.92	46.95 *	5.03	12.0%
Total Multi Unit Water/Sanitary/Storm	\$ 1,223.56	\$ 1,155.75	\$ 515.97	\$ 560.90	\$ 44.93	8.7%
Recycling - Multi Unit	20.00	23.40	35.00	18.00	(17.00)	-48.6%
Eco Levy (estimate)	47.24		17.60	17.60 *	-	0.0%
Total Multi Family Solid Waste	\$ 67.24	\$ 23.40	\$ 52.60	\$ 35.60	(17.00)	-32.3%
TOTAL MULTI-UNIT ALL LEVIES	\$ 1,290.80	\$ 1,179.15	\$ 568.57	\$ 596.50	\$ 27.93	4.9%

* Average storm and eco levy based on average property assessment, plus overall increase for 2019

** DWW fully metered; therefore, the water and sewer rates are estimates based on average usages of SUD - 350 CUM, Duplex - 280 CUM, MUD - 150 cun

** DWW MUD estimates are based on a 50 unit building with a 100mm connection

*** DNV does not have a separate storm drainage levy

2019 WATER BUDGET

Programs	2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual	% Variance	Notes
WATER REVENUE					
PERMITS SPRINKLER	600	1,000	400		
FEES CONNECTION-WATER/SANITARY	650,000	650,000	0		
FEES CONSTRUCTION SITE	20,000	20,000	0		
FEES SEVERANCE	55,000	60,000	5,000		
WATER CONNECTION REUSE	45,000	46,600	1,600		
Water Operations	770,600	777,600	7,000	0.9%	
FLAT RATE SALES	7,185,000	7,594,400	409,400		Consistent with proposed rate increase
DISCOUNTS FLAT RATE	-337,700	-356,900	-19,200		Consistent with proposed rate increase
METERED SALES	3,993,200	4,212,800	219,600		Consistent with proposed rate increase
DISCOUNTS METERED	-73,500	-77,500	-4,000		Consistent with proposed rate increase
PENALTIES FLAT RATE	12,900	13,400	500		
TRANSFER FROM DNV	137,800	142,000	4,200		
Water Admin	10,917,700	11,528,200	610,500	5.6%	
TRANSFER FROM STATUTORY RESERVE	366,300	1,638,894	1,272,594		2019 includes \$1,085,000 borrowing for DCC related projects
Transfers	366,300	1,638,894	1,272,594	347.4%	
Total Water Revenue	12,054,600	13,944,694	1,890,094	15.7%	
WATER EXPENSES					
WAGES AND BENEFITS	404,600	404,600	0		
GOODS AND SUPPLIES	69,800	69,800	0		
SERVICES	47,700	47,700	0		
FINANCIAL SERVICES	55,400	55,400	0		
Water Operations	577,500	577,500	0	0.0%	
WAGES AND BENEFITS	723,350	703,550	-19,800		
GOODS	5,000	5,000	0		
WATER PURCHASES DNV	227,500	238,000	10,500		
WATER PURCHASES GVWD	6,433,000	6,790,500	357,500		6% increase in regional cost of bulk water - 50% of total utility budget
SERVICES	115,500	75,500	-40,000		
FINANCIAL SERVICES	1,026,100	1,079,600	53,500		
Water Admin	8,530,450	8,892,150	361,700	4.2%	
Sub Total Water Operating	9,107,950	9,469,650	361,700	4.0%	
OHead Water Capital	-33,000	-33,000	0	0.0%	
TRANSFER TO CAPITAL	1,796,000	3,697,000	1,901,000		Increase in capital project requirements
THIRD PART CONNECTIONS	650,000	650,000	0		
TRANSFER TO STATUTORY RESERVE	70,000	120,000	50,000		\$50K to general capital to support Engineering Business Process Owner
TRANSFER TO UNAPPROPRIATED EQUITY	483,650	41,044	-422,606		
Transfers	2,979,650	4,508,044	1,528,394	51.3%	
Total Water Expenses	12,054,600	13,944,694	1,890,094	15.7%	

2019 SEWERAGE AND DRAINAGE BUDGET

Programs	2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual	% Variance	Notes
SEWER AND STORM REVENUES					
FEES CONNECTION-WATER/SANITARY	430,000	380,000	-50,000		Decreased to reflect projected actuals - offset against expenses
FEES SEVERANCE	50,000	55,000	5,000		
MISCELLANEOUS	15,000	15,000	0		
Sanitary Operations	495,000	450,000	-45,000	-9.1%	
FLAT RATE SALES	5,803,600	6,515,800	712,200		Consistent with proposed rate increase
DISCOUNTS FLAT RATE	-275,700	-309,500	-33,800		Consistent with proposed rate increase
METERED SALES	2,495,250	2,794,700	299,450		Consistent with proposed rate increase
DISCOUNTS METERED	-47,400	-53,100	-5,700		Consistent with proposed rate increase
PENALTIES FLAT RATE	8,600	9,000	200		
Sanitary Admin	7,984,550	8,956,900	972,350	12.2%	
FEES STORM CONNECTION	240,000	430,000	190,000		Increased to reflect projected actuals - offset against expenses
FEES SEVERANCE STORM	30,000	35,000	5,000		
Storm Operations	270,000	465,000	195,000	72.2%	
STORM DRAINAGE LEVY	2,086,600	2,337,000	250,400		
Storm Admin	2,086,600	2,337,000	250,400	12.0%	
Sub-Total Operating Revenues	10,836,150	12,208,900	1,372,750	12.7%	
TRANSFER FROM APPROPRIATED EQUITY	738,075	648,720	-89,355		\$225K for increased capital requirements; \$424 borrowing for DCC's
Sewer and Storm Transfers	738,075	648,720	-89,355	-12.1%	
Total Sewer and Storm Revenue	11,574,225	12,857,620	1,283,395	11.1%	
SEWER AND STORM EXPENSES					
WAGES AND BENEFITS	105,000	105,000	0		
GOODS AND SUPPLIES	15,400	15,400	0		
SERVICES	60,000	45,000	-15,000		
FINANCIAL SERVICES	19,600	19,600	0		
Sanitary Operations	200,000	185,000	-15,000	-7.5%	
WAGES AND BENEFITS	383,000	372,500	-10,500		Decrease due to reorg of staff from EPE - part offset in Fin Services allocations
GOODS AND SUPPLIES	7,400	5,000	-2,400		
SERVICE EXPENSES AND FEES	60,000	120,000	60,000		Add'l funding for model updates, condition assessment and benchmarking
GVS&DD LEVY	5,775,517	6,184,868	409,351		7% GVS&DD Sewer levy increase - 50% of total utility budget
GVRD GEOSPATIAL LEVY	6,500	7,200	700		
FINANCIAL SERVICES	515,100	569,950	54,850		Partial offset decrease in wages - net increase of wages & allocations 6%
Sanitary Admin	6,747,517	7,259,518	512,001	7.6%	
WAGES AND BENEFITS	115,400	115,400	0		
GOODS AND SUPPLIES	17,700	17,700	0		
SERVICES	68,500	68,500	0		
FINANCIAL SERVICES	23,400	23,400	0		
Storm Operations	225,000	225,000	0	0.0%	
WAGES AND BENEFITS	404,000	413,000	8,100		
GOODS AND SUPPLIES	7,400	5,000	-2,400		
SERVICES	110,000	135,000	25,000		Add'l funding for condition assessment and benchmarking
FINANCIAL SERVICES	366,200	401,450	35,250		
Storm Admin	888,500	954,450	65,950	7.4%	
Sub-Total Sewer and Storm Expenses	8,061,017	8,623,968	562,951	7.0%	
FINANCIAL SERVICES	-29,000	-29,000	0		
OHead Sewer Capital	-29,000	-29,000	0		
FINANCIAL SERVICES	-23,000	-23,000	0		
OHead Drainage Capital	-23,000	-23,000	0		
Sub-Total Sewer and Storm Recoveries	-52,000	-52,000	0	0.0%	
TRANSFER TO CAPITAL	2,136,000	2,592,000	456,000		Increase in capital project requirements
THIRD PARTY CONNECTIONS	670,000	810,000	140,000		Adjusted to reflect projected actuals - offset against revenues
TRANSFER TO STATUTORY RESERVE	118,000	218,000	100,000		\$100K to general capital to support Engineering Business Process Owner
TRANSFER TO APPROPRIATED EQUITY	641,208	665,652	24,444		Includes \$600K reserve contribution for LGWWTP
Sewer and Storm Transfers	3,565,208	4,285,652	720,444	20.2%	
Total Sewer and Storm Expenses	11,574,225	12,857,620	1,283,395	11.1%	

2019 SOLID WASTE BUDGET

Programs	2018 Annual Budget	2019 Annual Budget	Variance 2019 Annual to 2018 Annual	% Variance	Notes
SOLID WASTE REVENUE					
RECYCLING LEVY	1,731,300	1,322,800	-408,500		Reduction in levy due to reserve funding
PPP PROGRAM INCENTIVE	670,000	670,000	0		
Recycling & Yard Trimming	2,401,300	1,992,800	-408,500	-17.0%	
REFUSE TAGS COMMERCIAL	3,500	3,500	0		
REFUSE TAGS RESIDENTIAL	9,000	9,000	0		
Refuse	12,500	12,500	0	0.0%	
REFUSE LEVY	776,400	789,200	12,800		Reduction in levy due to reserve funding
Refuse Admin	776,400	789,200	12,800	1.6%	
ECO LEVY	825,000	825,000	0		
Eco Levy Programs	825,000	825,000	0	0.0%	
TRANSFER FROM APPROPRIATED EQUITY	228,750	676,340	447,590		Increase in transfer to mitigate rates
Transfers	228,750	676,340	447,590		
Total Solid Waste Revenue	4,243,950	4,295,840	51,890	1.2%	
SOLID WASTE EXPENSES					
SERVICES	1,157,050	1,192,540	35,490		
Recycling	1,157,050	1,192,540	35,490	3.1%	
WAGES AND BENEFITS	212,300	212,400	100		
GOODS AND SUPPLIES	2,000	2,100	100		
SERVICES	70,000	70,000	0		
FINANCIAL SERVICES	179,600	181,700	2,100		
Recycling & Yard Trimming	463,900	466,200	2,300	0.5%	
WAGES AND BENEFITS	92,500	-	-92,500		Decrease due to reorg of staff from EPE - offset in Financial Services allocations
GOODS AND SUPPLIES	157,500	155,700	-1,800		
FINANCIAL SERVICES	-	94,300	94,300		Offsets decrease in wages
Zero Waste Challenge	250,000	250,000	0	0.0%	
WAGES AND BENEFITS	154,100	157,100	3,000		
SERVICES	231,500	231,500	0		
FINANCIAL SERVICES	69,400	69,400	0		
Refuse	455,000	458,000	3,000	0.7%	
WAGES AND BENEFITS	147,000	144,200	-2,800		
GOODS AND SUPPLIES	2,000	2,000	0		
FINANCIAL SERVICES	206,000	212,900	6,900		
Refuse Admin	355,000	359,100	4,100	1.2%	
WAGES AND BENEFITS	212,400	212,400	0		
SERVICES	525,600	532,600	7,000		
Yard Trimmings	738,000	745,000	7,000	0.9%	
WAGES AND BENEFITS	724,100	721,000	-3,100		
GOODS AND SUPPLIES	15,400	15,400	0		
SERVICES	34,900	34,900	0		
FINANCIAL SERVICES	50,600	53,700	3,100		
Eco Levy Programs	825,000	825,000	0	0.0%	
Total Solid Waste Expenses	4,243,950	4,295,840	51,890	1.2%	

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8685

A Bylaw to Amend “Water Utility Bylaw, 1994, No. 6417”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as “**Water Utility Bylaw, 1994, No. 6417, Amendment Bylaw, 2018, No. 8685**”.
2. “Water Utility Bylaw, 1994, No. 6417” is amended as follows:
 - A. Section 705 Adjustment for Leaks is replaced in its entirety by the following:
 - (1) If a meter shows excessively high consumption in comparison with previous readings, the Engineer may so notify the Owner and advise him/her to have all plumbing examined for leaks.
 - (2) No adjustment, refund, or credit whatever of any moneys paid or payable for water shall be made unless 1) it is determined that a water leak has occurred; 2) the Engineer is satisfied that the Owner could not reasonably have been expected to be aware of such leak; and 3) such leak is repaired within 96 hours of the date of notification.
 - (3) A rebate for the metered water utility fee to compensate for the water leak will be made at the discretion of the Director of Finance when a qualified person that has repaired the water leak will provide attestation to the Director of Finance confirming the following conditions:
 - (a) There was a leak;
 - (b) They have properly repaired the leak; and
 - (c) A leak of that nature would have caused the volume of excess water usage.
 - (4) The Director of Finance will recalculate the metered water utility fee for the most recent billing period by estimating the normal volume based on usage history and trends over the previous two years. The recalculated metered water utility fee will be the sum of the following:
 - (a) Normal volume multiplied by the unit rate in Schedule “B”;
 - (b) Excess volume multiplied by 50% of the unit rate of Schedule “B”;

Provided that the total recalculated fee as determined above is less than the original billing, the Director of Finance may rebate the difference.

B. SCHEDULES

- (1) Deleting Schedule “A” in its entirety and replacing it with the new Schedule “A” attached to this bylaw.

- (2) Deleting Schedule “B” in its entirety and replacing it with the new Schedule “B” attached to this bylaw.
3. This Bylaw shall be effective as of the 1st day of January, 2019.

READ a first time on the <> day of <>, 2018.

READ a second time on the <> day of <>, 2018.

READ a third time on the <> day of <>, 2018.

ADOPTED on the <> day of <>, 2018.

MAYOR

CITY CLERK

SCHEDULE A

Water Services

2019 CONNECTIONS AND SEVERANCE RATES

1. Water Service Connections

Size	Fee
Standard 19 mm	\$5100
>19 mm	At Cost, with a minimum charge equal to the standard fee.

2. Water Service Severance

For Standard 19 mm Replacement	\$1100
>19 mm service replacement	At Cost, with a minimum charge equal to the standard fee.

3. Water Connection Reuse \$2300

4. Turn on/off \$50

5. Flat fee for installation and removal of temporary meter \$400

A 50% rebate is available for standard 19mm water service replacements that are installed less than 2 years in advance of a City initiated programmed replacement of water services within the block.

SCHEDULE B

2019 Water Use Rates

1. WATER RATES

1. For Temporary Service during construction

Building Size (Total Floor Area)

46 sq. m to 460 sq. m	\$155
Over 460 sq. m but not exceeding 4,600 sq. m	\$310
Over 4,600 sq. m but not exceeding 23,000 sq. m	\$515
Over 23,000 sq. m	\$825

2. Flat Rates (un-metered premises)

Single Unit Dwelling	\$494 per year
Duplexes (including infills) per unit	\$414 per year
Multiple Unit Dwellings (including extra living units within single unit dwellings, apartments, condominiums, garden apartments and coach houses) for each dwelling	\$289 per year
Stores, offices, other commercial premises not elsewhere designated; Churches and Public Halls per fixture	\$110 per year
Water Cooling Units	\$767 per year
Schools per Classroom	\$354 per year
Minimum charge for any service	\$494 per year

2. METERED WATER RATES

For commercial and industrial properties, hospitals and schools served by water meters the following scale of charges shall apply:

1.	January 1 to May 31	\$ 1.1788 per cubic metre
	June 1 to September 30	\$ 1.4735 per cubic metre
	October 1 to December 31	\$ 1.1788 per cubic metre

A minimum bill for 30 cubic metres per month will be charged if a lesser quantity or no water is consumed.

2. Metered Charges for Mixed Use Premises

The charge for Mixed Use Premises on metered rates shall be the greater of the flat rate for Multiple Dwelling Units provided in this Schedule times the number of dwelling units or the metered rates.

3. MISCELLANEOUS CHARGES

1. Testing a Meter as Provided in Section 703

For meters 50 mm and smaller	\$115
For meters over 50 mm	\$225

4. DATE OF PAYMENT, DISCOUNTS AND PENALTIES FOR FLAT RATE (un-metered premises)

1. Rates set out above shall be due on the last business day in February each year.
2. A five percent (5%) discount on rates applies if all the rates which are due are paid in full before the last business day of February in the year which the rates are due.
3. A penalty of five percent (5%) shall be added to rates which are not paid before the last business day of April and a further penalty of five percent (5%) shall be added to rates which are not paid before the last business day of July in the year which the rates are due.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8686

A Bylaw to Amend “Sewerage and Drainage Utility Bylaw, 1995, No. 6746”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as “**Sewerage and Drainage Utility Bylaw, 1995, No. 6746, Amendment Bylaw, 2018, No. 8686**”.

2. “Sewerage and Drainage Utility Bylaw, 1995, No. 6746” is amended as follows:

A. PART 3 – AUTHORITY OF COUNCIL

(1) Delete Part 3 in its entirety and replace it with the following:

301 Section 22(1)(c) of the *Community Charter* authorizes Council by bylaw to provide for sewage works for collection, conveyance, and disposal of sewage .

302 Section 69(b)(i) of the *Community Charter* authorizes Council by bylaw to require a person to maintain proper flow of water in stream, ditch, sewer or drain in a municipality.

303 Section 74(1)(c) of the *Community Charter* authorizes Council by bylaw to declare a drain, ditch, pond, surface water, or similar matter or a thing a nuisance and may impose a requirement of remedial action in relation to the declared nuisance.

304 Section 59(1)(c) of the *Community Charter* authorizes Council by bylaw to require manufacturers and processors to dispose of waste from their plants in a manner directed by the bylaw.

B. PART 4 – DEFINITIONS

(1) Remove the following definition:

“color” means the true color unit of water from which turbidity has been removed, as determined by the appropriate procedure in Standard Methods.

and replace it with:

“colour” means the true colour unit of water from which turbidity has been removed, as determined by the appropriate procedure in Standard Methods.

(2) Remove the following definition:

“*storm collection system*” or “*works*” means the pipes, drain tiles, ditches, catch basins, and all other facilities used for the collection of storm drainage.

and replace it with:

"storm collection system" or *"works"* means the pipes, ditches, catch basins, and all other standard facilities used for the collection of storm drainage.

- (3) Add the following definitions alphabetically:

"Inflow and Infiltration" means the conveyance of rain derived stormwater or groundwater in sanitary waste collection system.

"Private Service Line Upgrade" means the installation of an inspection chamber between the private service pipe and service pipe, and relining or joint grouting of the service pipes.

C. PART 6 – ESTABLISHING & SEVERING SANITARY & STORM DRAINAGE SERVICES

- (1) Before section 601, add the following:

Where Premises currently do not have a storm system Service Pipe, new service pipes shall be provided at the unit rate provided in Schedule "A".

- (2) In section 601 subsection 3, remove the following paragraph:

Property developments between \$50,000 and \$100,000 in value may choose not to install new sanitary connections but shall be required to perform a sanitary connection upgrade to reduce infiltration of groundwater. The owner shall submit to the Engineer a written application for a sanitary connection upgrade accompanied by the fee specified in Schedule "A". All developments over \$100,000 refer to the Subdivision and Development Control Bylaw.

and replace it with the following:

Property developments (including renovations) between \$50,000 and \$150,000 in value may choose not to install new sanitary private service pipes but shall be required to perform a private service pipe inspection to identify any defects or sources of inflow and infiltration. Property developments between \$150,000 and \$250,000 in value may choose not to install new sanitary private service lines, but shall be required to perform a sanitary private service line upgrade to reduce inflow and infiltration. The owner shall submit to the Engineer a written application for a sanitary connection upgrade accompanied by the fee specified in Schedule "A". All developments over \$250,000 refer to the Subdivision and Development Control Bylaw.

D. PART 7 – RESPONSIBILITY OF THE USER

(1) In part 701 after subsection 2, add the following:

3. Stormwater Management Facilities located on private property, as required by the Subdivision and Development Control Bylaw, shall be the responsibility of the Owners to maintain and ensure good functioning order. Should the Owner be unable to construct Stormwater Management Facilities on private property, the Owner may request, subject to review and approval by the Engineer, to install the facilities on public property or pay a Fee in lieu of constructing the works as outlined in Schedule “A” of this Bylaw.
4. Before constructing access over a storm collection system ditch, the Owner of the premises to be granted access shall submit to the Engineer a written application to construct a ditch drainage culvert accompanied by connection fee(s) as specified in Schedule “A” of this Bylaw. The application shall state particulars of the location of the site, the type of pavement and structure erected or to be erected thereon.

(2) In section 703 subsection 1, remove the following paragraph:

Every Owner shall maintain the private service pipe in proper order and free from leakage in accordance with the B.C. Plumbing Code. Should leakage occur, the Engineer may give notice to the Owner to effect the necessary repairs or replacements within 96 hours or other period as may be specified in the notice.

and replace it with the following:

Every Owner shall maintain the private service pipe in proper order and free from leakage or inflow and infiltration in accordance with the B.C. Plumbing Code. Should leakage occur, the Engineer may give notice to the Owner to effect the necessary repairs or replacements within 96 hours or other period as may be specified in the notice.

E. SCHEDULES

- (1) Delete Schedule “A” in its entirety and replace it with the new Schedule “A” attached to this bylaw.
- (2) Delete Schedule “B” in its entirety and replace it with the new Schedule “B” attached to this bylaw.

3. This Bylaw shall be effective as of the 1st day of January, 2019.

READ a first time on the <> day of <>, 2018.

READ a second time on the <> day of <>,
2018.

READ a third time on the <> day of <>, 2018.

ADOPTED on the <> day of <>, 2018.

MAYOR

CITY CLERK

SCHEDULE A

Sewer and Drainage Services

2019 CONNECTION AND SEVERANCE FEES

1. SANITARY CONNECTION

Size	Fee
Standard 100mm Replacement or Relining	\$4,800
>100mm	At Cost, with a minimum charge equal to the standard fee
Sanitary Severance	\$1,100

2. STORM CONNECTION

Size	Fee
Standard 150mm Replacement or Relining	\$4,800
>150mm	At Cost, with a minimum charge equal to the standard fee
Storm Sewer Extension and Connection for Residential Level 1 (Single Family) Unserviced Properties (Excluding Subdivision)	\$800 per linear metre based on the total width of the lot serviced
Storm Severance	\$1,100
Off-Site Stormwater Management Facility Fees premises lot area or at cost to provide works on public property	\$30 per square metre of
Storm Collection System Ditch Culvert	\$250 per linear metre based on Construction the length of the culvert pipe

SCHEDULE B

2019 Sewer and Drainage Rates

The following rates shall apply to all real property used for one or more of the following purposes and from which there is a connection to the sewer systems of the City:

1. SANITARY SEWER 2019 Rates

1. **Annual Sewer Parcel Tax** \$ 0 per year

2. **Flat Rates (un-metered premises)**

Single Unit Dwelling \$404 per year

Duplexes (including infills) per unit..... \$374 per year

Multiple Unit Dwellings (including extra living units
within single unit dwellings, apartments,
condominiums, garden apartments and coach houses)
for each dwelling \$252 per year

Stores, offices, other commercial premises
not elsewhere designated; Churches and Public Halls
per fixture \$100 per year

Minimum charge for any service is..... \$404 per year

3. Metered Rates

For commercial and industrial properties, hospitals and schools served by water meters the following scale of charges shall apply:

\$1.5876 per cubic metre

A minimum bill for 30 cubic metres per month will be charged if a lesser quantity or no water is consumed.

4. GVS & DD Special Industrial User Charge

Where the owner or occupier of a parcel of real property is a special industrial user, that owner or occupier shall pay to the municipality for the use of the sewerage system the greater of:

- (a) the charges payable under Schedule B, subsections .1, .2, and .3, or
- (b) the GVS & DD special industrial user charge as determined by the GVS & DD for that owner or occupier, prorated if necessary for monthly or quarterly billings.

5. Charges for Contaminated Groundwater Discharges to Sanitary Sewer

Ground Water Discharges \$0.33/m³, or as determined by the GVS & DD.

6. Metered Charges for Mixed Use Premises

The charge for Mixed Use Premises on metered rates shall be the greater of the flat rate for Multiple Dwelling Units provided in this Schedule times the number of dwelling units or the metered rates.

7. Sewer Use Charges

Users having a metered water service, who return less than 40% of water purchased to the sanitary sewer system, may make application to the Director of Finance for a Flat Rate Sewer charge based on their number of plumbing fixtures discharging into the sewer outlet of the premises, together with a charge of \$400 per million dollars of taxable assessment.

Applications for flat rate sewer charges must be received prior to December 1 of the year of application, and must include a full description of water usage and the total number of fixtures on the property, as described in Schedule "B" of this Bylaw.

The Director of Finance will examine each application and the supporting documentation and may visit the site to ensure that the conditions described are representative of a complete year's usage and that the total number of fixtures is accurate.

The Director of Finance will either reject the application providing reasons, or approve a Flat Rate charge. This charge, if approved, will be billed annually.

Any user rate so adjusted will be subject to periodic review by the Director of Finance and may, at any time, be returned to a user rate based on metered water consumption and the applicant so notified.

In no case shall the annual charge for a sewer-user having a metered water connection be less than the rate for a Single Unit Dwelling.

8. Date of Payment, Discounts and Penalties for Flat Rate (un-metered premises)

- (a) Rates set out above shall be due on the last business day in February each year.
- (b) A five percent (5%) discount on rates applies if all the rates which are due are paid in full before the last business day of February in the year which the rates are due.
- (c) A penalty of five percent (5%) shall be added to rates which are not paid before the last business day of April and a further penalty of five percent (5%) shall be added to rates which are not paid before the last business day of July in the year which the rates are due.

2. STORM DRAINAGE

1. The Storm Drainage Levy is based on the taxable assessment of a property and is charged on the following classes per thousand dollars of taxable assessment based on the BC Assessment assessed value of:

- Residential
- Utility
- Major Industry
- Light Industry
- Business
- Recreation/non-profit

and is included on the Property Tax Notice payable annually in July of each year as set by Council.

2. Storm Drainage Charges

A user, who is aggrieved by the application of Schedule B 2.1 to a specific parcel, may make application to the City Engineer, in writing, stating the basis for the complaint. The City Engineer will respond, in writing, to the applicant's concern outlining any appropriate adjustment that may be authorized.

3. Penalty

A 5% penalty will be added to the balance owed if unpaid by the end of the first working day in July, and a further 5% penalty will be added to the balance owed if unpaid by the first working day of September.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8687

A Bylaw to Amend “Solid Waste Management Service Bylaw, 1997, No. 6920”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as **“Solid Waste Management Service Bylaw, 1997, No. 6920, Amendment Bylaw, 2018, No. 8687”**.
2. “Solid Waste Management Service Bylaw, 1997, No. 6920” is amended as follows:
 - A. PART 11 – SCHEDULES
 - (1) Delete Schedule “A” in its entirety and replace it with the new Schedule “A” attached to this bylaw.
3. This Bylaw shall be effective as of the 1st day of January, 2019.

READ a first time on the <> day of <>, 2018.

READ a second time on the <> day of <>, 2018.

READ a third time on the <> day of <>, 2018.

ADOPTED on the <> day of <>, 2018.

MAYOR

CITY CLERK

PART 11 – SCHEDULES

SCHEDULE “A” SCHEDULE OF USER CHARGES FOR SOLID WASTE MANAGEMENT SERVICE

1101 DEFINITIONS

1. *Standard Residential Service* = A maximum of two (2) garbage containers per dwelling unit collected every other week.
2. *Commercial Service* = As arranged.
3. *Recycling Service* = Weekly collection of recyclables and an unlimited number of Green Can designated containers, kraft bags and/or tied bundles of yard trimmings.

1102 ANNUAL USER CHARGE

GARBAGE	2019
1. Per dwelling unit for single unit dwelling, duplex and infill	\$111.00
2. Per dwelling unit for secondary suite, coach house and multi-unit dwellings greater than 2 units	\$74.00
3. Per Residential garbage tag	\$4.00
4. Per Commercial garbage tag	\$4.50
RECYCLING	2019
1. Per dwelling unit for single unit dwelling, duplex and infill	\$23.50
2. Per dwelling unit for secondary suite, coach house and multi-unit dwellings greater than 2 units	\$18.00
GREEN CAN	2019
1. Per dwelling unit for single unit dwelling, duplex and infill	\$118.00
2. Per dwelling unit for secondary suite, coach house and multi-unit dwellings greater than 2 units	\$70.00

ECO LEVY

The Eco Levy is based on the taxable assessment of a property and is charged on the following classes per thousand dollars of taxable assessment based on the BC Assessment assessed value of:

- Residential
- Utility
- Major Industry
- Light Industry
- Business
- Recreation / non-profit

and is included on the Property Tax Notice payable annually in July of each year as set by Council.

1103 PENALTY

1. A 5% penalty will be added to the balance owed if unpaid by the end of the first working day in July, and a further 5% penalty will be added to the balance owed if unpaid by the first working day of September.

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – March 4, 2019

REPORT

5. Public School Playground Enhancements – File: 05-1610-01-0001/2019


Report: Director, Finance, February 20, 2019

RECOMMENDATION:

PURSUANT to the report of the Director, Finance, dated February 20, 2019, entitled "Public School Playground Enhancements":

THAT staff review the Public School Playground Enhancements Policy and report back to Council with updates to provide funding for public school playground enhancements.



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director, Finance

Subject: PUBLIC SCHOOL PLAYGROUND ENHANCEMENTS

Date: February 20, 2019 File No: 05-1610-01-0001/2019

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Director, Finance, dated February 20, 2019, entitled "Public School Playground Enhancements":

THAT staff review the Public School Playground Enhancements Policy and report back to Council with updates to provide funding for public school playground enhancements.

ATTACHMENTS:

- A. Appropriation Policy for Public School Playground Enhancements Through the Community Enhancement Fund
- B. Report of the Social Planner, dated May 13, 2003, entitled "Amendment to the Appropriation Policy for Public School Playground Enhancements"
- C. Letter from Bull, Housser & Tupper, dated November 26, 1999, entitled "Use of Reserve Funds for Playground Improvements";

DISCUSSION:

At the Council meeting of February 11, 2019, Council enquired about the possibility of providing City funding for the construction or renovation of playgrounds on public school

properties. This report provides information regarding the City Appropriation Policy for Public School Playground Enhancements and suggests that the Policy be updated and the offering made available again.

The City adopted an Appropriation Policy for Public School Playground Enhancements in 1999. Under the Policy, City public schools could receive up to \$50,000 for 50% of the capital cost of upgrading playgrounds located on their properties and that are generally accessible to the community outside of school hours (Attachment A). Following its implementation, the Policy was updated on May 26, 2003 (Attachment B) to allow for the provision of \$25,000 to public schools located in the District of North Vancouver near the City boundary where 25% or more of students are City residents.

The following table provides a summary of the amounts that were provided by schools since inception of the Policy:

School Playground Upgrades

School	Amount Available	1999 Bylaw 7150	2000 Bylaw 7238	2002 Bylaw 7397	2003 Bylaw 7526	2007 Approp 0701	2009 Approp 0919	2011 Approp 1118	Amount Remaining
Boundary	25,000					6,000			19,000
Brooksbank	25,000			10,000			15,000		-
Eastview	25,000		10,000					15,000	-
Larson	50,000	15,000			35,000				-
Lonsdale *	-								-
Queen Mary	50,000		50,000						-
Queensbury	50,000	50,000							-
Ridgeway	50,000		50,000						-
Ridgeway Annex **	25,000	16,347							8,653
Westview ***	50,000	10,000	21,250						18,750
Total	350,000	91,347	131,250	10,000	35,000	6,000	15,000	15,000	46,403

* Lonsdale originally eligible for \$50,000, but removed from program when school closure announced.

** School closing

*** Westview rebuilt in 2007

The Policy stipulates that funding may be received through more than one application and that the maximum amount may be received in any 10-year period. This Policy has not been rescinded and, consequently, it is deemed to still be in place. As it stands currently, any school that did not receive funding since 2009, is eligible to apply for full funding again.

This being said, staff believe that it would be timely to update the Policy and its financial implications. For instance, the amount of \$50,000 per school could be increased to \$75,000 to account for an average rate of inflation of 2% over a period of 20 years since adoption of the Policy. Some of the schools considered in 1999 no longer exist (i.e. Lonsdale School, Ridgeway Annex) and should no longer be considered. The Community Enhancement Fund has been renamed the Civic Amenity Reserve Fund.

FINANCIAL IMPLICATIONS:

Funding for this initiative has been provided from the Community Enhancement Fund, which has since been renamed the Civic Amenity Reserve Fund. In 1999, a legal opinion (Attachment C) was received confirming that use of a reserve fund for this purpose was permitted.

Provision of updated funding amounts for such a program could require funding of approximately \$500,000 over the next few years. The proposed Policy revision would allow staff to refine the total cost of the program.

No funding has been included in the latest version of the Financial Plan for this program. Staff do not anticipate significant issues if amounts were to be included in the coming years to provide funding of a few playgrounds per year. Pending Council's approval, such amounts could be included in future Financial Plan versions.

INTER-DEPARTMENTAL IMPLICATIONS:

After the issue was raised during Council's recent discussion of the draft Financial Plan, this report discusses the financial and legal impacts of the Appropriation Policy for Public School Playground Enhancements. The proposed policy update would require the involvement of Parks and Planning staff to ensure appropriate implementation of the Policy.

RESPECTFULLY SUBMITTED:



Ben Themens
Director of Finance

Appropriation Policy for
Public School Playground Enhancements
Through the
Community Enhancement Fund

Purpose:

The City's Community Enhancement Fund Bylaw No. 6967 has been created to enhance the public's use and enjoyment of the City. General Guidelines for the fund were endorsed by City Council on March 8, 1999.

Public school playgrounds provide an amenity of general benefit to the community and therefore are eligible for funding under the Community Enhancement Fund. This policy statement establishes criteria for Community Enhancement Fund contributions to playground enhancements on North Vancouver School District sites.

Playground Enhancement Criteria:

Applications for school playground enhancements funded under the Community Enhancement Fund must comply with the following:

- A. Playground Enhancements must be located on North Vancouver School District # 44 lands or other public lands adjacent to a school site, with the consent of the owner (i.e. boulevards, City lands, Provincial lands).
- B. Playground Enhancements may include play equipment, play areas, landscape improvements or other similar enhancements provided that they are outdoors and generally accessible to the community outside of school hours.
- C. Playground Enhancements must be endorsed by North Vancouver School District # 44 (NVSD # 44) and be subject to a Joint Use Agreement with the City of North Vancouver. Under said agreement, the NVSD # 44 shall be responsible for
 - the installation and maintenance of all playground enhancements
 - the provision of liability insurance, and
 - the installation of permanent signage that recognizes the funding partners.
- D. The City's maximum contribution to a Playground Enhancement Project shall be 50% of the capital cost, except that in extraordinary circumstances, the City may consider increasing its contribution to the capital cost based upon local park deficiency, community need and the community's limited ability to fund-raise.
- E. More than one application may be made per school, however, the maximum Community Enhancement Fund contribution to Playground Enhancements at any
 - elementary/secondary school shall be \$50,000 in any 10 year period,
 - partial school (annex) shall be \$25,000 in any 10 year period.

These financial limitations exclude other City funds that may be provided specifically for the upgrade of sports fields.

**MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN
THE COUNCIL CHAMBER, CITY HALL, 141 WEST 14th STREET,
NORTH VANCOUVER, B.C., ON MONDAY, MAY 26, 2003 AT
6:00 P.M.**

**CONSENT AGENDA {Items 4 *(a), 4 *(b), 4 *(c), 4 *(d), 4 *(e), 6 *(a)(i),
6 *(a)(ii), 6 *(a)(iii), 6 *(b)(i) and 6 *(b)(ii)}**

Moved by Councillor Clark, seconded by Councillor Keating

THAT the resolutions listed within the "Consent Agenda" with the exception of item 4 *(a), be approved as follows:

4. REPORTS OF COMMITTEES, COUNCIL, AND STAFF

***(c) Amendment to the Appropriation Policy for Public School
Playground Enhancements - File: 1150-03-01**

Report: Social Planner, Community Development,
May 13, 2003

PURSUANT to the report of the Social Planner, dated May 13, 2003, entitled "Amendment to the Appropriation Policy for Public School Playground Enhancements":

THAT the proposed amendment to the Community Enhancement Fund Appropriation Policy for Public School Playground Enhancements, as attached to the May 13, 2003 report, be adopted;

AND THAT the City's partners in the Joint Use of Public Facilities Master Agreement: School District No. 44 (North Vancouver), the North Vancouver Recreation Commission and the District of North Vancouver be so advised.

(CARRIED UNANIMOUSLY)



May 29, 2003

File: 1150-03-01

Ms. Heather Fleming
Interim Director of Recreation
North Vancouver Recreation Commission
600 West Queens Road
North Vancouver, BC V7N 2L3

Dear Ms. Fleming:

*Re: Amendment to the Appropriation Policy for Public School Playground
Enhancements*

The City Council at its regular meeting of Monday, May 26, 2003 unanimously endorsed the following resolutions:

"PURSUANT to the report of the Social Planner, dated May 13, 2003, entitled "Amendment to the Appropriation Policy for Public School Playground Enhancements":

THAT the proposed amendment to the Community Enhancement Fund Appropriation Policy for Public School Playground Enhancements, as attached to the May 13, 2003 report, be adopted;

AND THAT the City's partners in the Joint Use of Public Facilities Master Agreement: School District No. 44 (North Vancouver), the North Vancouver Recreation Commission and the District of North Vancouver be so advised."

Yours truly,

Bruce A. Hawkshaw CMC
City Clerk

encl.

cc F.A. Smith, Director, Community Development
T. Christie, Director of Finance
L. Orr, Social Planner

Also sent with encl. to:

Ms. Agnes Hilsen
Municipal Clerk
District of North Vancouver
355 West Queens Road
North Vancouver, BC V7N 2K6

&
Ms. Irene Young
Secretary Treasurer
School District #44 (NV)
721 Chesterfield Ave.
North Vancouver BC V7M 2M5



The Corporation of **THE CITY OF NORTH VANCOUVER**
COMMUNITY DEVELOPMENT DEPARTMENT

REPORT

To: Mayor Barbara A. Sharp and Members of the Council

From: Larry R. Orr, Social Planner
Community Development

SUBJECT: AMENDMENT TO THE APPROPRIATION POLICY FOR PUBLIC SCHOOL PLAYGROUND ENHANCEMENTS

File: 1150.03.01

Date: May 13, 2003

The following is a suggested recommendation only. Please refer to Council Minutes for adopted resolution.

RECOMMENDATION

PURSUANT to the report of the Social Planner, dated May, 13, 2003, entitled "Amendment to the Appropriation Policy for Public School Playground Enhancements":

THAT the proposed amendment to the Community Enhancement Fund Appropriation Policy for Public School Playground Enhancements be adopted;

AND THAT the City's partners in the Joint Use of Public Facilities Master Agreement: School District No. 44, the North Vancouver Recreation Commission, and the District of North Vancouver be so advised.

ATTACHMENTS

1. Proposed revised Appropriation Policy for Public School Playground Enhancements
2. Community Enhancement Fund Guidelines
3. Spreadsheet of School Playground Allocations
4. CPT Resolution.

PURPOSE

This report recommends amendment to the Appropriation Policy for Public School Playground Enhancement to allow elementary schools located in the District of North Vancouver with 25% or more of City children to apply for funding under this policy. This change would provide a direct benefit to the City children attending these schools.

DISCUSSION

On March 8, 1999 Council adopted a Policy to provide funding for the upgrade of City elementary school playgrounds as a way to enhance neighbourhoods for young children (see Attachment #1). Funding was made available through the Community Enhancement Fund (see Attachment #2). Since adoption of this policy the following allocations have been made:

- Ridgeway Annex \$16,347
- Queensbury..... \$50,000
- Westview \$31,250
- Larson \$15,000
- Ridgeway..... \$50,000
- Queen Mary..... \$50,000
- Eastview \$10,000
- Brooksbank \$10,000

The only City school that hasn't applied for funding is Lonsdale Elementary; they are expected to apply once future plans for the school are finalized.

Attachment #3 provides a complete accounting of allocations to school playgrounds and a comparison between the old and revised policy.

Funding has been provided in the past to Eastview and Brooksbank schools even though they are located in the District of North Vancouver because a significant proportion of students at these schools are City residents. The current policy does not address the potential for applications from schools located in the District of North Vancouver but which have a significant proportion of students resident in the City. Boundary is the only other school located in the District of North Vancouver that has a significant proportion of students from the City. Since Council has supported funding to Eastview and Brooksbank, staff believe the Policy should be amended to establish some criteria under which other schools could apply.

Attachment #1 is an amended Policy (changes highlighted) that would allow schools located in the District of North Vancouver to apply for up to \$25,000 (one half of City school maximum) for playground enhancements if 25% or more of their students are City residents. Staff believe this amendment is fair and consistent with the intent of the

Community Enhancement Fund which was created to provide funding for capital projects to enhance services for City residents. This is a direct benefit for City children at these schools. The proposal has been approved by both the Standing Committee and the Planning Committee under the Joint Use of Public Facilities Master Agreement. Staff at the District of North Vancouver agreed to give priority to funding applications received from schools near City boundaries that receive City funding to ensure matching funding is provided from the District of North Vancouver. The DNV's funding policy provides up to \$15,000 for school playground improvements and more under certain circumstances.

FINANCIAL IMPLICATIONS

This amendment could add an additional \$55,000 cost to this program over the 10 year period for application, as Eastview and Brooksbank Schools would be eligible for an additional \$15,000 each and Boundary School would be eligible for \$25,000. The Capital Budget currently includes \$50,000 for Lonsdale School and \$10,000 for Boundary. This means an additional \$45,000 will have to be added to the Capital Budget, if Council approves the recommendation in this report.

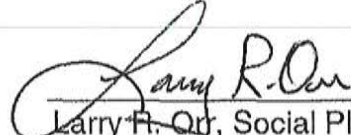
INTER-DEPARTMENTAL IMPLICATIONS

This report has been reviewed and is supported by the Finance Department, Engineering, Parks and Environment and the Joint Use Standing and Planning Committees. The Joint Use Planning Committee endorsed the recommendation in this report at a meeting held March 28, 2003. The Civic Projects Team has also endorsed the recommendation. (See Attachment #4).

CORPORATE PLAN AND/OR POLICY IMPLICATIONS

This amendment is consistent with the intent of the Community Enhancement Fund.

RESPECTFULLY SUBMITTED BY:



Larry R. Orr, Social Planner
Community Development

APPROVED BY:



F.A. Smith, Director
Community Development

REVIEWED BY:



A.K. Tollstam
City Manager

Attachments

LO:lg:emm
S:\REPORTS\Orr\2003\Orr-Playgrounds Policy Amendment.doc



APPROPRIATION POLICY Attachment No. 1

For PUBLIC SCHOOL PLAYGROUND ENHANCEMENTS THROUGH THE COMMUNITY ENHANCEMENT FUND

Purpose

The City's Community Enhancement Fund Bylaw No. 6967 has been created to enhance to public use and enjoyment of the City. General guidelines for the fund were endorsed by City Council on March 8, 1999, and amended _____

Public school playgrounds provide an amenity of general benefit to the community and therefore are eligible for funding under the Community Enhancement Fund. This policy statement establishes criteria for Community Enhancement Fund contributions to playground enhancements on North Vancouver School District Sites.

Playground Enhancement Criteria

Applications for school playground enhancements funded under the Community Enhancement Fund must comply with the following.

- A. Playground enhancements must be located on North Vancouver School District #44 lands or other public lands adjacent to a school site, with the consent of the owner, i.e. boulevards, City lands, Provincial lands).
- B. Playground enhancements may include play equipment, play areas, landscape improvements or other similar enhancements provided that they are outdoors and generally accessible to the community outside of school hours.
- C. Playground enhancements must be endorsed by North Vancouver School District #44 (NVSD #44) and be subject to a Joint Use Agreement with the City of North Vancouver. Under said agreement, the NVSD #44 shall be responsible for:
 - the installation and maintenance of all playground enhancements,
 - the provision of liability insurance, and
 - the installation of permanent signage that recognizes the funding partners.
- D. The City's maximum contribution to a Playground Enhancement Project shall be up to 50% of the capital cost, except that in extraordinary circumstances, the City may consider increasing its contribution to the capital cost based upon local park deficiency, community need and the community's limited ability to fund raise.
- E. More than one application may be made per school, however, the maximum Community Enhancement Fund contribution to playground enhancements at any
 - full elementary school shall be \$50,000 in any 10 year period,
 - partial school (annex) shall be \$25,000 in any 10 year period.
 - **full elementary school located in the DNV near to CNV boundary where 25% or more of students are City residents shall be \$25,000 in any 10 year period,**

These financial limitations exclude other City funds that may be provided for sports field upgrades.



The Corporation of THE CITY OF NORTH VANCOUVER

APPLICATIONS to the COMMUNITY ENHANCEMENT FUND

COMMUNITY ENHANCEMENT FUND - OBJECTIVES

The Community Enhancement Fund is specifically dedicated to enhancing the public's use and enjoyment of the City. The Fund can be used to provide new capital enhancements of many types, as long as these are to be used directly by the public, including new buildings (such as washrooms in parks, plazas, public open spaces), major renovations of public buildings (library, theatres), sports fields, trails, landscaping, bike paths, playground and sports field equipment, audible traffic signals, and water fountains.

The Fund can only be used to acquire capital assets, which will be owned by the City, or for specific projects on other publicly owned lands, such as school grounds, if they are covered by a "Joint Use Agreement". The Fund cannot contribute to projects owned by others, or for operating and program expenses.

GUIDELINES for COMMUNITY ENHANCEMENT FUND

The Community Enhancement Fund Guidelines (attached) will be used to evaluate capital projects which would best meet the City's goals, as expressed in the City's Strategic Plan, Social Plan, Official Community Plan, and various City policies and programs. The Community Enhancement Fund will not be restricted to any particular area of the City, or to any particular type of project.

The purpose of the Guidelines is to provide a framework for a general evaluation of how well each potential project meets the City's goals; thus the Guidelines are not ranked or weighted. Reports summarizing the proposed projects will be prepared by City staff, in consultation with project proponents, and provided to Council to use as additional information in funding decisions. Council will determine which projects should be funded, and at what levels.

While one large project proposal request of \$1 Million or more will be considered each year, smaller projects will also be considered. The application deadline for large projects is December 31 each year, so that they can be considered by Council in late February as part of the City's overall capital budget. While there is no deadline for receiving applications concerning smaller projects, these are also encouraged by December 31 annually unless there is an urgent requirement for earlier funding.

Application Procedures:

1. Letters outlining a project idea will be received throughout the year, for review by City staff in conjunction with the eligibility criteria outlined above, as well as the evaluation criteria in the "Guidelines for Community Enhancement Fund". Letters should indicate how the proposal fits with the eligibility criteria and Community Enhancement Fund objectives, what type of need it will address, the goals and objectives of the project, and the expected benefits of the completed project.
2. Staff will review submitted letters and contact the applicant to discuss the proposed project. Staff will work with applicants to develop proposals beyond the concept phase, where eligible proposed projects meet Fund objectives and criteria.

Fully developed project proposals must submit project budgets showing total projected capital cost of the project (indicating funding sources), as well as proposed operations and maintenance budgets. Council will receive staff assessment of fully developed proposals and consider the request for funding.

Please contact Cheryl Kathler (604-983-7380) or Larry Orr (604-983-7381), Social Planners, or Isabel Gordon, Manager, Financial Planning (983-7387) for information, or to apply for funding.



The Corporation of the **CITY OF NORTH VANCOUVER**

**GUIDELINES FOR
COMMUNITY ENHANCEMENT FUND PROJECTS**

A project budget must be submitted for each project showing the total projected capital cost of the project, along with other funding sources (City and external) which may be applicable to the project. A proposed operations and maintenance budget must also be submitted to show how the project will be maintained and used. An evaluation report for each project will also be prepared by City staff using the following guidelines :

EQUITY CRITERIA :

How many residents benefit from the expenditure – is it a broad or a narrow benefit?

1. **Number of members of the public served :**
 - Is the project designed to be available to everyone in the City, or
 - Is the project designed to appeal to, or be available to, many users (give estimate), but not all of the public generally, or
 - Is the project designed to serve a small specific group of users (give estimate)?

2. **Cost to members of the public served :**
 - Is the project publicly available without charge, or
 - Is the project available at a subsidized cost, or
 - Is the project available at cost (or cost-plus)?

EQUALITY CRITERIA :

Are CEF grants being spread around the City to the various stakeholder groups, promoting a sense of community?

3. **Does the project enhance service provision to a diversity of groups :**
 - Are the expected users the general public, or
 - Are the expected users a group, such as youth or seniors, identified in the City's Social Plan as requiring specialized services, or
 - Are the expected users a group not identified as requiring specialized services?

4. **Does the project contribute a unique public service not provided elsewhere in the community, or in the proposed area of the community where the project will be located :**
- Does the project provide a unique service, or
 - Does the project provide a service which is available in the community, but not in this area, or a service similar to an existing service, but differing in some important respect
 - Does the project substantially duplicate an existing service?

EFFICIENCY / SUSTAINABILITY CRITERIA :

Is the project well thought out financially? Is there a formal budget in place? Have operating costs been considered? Is the project financially and environmentally sustainable?

5. **Budget and planning status of the project :**
- Is project planning well advanced with partial funding already in place, or
 - Is there a possibility of matching grant, or other funding, if CEF funding is granted, or
 - Is this a request for funding to develop project plan?
6. **Contribution of the project to restoration or preservation of the natural environment :**
- Is the major purpose of the project the restoration or preservation of the natural environment, or
 - Does the project contribute to restoration or preservation of the natural environment; or has environmental sustainability been considered among other goals, or
 - Has sustainability not been considered?

COMMUNITY LIVABILITY CRITERIA :

Will the proposed project make the City a better place to live or to work – will the expenditure have a noticeable positive impact on the physical or built environment, or social interaction and community involvement?

7. **Project is 'high profile', can be reasonably expected to make a substantial positive difference in livability of City :**
- Is the major purpose of the project the provision of increased livability, or meeting a demonstrated need (supplies something lacking), or
 - Does the project contribute to increased livability, among other goals, or partially meet a demonstrated need, or
 - Might this project impact negatively on the livability of the City, and/or is there no demonstrated need for this project?

8. **Project contributes to the increased accessibility and availability of services in the community, whether physical, social, reaching out to diverse cultural groups etc :**
- Is the major purpose of the project the provision of increased accessibility, or
 - Does the project contribute to increased accessibility among other goals, or
 - Does this criterion not apply to this project?
9. **Contribution of the project to increased community health and safety :**
- Is the major purpose of the project the provision of increased community health and safety, or
 - Does the project contribute to increased community health and safety, among other goals, or
 - Might this project have an adverse impact of health and safety?

ECONOMIC CRITERIA :

Will the project add value to the community from a economic perspective, i.e. add jobs or create tourism or travel to the City, support the tax base, and sustain existing business?

10. **Project contributes to the creation of opportunities for employment, tourism or business support and development :**
- Is the major purpose of this project the provision of employment, tourist, and/or business development opportunities, or
 - Does the project contribute to such opportunities, among other goals, or
 - Might this project adversely impact the provision of employment, tourist, and/or business development opportunities?

ENDORSEMENT CRITERIA :

Has the project been endorsed by Council, community agencies, and/or other community groups?

11. **The project is endorsed by Council resolution and/or by resolution of bodies supported by Council (North Shore Arts Commission, North & West Vancouver Emergency Services, North Shore Arts Council, North Vancouver Recreation Commission, North Vancouver Museum and Archives, North Vancouver Library Board etc.) :**
- Has the project previously been endorsed by Council, or
 - Has the project been endorsed by a supported body or community group, but not specifically by Council, or
 - Has the project not been previously endorsed?

- 12. The project has been the subject of a public involvement process :**
- Has the project been recommended via a public involvement process, or
 - Has the project been discussed at Council or at another public meeting, or has the public had other opportunity for input, or
 - Has the project not been publicly discussed?

Adopted September 1998

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Community Enhancement Playground Funding

ATTACHMENT 3

**PROPOSED FUNDING POLICY
CIVIC FUNDING PROVIDED OR AVAILABLE TO SCHOOL DISTRICT #44 PLAYGROUNDS
BY CITY OF NORTH VANCOUVER**

	Potential Funding under Policy	Appropriated by Bylaw	Paid per School	Appropriated: Awaiting SD#44 Claim	Potential Future Funding under Policy	2003 Funding Requests Received	Potential Future Funding
Ridgeway Annex		\$ 16,347	\$ 16,347				
Ridgeway Annex			\$ 2,007 (2)				
	\$ 50,000		<u>\$ 18,354</u>		\$ 31,646		\$ 31,646
Ridgeway	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -		\$ -
Queensbury	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -		\$ -
Westview		\$ 10,000	\$ 10,000	\$ -			
Westview		\$ 21,250	\$ 21,250	\$ -	\$ 18,750		
	\$ 50,000		<u>\$ 31,250</u>		<u>\$ 18,750</u>		\$ 18,750
Larson	\$ 50,000	\$ 15,000		\$ 15,000	\$ 35,000	\$ 35,000	\$ -
Queen Mary	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -		
Lonsdale	\$ 50,000	\$ 50,000		\$ 50,000	\$ -		\$ -
(1) Eastview	\$ 25,000	\$ 10,000		\$ 10,000	\$ 15,000		\$ 15,000
(1) Brooksbank	\$ 25,000	\$ 10,000	\$ 10,000	\$ -	\$ 15,000		\$ 15,000
(1) Boundary	\$ 25,000			\$ -	\$ 25,000		\$ 25,000
	<u>\$ 425,000</u>	<u>\$ 282,597</u>	<u>\$ 209,604</u>	<u>\$ 75,000</u>	<u>\$ 100,396</u>	<u>\$ 35,000</u>	<u>\$ 105,396</u>

Additional Amount for Proposed Policy \$ 45,000

(1) School located in NVD

(2) This amount was paid from Council Contingency

Isabel Gordon
Deputy Director of Finance
Printed on: 13/05/2003
Y:/Reserves/CEF/Playground Funding Revised Policy

Community Enhancement Playground Funding

ATTACHMENT 3

**CURRENT FUNDING POLICY
CIVIC FUNDING PROVIDED OR AVAILABLE TO SCHOOL DISTRICT #44 PLAYGROUNDS
BY CITY OF NORTH VANCOUVER**

	Potential Funding under Policy	Appropriated by Bylaw	Paid per School	Appropriated: Awaiting SD#44 Claim	Potential Future Funding under Policy	2003 Funding Requests Received	Potential Future Funding
Ridgeway Annex		\$ 16,347	\$ 16,347				
Ridgeway Annex			\$ 2,007 (2)				
	\$ 50,000		\$ 18,354		\$ 31,646		\$ 31,646
Ridgeway	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -		\$ -
Queensbury	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -		\$ -
Westview		\$ 10,000	\$ 10,000	\$ -			
Westview		\$ 21,250	\$ 21,250	\$ -	\$ 18,750		
	\$ 50,000		\$ 31,250		\$ 18,750		\$ 18,750
Larson	\$ 50,000	\$ 15,000		\$ 15,000	\$ 35,000	\$ 35,000	\$ -
Queen Mary	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -		
Lonsdale	\$ 50,000	\$ 50,000		\$ 50,000	\$ -		\$ -
(1) Eastview	\$ 10,000	\$ 10,000		\$ 10,000	\$ -		\$ -
(1) Brooksbank	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -		\$ -
(1) Boundary	\$ 10,000			\$ -	\$ 10,000		\$ 10,000
	\$ 380,000	\$ 282,597	\$ 209,604	\$ 75,000	\$ 85,396	\$ 35,000	\$ 60,396

(1) School located in NVD

(2) This amount was paid from Council Contingency

Isabel Gordon
Deputy Director of Finance
Printed on: 13/05/2003
Y:/Reserves/CEF/Playground Funding Revised Policy

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

CIVIC PROJECTS TEAM

RESOLUTION

TO: C.P.T. MEMBERS

The Civic Projects Team, at a meeting held on April 8, 2003, during discussion of the subject noted below, passed the following resolution:

Amendment to the Appropriation Policy for Public School Playground Enhancements

THAT the Social Planner's report of January 8, 2003, entitled "Amendment to the Appropriation Policy for Public School Playground Enhancements" be returned to CPT after the District of North Vancouver has announced their budget.



A. K. Tollstam, Chair

/lg
S:\COMMITTEES\Civic Projects Team\Resolutions\2003\030408 Playground Appropriation.doc

Attachment No. C

BULL, HOUSSER & TUPPER

BARRISTERS & SOLICITORS
Patent & Trade-Mark Agents

3000 ROYAL CENTRE • P.O. BOX 11130 • 1055 WEST GEORGIA STREET • VANCOUVER, BRITISH COLUMBIA • CANADA V6E 3R3
TELEPHONE (604) 687-6575 • FAX (604) 641-4949

Reply Attention of: Sandra Carter
Direct Line: 641-4917
e-mail: SC@bht.com
Our File No.: 17087
Date: November 26, 1999

BY FAX AND MAIL

The Corporation of the City
of North Vancouver
141 West 14th Street
NORTH VANCOUVER, British Columbia
V7M 1H9

Attention: Ms. Isabel Gordon

Dear Sirs/Mesdames:

Re: Use of Reserve Funds for Playground Improvements

We write to confirm our telephone advice. You requested we consider whether the City of North Vancouver (the "City") may use certain reserve funds to improve playground facilities at Eastview Elementary School. We understand that Eastview Elementary School is geographically located within the District of North Vancouver (the "District") but, as it is in close proximity to the City/District geographic boundary, it is also attended by students who live in the City.

Section 176 of the *Municipal Act* confers substantial general powers on the City, including the ability "to provide assistance for the purpose of benefitting the community or any aspect of the community". Subsection (3) states that "The powers of a local government under subsection (1) may be exercised outside the boundaries of the municipality or regional district." The combination of these sections, in our view, permits the City to undertake works or expend funds outside City boundaries for the benefit of the community.

On the question of use of the reserve funds, we asked you to review the wording of the bylaw or resolution which created the reserve funds and/or authorizes expenditures from the fund. We understand the bylaw states that the "monies in this reserve fund shall only be

A Member of
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used for expenditures for or in respect of capital projects on land, including the extension of existing capital works, such works to be for public use and for the enhancement of the community". We believe this phrasing is sufficiently broad authorization for the proposed use of funds, given that the capital works enhancement will be for the benefit, at least in part, of City residents.

We trust the foregoing is satisfactory. Should you have any questions or comments on this matter, kindly contact the writer at 641-4917.

Yours truly,

BULL, HOUSSER & TUPPER



Sandra Carter

SC/796113

Copy to Mr. A.K. Tollstam

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – March 4, 2019

REPORT

6. Electric Vehicle Charging Station User Fees – File: 11-5280-20-0004/1

Report: Environmental Sustainability Specialist, February 20, 2019

RECOMMENDATION:




PURSUANT to the report of the Environmental Sustainability Specialist, dated February 20, 2019, entitled “Electric Vehicle Charging Station User Fees”:

THAT usage fees be introduced for public electric vehicle charging stations as outlined in the report;

THAT “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698” (Electric Vehicle Charging Stations) be considered;

AND THAT staff proceed with notification regarding the introduction of user fees at public electric vehicle charging stations.



 Division Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
PLANNING DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council
From: Larisa Lensink, Environmental Sustainability Specialist
Subject: ELECTRIC VEHICLE CHARGING STATION USER FEES
Date: February 20, 2019 File No: 11-5280-20-0004/1

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Environmental Sustainability Specialist, dated February 20, 2019, entitled "Electric Vehicle Charging Station User Fees":

THAT usage fees be introduced for public electric vehicle charging stations as outlined in said report;

THAT Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698 (Electric Vehicle Charging Stations) be introduced to allow a fee for usage of electric vehicle charging stations;

AND THAT staff proceed with notification regarding the introduction of user fees at public electric vehicle charging stations.

ATTACHMENTS:

1. 2018 City of North Vancouver Electric Vehicle Strategy (Document [#1696442](#))
2. Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698 (Electric Vehicle Charging Stations) (Document [#1737821](#))

PURPOSE

The purpose of this report is to provide Council with an update regarding the City's public electric vehicle charging stations. Also being presented is a Bylaw to introduce a fee for usage of public electric vehicle charging stations in the City as a means of easing station congestion and funding additional investment in charging infrastructure.

BACKGROUND

The City's Electric Vehicle Strategy outlines key actions to accelerate the transition to electric vehicles (EVs) in order to reduce greenhouse gas emissions from private vehicle transportation in the City. When the EV Strategy was endorsed in September 2018, Council endorsed the following resolution:

THAT staff report back to Council regarding implementation of the following priority actions in the Strategy:

- (1) Updating the City's current electric vehicle charging infrastructure guidelines for new developments from the current 20% of residential spaces to consider a requirement for 100% of residential parking spaces, which is consistent with recent standards adopted by Vancouver, Richmond, and other local municipalities; and
- (2) Introducing a public charging station usage fee structure to ease station congestion and to fund additional investment in charging infrastructure;

This report is the fulfillment of Council's direction to report back regarding the introduction of a public charging station usage fee structure. On February 6, 2019, Council adopted a zoning bylaw amendment to require new residential construction to equip 100% of on-site parking stalls with electric vehicle charging capability in fulfillment of the first directive.

Public Electric Vehicle Charging Infrastructure Update

Currently, the City operates three networked Level 2 EV charging stations and one Direct Current Fast Charging "Level 3" (DCFC) station that are available to the public and are free to use. The two types of stations used for public charging are outlined below:

- Level 2 (208V or 240V): provides approximately 30 km of range per hour of charging and takes between 4 and 8 hours to recharge a battery
- DCFC (200V - 400V): provides approximately 250 km of range per hour of charging and takes between 10 minutes and one hour to recharge a battery

Additionally, a DCFC station will be installed in the City Hall parking lot this spring. The City successfully secured \$75,000 of federal and provincial funding for this project through National Resources Canada's Electric Vehicle and Alternative Fuel Infrastructure Deployment Initiative. The City's contribution of up to \$65,000 to the project is funded through the previously approved Renewable Energy Strategy and Climate Action Implementation project budgets.

Station Congestion

Usage of the City's EV charging stations has increased exponentially over the past four years with over 12,000 charging sessions, averaging eight hours of use per day at each charging port in 2018. The high usage of the EV charging stations has led to problems with congestion, reducing their utility to members of the public who rely on them.

Data from the EV charging stations indicates that approximately 20% of the time vehicles are plugged in to the City-operated stations, the vehicle's battery is already full, indicating a need for greater turnover. Further, at the two EV charging stations that have parking time limits, approximately 40% of charging sessions exceed these limits.

The City has received complaints from residents who have been unable to access the charging stations due to vehicles overstaying. EV drivers have also posted their frustrations with station congestion online on EV charging network websites and smartphone applications.

DISCUSSION

The City does not currently require payment for use of City-operated EV charging stations that are accessible to the public. This approach has been an effective mechanism to encourage early EV adoption through providing low barrier access to EV charging. However, as EV ownership has increased in the City, more efficient use of the stations, managed through user fees, is necessary in order to maximize the number of EV drivers accessing the stations.

Proposed Fee Structure

Staff are proposing an amendment to the Streets and Traffic Bylaw (Attachment #2) which would enable the City to collect fees for usage of the public EV charging stations in order to increase turnover at the stations. The following fee structure is proposed:

- Level 2 Charging Station: \$2.00/hour
- DCFC Station: \$16.00/hour

The fees would apply to the City's three networked, Level 2 charging stations, the new DCFC station at City Hall and any future City-operated public charging stations. The fees would not apply to the existing DCFC station which is owned by BC Hydro. A reduced rate of \$1.00/hour would be applied to the Level 2 charging station at the Centennial Theatre which is load managed and supplies a lower power level when both charging ports are in use.

The fees would be required during daytime hours, when usage is highest, and the stations would remain free to use overnight. Monitoring of station usage data would continue on a regular basis and adjustments would be made periodically to the user fees to maximize utilization of the stations.

Rationale

The proposed fee structure is the recommended approach to meet the following objectives:

- **Increasing EV charging station availability.** Charging a time-based fee will encourage users to stay only as long as is required to receive a sufficient charge, and then to leave the station making it available to other users. This increased turnover will allow more EV drivers use of the station and will make the station use more convenient and efficient.
- **Familiarity for users.** The proposed rates match those used by the City of Vancouver and proposed in the City of Richmond. A time-based rate is easily understood and similar to those required at parking meters.
- **Encouraging home charging.** Requiring a fee for usage of the City's charging stations will encourage residents to charge at home when possible, further increasing the availability of the charging stations to users who lack access to home charging.
- **Differentiating between charging levels.** Level 2 charging stations have significantly lower capital and operational costs, and provide a lower charging level requiring a longer charging time. DCFC stations cost more to install and operate and provide a quicker charge with sessions typically lasting between 10 minutes to an hour. Charging user fees that reflect the different charging levels encourages drivers to use the type of station that is best suited to their needs, and increases the efficiency of the station use.
- **Encouraging the transition to EVs.** The proposed rates roughly equate to \$0.50 per litre of gasoline, depending on the energy efficiency of the vehicle. While these rates are more expensive than home charging (approximately \$0.20 per litre of gasoline), they are significantly lower than the cost of fueling a gasoline-powered vehicle.
- **Recovering costs.** It is anticipated that the proposed user fees will cover the operating costs of the stations and over time, recover the installation costs. Recovering the costs associated with the current stations will enable further investment in public charging infrastructure.

The intention to introduce user fees was outlined in the City's EV Strategy which was informed by the results of a public open house where residents expressed frustration with congestion at the EV charging stations. The EV Strategy has been publically available on the City's website since September 2018.

Legal Authority

The City may sell electricity for a user fee at EV charging stations without regulation as a public utility under the British Columbia *Utilities Commission Act*. Municipalities are excluded from the definition of a public utility and therefore are able to own and operate EV charging stations with fees for usage.

Next Steps and Communications

Should Council advance the proposed Bylaw change, the introduction of the fee structure at the City's EV charging stations would be implemented in coordination with the installation of the new DCFC station at City Hall this spring, so that the new station has user fees when it becomes operational. Communications staff will develop an outreach program to ensure broad awareness about the implementation of the user fees. Outreach will include signage on EV charging stations, as well as a digital communications campaign, and will leverage all of the City's digital platforms including the website and social media.

OPTIONS

Option 1. Establish user fees for public EV charging stations as detailed in the report (Recommended)

Under this option, the Street and Traffic Bylaw would be amended to allow EV charging stations to collect fees, similar to parking meters (Attachment #2). This is the recommended approach in order to ease congestion at the EV charging stations and fund additional investment in EV charging infrastructure.

Council would also direct staff to proceed with notifying residents of the introduction of user fees at public EV charging stations. The fees would be introduced in coordination with the installation of the new DCFC station at City Hall.

Option 2. Receive and file the report (Not Recommended)

Should Council not wish to proceed at this time with the recommended approach of amending the Street and Traffic Bylaw to allow for user fees at public EV charging stations, Council could receive and file the report. Under this option, usage of the EV charging stations would remain free and the City would continue to bear the electricity costs of the stations. Council could direct staff to review the introduction of user fees in six month's time.

FINANCIAL IMPLICATIONS

The cost of electricity for the City's EV charging stations is approximately \$20,000 annually. It is anticipated that the proposed users fees will pay for the annual operating costs, and over time recover the capital and installation costs. Depending on the behavior shift of EV drivers with the introduction of user fees, it is expected that the revenue from user fees will achieve a positive return-on-investment (ROI) for the Level 2 charging stations within three years. A short-term ROI is not expected for DCFC stations with user fees, however revenues will increase significantly as EV update continues to grow. Net revenues from the stations will be allocated to the Sustainable Transportation Reserve Fund to support further deployment of public EV charging infrastructure in the City.

INTER-DEPARTMENTAL IMPLICATIONS

The proposed usage fee structure was developed with input from Business Services, Bylaws and Transportation. This report was reviewed and endorsed by the Leadership Team on February 19, 2019.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS

The recommendations of this report are in keeping with the Official Community Plan (OCP) and the Community Energy and Emissions Plan (CEEP). Emissions from private passenger vehicles account for 43% of greenhouse gas emissions in the City and the transition to EVs is a key component of the City's pathway to achieving the following emissions reductions targets outlined in the CEEP:

- 15% GHG emissions reductions, below 2007 levels, by 2020; and
- 50% GHG emissions reductions, below 2007 levels, by 2050.

Further, Council's resolve to encourage low carbon transportation is included in the following provision from the 2014 OCP:

Objective 2.3.8 Encourage transportation options that reduce fossil fuel use, such as walking, cycling, transit, carpooling, and electric vehicles.

RESPECTFULLY SUBMITTED:



Larisa Lensink
Environmental Sustainability Specialist

Electric Vehicle Strategy

SEPTEMBER 2018



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Electric Vehicle Strategy

Introduction

Climate protection forms a key part of the City's core values, policies and programs. The City's Community Energy and Emissions Plan provides a pathway to reducing greenhouse gas emissions 15% by 2020 and 50% by 2050 below 2007 levels. The pathway requires strategic planning, policy and actions across all sectors.

Emissions from private passenger vehicles account for 43% of greenhouse gas emissions in the City. Making the transition from fossil fuel powered vehicles to low or zero emission electric vehicles is a key action required to meet the City's emissions reductions targets.

The City's approach to personal transportation promotes health, safety and environmental quality through prioritizing walking, cycling and transit according to the sustainable transportation hierarchy (Figure 1). The City is a leader in advancing sustainable transportation through integrated land use and transportation planning. This Electric Vehicle Strategy focuses on key actions and policies to accelerate the transition from fossil fuel powered to zero emission vehicles.

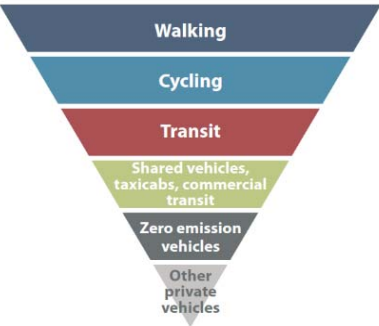


Figure 1. Sustainable transportation hierarchy.

Electric Vehicles 101

TYPES OF ELECTRIC VEHICLES

An electric vehicle (EV) is powered partially or entirely by a rechargeable battery which powers an electric motor. EVs can be recharged by plugging into the electricity grid. Since they use no or less fossil fuel, EVs have low or zero tailpipe emissions. There are two types of EVs:

1. Battery Electric Vehicles (BEV) which are entirely powered by an electric battery and motor and must be plugged into the electricity grid to fully recharge.
2. Plug-In Hybrid Electric Vehicles (PHEV) which use an electric battery and motor which are recharged by plugging into the electricity grid, but also have the support of a small internal combustion engine when the battery is running low.

Electric motors in EVs are up to five times as efficient as traditional internal combustion engines. Since they have only 18 to 20 moving parts, compared to over 2000 in gas-powered vehicles, they require significantly less maintenance. There are currently over 30 EV models available for purchase in B.C.

TYPES OF ELECTRIC VEHICLE CHARGING

Electric vehicle charging stations are classified according to the rate at which they can recharge EV batteries. There are three types of EV charging stations:

1. Level 1 Charging (120 Volts):
 - Uses a standard household (120 V) outlet
 - Takes 8 to 12 hours to recharge a depleted battery
 - Typically used at home (overnight) or at work (all day)
 - Retrofit cost is around \$500
2. Level 2 Charging (240 Volts):
 - Requires a specialized station on a dedicated circuit
 - Takes 4 to 6 hours to recharge a depleted battery
 - Typically found in homes, workplaces or public charging locations
 - Installation cost ranges from \$2,500 to \$15,000+
3. Level 3 or DC Fast Charging (480 Volts):
 - Requires specialized station and utility connection
 - Takes 30 minutes or less to recharge a depleted battery
 - Typically found in commercial settings or along transit corridors
 - Installation cost is \$75,000+

Background to the Strategy

COMMUNITY ENERGY AND EMISSIONS PLAN

In 2010, the City of North Vancouver adopted a Community Energy and Emissions Plan (CEEP) which set ambitious yet achievable targets for greenhouse gas emissions reductions. To meet the 2050 target of reducing emissions in the City by 50% below 2007 levels, the CEEP laid out a strategy to reduce emissions from private transportation sector by 69% by 2050. The strategy requires reducing the number and length of trips that people take in private vehicles by increasing accessibility of pedestrian areas, bicycle routes and public transit, and reducing the amount of greenhouse gases that are emitted by vehicles. To that end, one of the necessary actions defined in the CEEP is facilitating the adoption of low and zero emission vehicles.

The City's goal of encouraging transportation options that reduce fossil fuel use was further supported as an objective in the 2014 Official Community Plan (OCP goal 2.3.8).

TRANSPORTATION EMISSIONS

The City's 2015 community emissions inventory shows that passenger vehicle emissions account for 43% of the City's emissions (Figure 2), and have not changed significantly from 2007 levels.

Electric vehicles (EVs) produce 80% fewer lifecycle emissions than the average gasoline-powered vehicle (Pembina Institute).

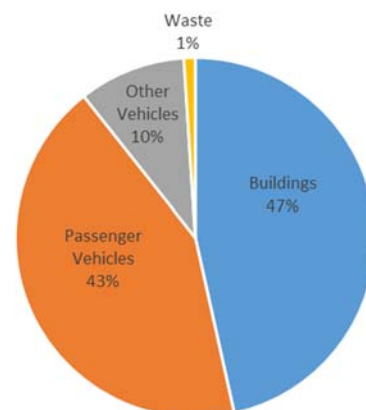


Figure 2. Community Emissions Inventory (2015).

ELECTRIC VEHICLE OWNERSHIP

As the number of EV models available in B.C. continues to increase and upfront costs decline, EV ownership has increased exponentially over the past few years (Figure 3). In BC, EV sales increased 202% in the spring of 2018 over the spring of 2017.

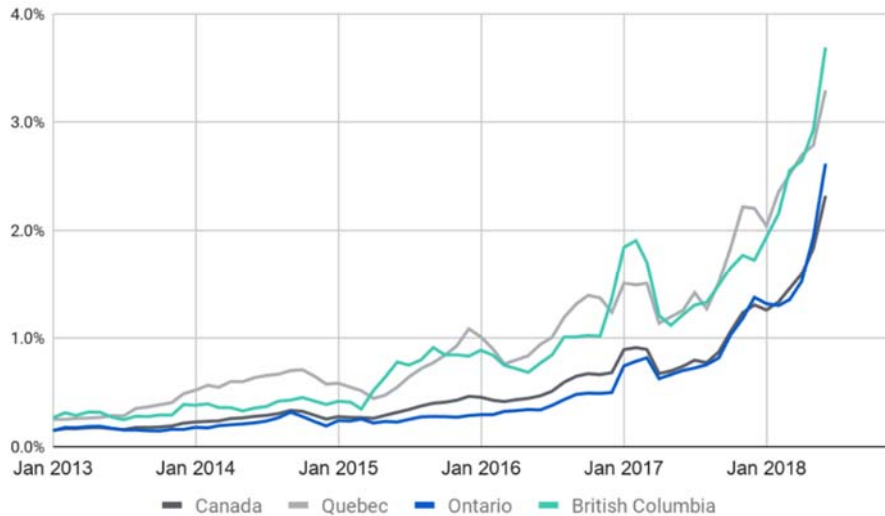


Figure 3. EV portion of vehicle sales (Source: Fleetcarma).

CITY ACTIONS TO DATE

Installing public charging stations. Over the past five years, the City has encouraged EV ownership by installing charging stations for public use. The City currently provides seven Level 2 charging ports and one DC fast charger leased from BC Hydro. Usage of these stations has increased exponentially each year with the amount of energy issued at the DC fast charger increasing by 250% in 2017 over 2016 (Figure 4). Congestion at the stations indicates that the City is not keeping up with the demand for public charging among residents.

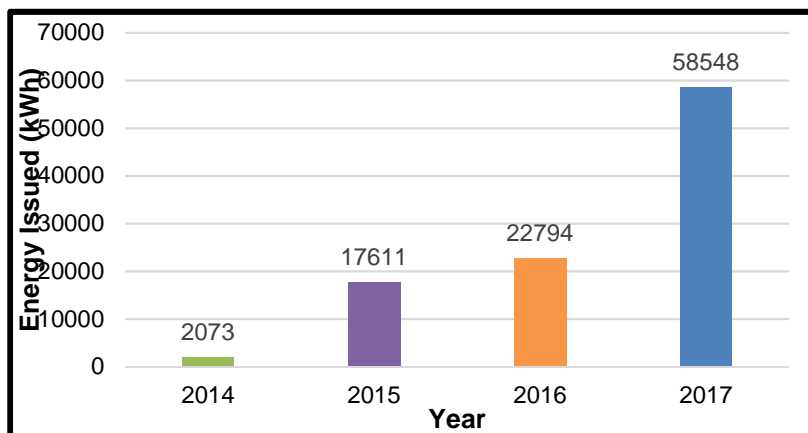


Figure 4. Energy issued at the DC Fast Charger on East 1st Street at Lonsdale.

Adding EVs to the City’s fleet. The City has shown leadership by introducing EVs into the City’s fleet, including one Might-E Truck, three plug-in hybrid electric passenger vehicles and one battery electric vehicle.

Introducing EV charging guidelines for new construction. The City’s Sustainable Development Guidelines were amended in 2016 to outline the expectation that all projects seeking rezoning provide 20% of residential parking spaces equipped with Level 2 EV charging capability.

BARRIERS TO ELECTRIC VEHICLE ADOPTION

Despite the trend of increasing EV ownership in the City, significant barriers to EV adoption remain among residents:

Initial purchase cost. Residents report the most significant factor preventing them from buying an EV is the initial purchase cost. Though the operating costs associated with EVs are significantly lower than gasoline-powered vehicles and more used EV vehicles are becoming available, the purchase price of new EVs remains a barrier for many potential owners. As more used EV vehicles become available and battery costs decline, this barrier will become less significant.

Ability to charge at home. For many residents, the decision to purchase an EV depends on their ability to charge at home and installing EV charging infrastructure in existing buildings can pose challenges. In particular, the ability to install EV charging infrastructure in multi-family buildings¹ is a significant barrier. In the City, where multi-family buildings comprise 70% of households and ground-oriented dwellings such as single family homes, townhouses and row homes are in the minority (30%), this poses a particularly significant challenge for those wishing to purchase an electric vehicle.

Concerns regarding range and knowledge gaps. In addition, concerns around the vehicle’s range and confusion about the different types of charging infrastructure can prevent residents from purchasing an EV. EV advocacy groups such as the Vancouver Electric Vehicle Association report a prevalence in knowledge gaps and common misconceptions that persist regarding EVs.

With these barriers in mind, the City has an opportunity to encourage EV adoption by addressing challenges that the City can influence.

Strategy Development

Staff gathered input from key stakeholders, staff, industry experts, and the broader community to inform strategy development. This City retained SES Consulting and Dunsky Energy with funding from BC Hydro to assist with this work. An open house was held and an online survey conducted to gather input from residents regarding barriers to EV ownership and potential City actions to enable EV adoption. A workshop was also organized for key businesses and institutions where

¹ In this Strategy, multi-family buildings refers to multi-unit residential buildings that have a common parking area.

participants shared their interests in deploying EV charging infrastructure along with associated challenges. An internal interdepartmental staff workshop was also held to brainstorm actions to promote EV adoption across departments.

The input gathered through the engagement activities helped to identify barriers to EV adoption in the City and inform actions most likely to accelerate the transition from fossil fuel-powered vehicles to EVs. The City also completed an electric vehicle charging infrastructure gap analysis to guide the City's involvement and investment in public charging infrastructure.

Going forward, the City will need to continue to work collaboratively with community stakeholders and across departments to implement the actions in this strategy. The actions in this Strategy aim to increase EV readiness of new buildings, improve access to public charging and reduce some of the barriers related to EV charging retrofits.

Goal

The goal of the Electric Vehicle Strategy is to remove barriers to EV ownership by increasing access to charging infrastructure and providing public education about EVs and EV charging.

Objectives

The Electric Vehicle Strategy seeks to accelerate the transition to EVs in line with the sustainable transportation hierarchy to reduce greenhouse gas emissions from private vehicle transportation in the City. To that end, the Strategy has the following high-level objectives:

1. Maximize access to EV charging;
2. Displace fossil fuel kilometres travelled with electric kilometres travelled in the City; and
3. Increase awareness and knowledge level of EVs and EV charging options among residents.

Actions

The Electric Vehicle Strategy identifies 30 actions to undertake to accelerate EV adoption in the City.

1.0 CHARGING INFRASTRUCTURE: NEW CONSTRUCTION

Respondents to the City's online EV survey reported that their ability to charge at home is one of the main challenges for potential EV ownership. Convenient and reliable access to charging is essential for owning an EV. In order to enable EV adoption, the City needs to have a sufficient charging infrastructure network available to residents at home, at work and on the go.

To ensure all new construction in the City, including single family homes, multi-family buildings, and commercial buildings provide EV charging capability, requirements for EV-ready parking spaces can be added to the Zoning Bylaw. While the authority of a local government to require EV charging infrastructure in new construction was originally unclear, the Province has confirmed the BC Building Act does not prevent local governments from making requirements for EV charging infrastructure in new developments.

Access to home charging in multi-family buildings can be increased by requiring all residential parking spaces in new construction to be equipped with Level 2 charging capability. The City currently expects 20% of residential parking spaces to be EV-ready for developments seeking rezoning under the Sustainability Development Guidelines. Recent analyses led primarily by the City of Richmond have shown that parking stalls can be equipped using load sharing and load management systems, at a significantly lower cost than dedicated circuits. Load sharing allows for multiple vehicles to use the same circuit without exceeding the circuit capacity. Load management systems enable control over the current drawn by an EV charging station, allowing for less current to be drawn during periods of high demand and reducing the total electrical supply needed for EV charging. Changes to the 2018 Canadian Electrical Code allow for the installation of EV load management systems. The developments in load sharing and load management systems make the requirement EV charging capability in 100% of residential parking spaces more affordable.

Currently the commitments for providing EV-ready parking spaces under the Sustainability Development Guidelines are not tracked internally within the City. By tracking these spaces, City staff will have a greater ability to ensure the requirements for EV-ready stalls are being met and be able to report on the number and location of EV charging stations at private buildings in the City. This information will give a more comprehensive understanding of the EV charging network in the City than is currently possible.

1.0 Charging Infrastructure Actions: New Construction		Timeframe	Responsibility
1.1	EV-Ready Multi-Family Buildings: Incorporate requirement of energized outlets ² capable of providing Level 2 charging for 100% of residential parking spaces, allowing for load management systems, in new developments into the Zoning Bylaw	2018 - 2019	Planning/ Community Services
1.2	EV-Ready Single Family Homes: Incorporate requirement of energized outlets capable of providing Level 2 charging for new one and two unit residential developments into the Zoning Bylaw	2018 - 2019	Planning/ Community Services

² An “energized outlet” means a connection point in an electrical wiring installation at which current is taken and a source of voltage is connected to supply utilization equipment. An energized outlet may be either a junction box for permanent connection or a receptacle/plug, and does not include the “electric vehicle supply equipment” (eg. EV charging station).

1.3	EV-Ready Commercial Buildings: Incorporate requirement for EV charging stations in a prescribed percentage of parking spaces in new commercial and industrial buildings into the Zoning Bylaw	2018 - 2019	Planning/ Community Services
1.4	Internal Record Keeping: Ensure EV supply equipment data from new developments is tracked in CityPAL in a meaningful way and incorporates historical permits to have a robust database of EV charging equipped parking spaces in buildings across the City	2018 - 2019	Information Technology/ Planning
1.5	Partnerships with Car Sharing Services: Consider electric only car share vehicles in negotiations for car share parking spaces in new developments	2019 – 2020	Planning

2.0 CHARGING INFRASTRUCTURE: EXISTING BUILDINGS

Home charging is the preferred method for most EV owners. However, this can be a challenge for residents who rent their homes, do not have parking on their property, or live in multi-family buildings. For the majority of City residents who live in multi-family buildings, the challenges associated with installing charging infrastructure in a shared space can seem insurmountable.

Retrofitting multi-family buildings with EV charging infrastructure can be logistically challenging and quite costly depending on the location of the parking spaces and the proximity to the electrical panel. Research conducted for the City has shown that providing incentives for installations of EV charging infrastructure in existing multi-family buildings, in tandem with increasing access to DC fast charging, will effectively accelerate EV adoption. Current provincial incentive programs for existing multi-family buildings have been successful to the point of being over-subscribed. The City could offer incentives that compliment provincial programs and enable installations in multi-family buildings with the expectation that eventually other multi-family buildings will pursue retrofits independently to stay competitive with EV charging-equipped buildings.

Strata buildings pose unique challenges to residents who want to charge an EV in their building. To retrofit a parking stall with charging infrastructure, the strata council must approve the installation. Due to the complexities of the retrofit process, concerns around payment for the electricity and lack of understanding about EV charging retrofits, strata councils often deny the installation. To address this barrier to EV adoption, some jurisdictions including State of California, have introduced “right to charge” legislation which requires strata councils to approve EV charging retrofits if they are technically feasible and safe. The City can advocate that the Province adopt a similar policy to facilitate EV adoption among strata residents.

Workplace charging provides an alternative for residents who do not have access to EV charging at home, and provides support for residents who have long commutes and need to top-up their batteries while at work prior to the return trip home.

2.0 Charging Infrastructure Actions: Existing Buildings		Timeframe	Responsibility
2.1	Retrofit Incentives for Multi-Family Buildings: Provide funding through incentives or rebates to improve access to home charging for residents in existing multi-family buildings	2019 - 2020	Planning
2.2	“Right to Charge” Advocacy: Advocate for provincial regulations to require that strata corporations allow the installation of EV charging infrastructure where it is technically feasible and safe	Ongoing	Planning
2.3	City Staff Training: Provide training for building and development staff on EV charging requirements, technologies and potential configurations in building construction and retrofits which could be disseminated to builders, contractors and developers	2019 - 2020	Planning/ Community Services
2.4	Workplace Charging: Explore opportunities for providing charging for City staff personal vehicles during work hours	2018 - 2020	Planning/ Facilities
2.5	Parking Challenges for Existing Multi-Family Building Retrofits: Review potential opportunities to amend requirements for on-site parking to decrease barriers to EV charging	2019 – 2020	Planning

3.0 PUBLIC CHARGING NETWORK

Public charging stations can provide access to EV charging for residents that do not have charging at home or at work. EV owner respondents to the City’s recent survey reported using public charging stations on a weekly basis on average and 38% of EV owner respondents indicated they do not have access to charging where they park their car overnight.

Public charging stations also provide a supplement for home and workplace charging as residents visit amenities throughout the City, and a substitute for home charging for residents who live in multi-family buildings unequipped with EV charging or in single family homes lacking off-street parking. Centrally located Level 2 charging stations can enable EV owners to charge their vehicles while they visit local amenities. Alternatively, Level 2 charging stations can be sited curbside on residential streets near homes without garages or on-site parking. Integration with street light infrastructure can significantly reduce the costs of curbside EV charging installations as the electrical supply is already available near the street and civil work is not required.

While additional public Level 2 charging stations can contribute to increased public awareness of EV charging infrastructure and some additional EV charging capacity, research conducted for the City has shown that deployment of public DC fast chargers and investment in incentives for multi-family building retrofits will have the most significant impact on increasing EV adoption in the City. Lengthy charging time requirements pose a significant barrier to most mainstream consumers, but when the charging time is reduced to 15 minutes or less, as in the case with newer DC fast chargers (depending on the battery and the DC fast charger power level), this barrier is removed and public charging becomes a viable substitute for home charging.

Charging fees for usage of public charging station can help to recover the costs associated with the stations. The fee structure can be designed to reduce congestion at stations during peak usage hours and encourage home charging, while maintaining a cost incentive compared to operating a gas-powered vehicle.

The City's role in providing public EV charging infrastructure is designed to be short term but critical to enabling the long-term transition to EV ownership. By increasing access to EV charging through public charging stations, the City can enable residents to confidently switch to EVs which will result in a growing market for EVs and EV charging infrastructure. As the market expands, the business case for owning and operating EV charging stations will become stronger and more certain, allowing the transition to private sector ownership and reducing the need for the City's support (Figure 5).

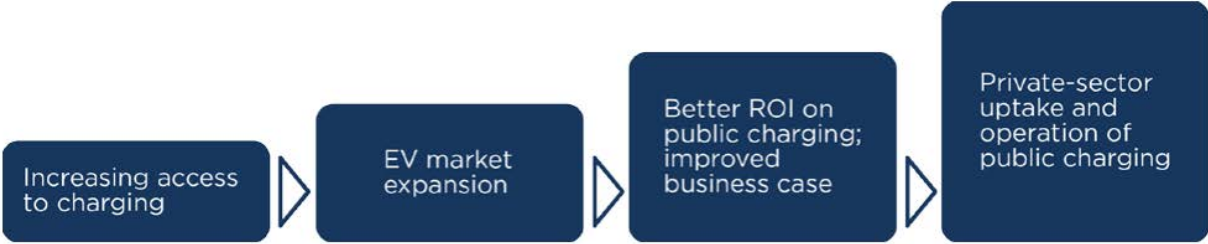


Figure 5. Transition from public to private sector EV charging infrastructure deployment and management.

3.0 Charging Infrastructure Actions: Public Charging Network		Timeframe	Responsibility
3.1	Improve DC Fast Charging Access: Deploy two to four new DC fast charging stations in partnership with NRCan, BC Hydro and private site hosts to compensate for lack of home and workplace charging, sited close to amenities, clustered together when possible and with minimal impact on streetscape and pedestrian experience	2018 - 2023	Planning/ Facilities/ Engineering

3.2	Improve Level 2 Charging Access: Deploy three to five new Level 2 charging stations to expand the existing EV charging network and compensate for lack of home and workplace charging, sited close to amenities or curbside when possible with minimal impact on streetscape and potentially integrated with streetlight infrastructure	2018 - 2023	Planning/ Facilities
3.3	Fee Structure: Implement an appropriate fee structure for public charging stations to recover costs and increase turnover and encourage home charging, while maintaining a cost incentive compared to fossil fueled vehicles	2018 - 2019	Planning/ Finance
3.4	Station Usage Data: Review current station usage to determine daily usage trends and explore opportunities to maximize access and reduce congestion through financial rate structures and parking regulations	2018 - 2019	Planning
3.5	Funding Opportunities: Seek additional external funding for public charging infrastructure as new opportunities arise through NRCan, BC Hydro and other partners	Ongoing	Planning
3.6	Car Sharing Partnerships: Work with car share providers to facilitate access of shared vehicles to charging infrastructure and to support transition of car share fleets to EVs	2019 - 2023	Planning
3.7	Shared Use of Workplace Charging Stations: Explore possibility of making charging stations used for City staff workplace charging available to the public overnight	2018 - 2019	Planning/ Facilities

4.0 CITY FLEET AND EQUIPMENT

The City fleet and equipment actions offer a significant opportunity to reduce corporate greenhouse gas emissions. Currently, the City fleet contributes contribute 30% of the City's corporate emissions from City operations. Many of the tasks performed by the City's fleet and equipment could be accomplished by an electric alternative. As City vehicles and equipment come up to be retired and replaced, an electric version should be considered first.

City facilities can pose limitations on the ability to support EV charging infrastructure. Feasibility studies to determine buildings' baseline capacity will reveal the opportunities for the transition to EVs for the City's fleet.

Options for electric medium and heavy duty vehicles have been very limited in the past, but more models are beginning to be introduced into the market and are increasingly being incorporated into municipal fleets. Ongoing monitoring of these developments is required to identify opportunities to transition to EV vehicles as the technology becomes accessible and reliable.

4.0 City Fleet and Equipment Actions		Timeframe	Responsibility
4.1	Fleet and Equipment Policy: Develop an “electric-first” fleet and equipment policy for the City that prioritizes the procurement of electric versions of vehicles and equipment, given model availability and ability to perform the required function	2018 - 2019	Planning/ Finance/ Engineering
4.2	Charging Infrastructure Feasibility Studies: Conduct feasibility studies for each City facility to determine baseline capacity to install EV charging infrastructure	2018 - 2019	Planning/ Facilities
4.3	Staff Training: Provide training opportunities to familiarize City staff with current fleet EVs and with potential options for fleet EVs and electric equipment	Ongoing	Planning/ Engineering
4.4	Medium and Heavy-Duty Vehicles: Complete an analysis of opportunities for replacing fossil-fueled medium and heavy-duty vehicles at end of life with electric alternatives, and complete a feasibility analysis to determine upgrades required at the Operations Centre	2019	Planning/ Engineering Operations
4.5	West Coast Electric Fleets: Join network of fleet managers and owners sharing resources and lessons learned, and pledge to contribute to the goal of expanding the use of EVs in fleets	2018	Planning

5.0 EDUCATION AND OUTREACH

Levels of awareness of EVs and EV charging remains a barrier for residents. Common misconceptions about range, financial resources and types of charging persist and can prevent residents from purchasing EVs. The City has an opportunity to address these knowledge and awareness barriers through strategic education and outreach actions.

5.0 Education and Outreach Actions		Timeframe	Responsibility
5.1	Multi-Family Building Retrofits: Provide education to stratas, landlords and property managers to facilitate EV charging retrofits in existing multi-family buildings by clarifying means by which charging infrastructure can be installed in existing multi-family buildings, increasing awareness of available financial incentives and promoting resources available through www.evcondo.ca	2019 - Ongoing	Planning
5.2	Workplace Charging: Promote installation of EV charging infrastructure at workplaces by raising awareness among employers, building managers and property owners and disseminating information about the installation process and available financial incentives	2019 - Ongoing	Planning
5.3	Single Family Home Retrofits: Address knowledge gaps surrounding home charging by clarifying options for installation of charging stations in existing homes, increasing awareness of available financial rebates and promoting online educational resources	2019 - Ongoing	Planning/Community Services
5.4	General EV Knowledge: Increase awareness of EV models available in BC and provincial incentive programs, and clarify common EV misconceptions among City residents	2018 - Ongoing	Planning
5.5	Charging Station Visibility: Utilize public charging stations as an educational opportunity by enhancing signage to raise the profile of stations and disseminate EV information at the stations	2018 - Ongoing	Planning
5.6	City Webpage: Further develop the City's EV webpage to increase understanding of City EV policy and actions, EV models and available incentive programs and resources for EV charging retrofits; provide links to other informational resources	2018 - Ongoing	Planning/Communications

5.7	City Fleet Visibility: Consider raising the profile of EV vehicles in City fleet through use of vehicle graphics	2018 - Ongoing	Planning/ Engineering
5.8	Non-Financial Incentives: Explore potential non-financial incentives for EV drivers including preferential parking spaces and EV-only passenger zones in high traffic areas to increase EV visibility and signal to residents the City's prioritization of EVs over other private vehicles	2019 – 2020	Planning



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – March 4, 2019

BYLAW – FIRST, SECOND AND THIRD READINGS

7. “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698”
(Electric Vehicle Charging Stations)

RECOMMENDATION:

THAT “Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698”
(Electric Vehicle Charging Stations) be given first, second and third readings.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8698

A Bylaw to amend “Street and Traffic Bylaw, 1991, No. 6234”

The Council of The Corporation of the City of North Vancouver, in open meeting assembled, enacts as follows:

1. This Bylaw shall be known and cited for all purposes as **“Street and Traffic Bylaw, 1991, No. 6234, Amendment Bylaw, 2019, No. 8698” (Electric Vehicle Charging Stations)**.
2. “Street and Traffic Bylaw, 1991, No. 6234” is hereby amended as follows:
 - A. Part 3 – Definitions by adding the following definitions:
 - 302.14.3 “Electric Vehicle” means any vehicle that operates, either partially or exclusively, on electrical energy from an off-board source, that is stored on-board for motive purpose; but for the purposes of this by-law, does not include vehicles that cannot be licensed by the Insurance Corporation of British Columbia.
 - 302.14.4 “Electric Vehicle Charging Station” is a battery charging station that is available for public use for the purpose of transferring electric energy to a battery in an Electric Vehicle.
 - 302.30.1 “Network Card” is a card provided by a network operator that activates a Parking Meter for the purposes of initiating a session and collecting payments.
 - B. Part 3 – Definitions by replacing the definition of “Parking Meter” with the following:
 - 302.33 “Parking Meter” means a device or other method of controlling parking by the requirement of payment or deposit of a parking fee, including an Electric Vehicle Charging Station.

C. Part 13 – Parking Meters by replacing section 1303.2 with the following:

1303.2 Payment by a credit card, Network Card, smartphone application or special device issued by the City, shall be in lieu of coinage for those Parking Meters specifically equipped to accommodate such methods of payment.

READ a first time on the <> day of <>, 2019.

READ a second time on the <> day of <>, 2019.

READ a third time on the <> day of <>, 2019.

ADOPTED on the <> day of <>, 2019.

MAYOR

CITY CLERK

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – March 4, 2019

REPORT

8. Council Appointments to the Civic Youth Awards and Centennial Scholarships Committee – File: 01-0360-20-0010/2019

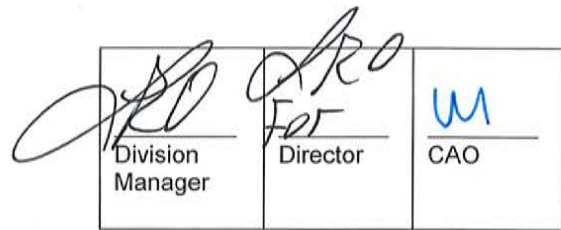
Report: Coordinator, Community Services, February 20, 2019

RECOMMENDATION:

PURSUANT to the report of the Coordinator, Community Services, dated February 20, 2019, entitled “Council Appointments to the Civic Youth Awards and Centennial Scholarships Committee”:

THAT Councillor _____ and Councillor _____ be appointed to the Civic Youth Awards and Grants Committee;

AND THAT the North Vancouver Board of Education be invited to appoint one City School Trustee to be a member of the Civic Youth Awards and Grants Committee to review the grant applications and youth award nominations submitted for the year 2019.



The Corporation of **THE CITY OF NORTH VANCOUVER**
COMMUNITY SERVICES DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council
From: Leah Herman, Coordinator – Community Services
Subject: COUNCIL APPOINTMENTS TO THE CIVIC YOUTH AWARDS AND
CENTENNIAL SCHOLARSHIPS COMMITTEE
Date: February 20, 2019 File No: 01-0360-20-0010/2019

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Coordinator – Community Services, dated February 20, 2019, entitled “Council Appointments to the Civic Youth Awards and Centennial Scholarships Committee”:

THAT Councillor _____ and Councillor _____ be appointed to the Civic Youth Awards and Grants Committee;

AND THAT the North Vancouver Board of Education be invited to appoint one City School Trustee to be a member of the Civic Youth Awards and Grants Committee to review the grant applications and youth award nominations submitted for the year 2019.

ATTACHMENTS:

1. Civic Youth Awards Nomination Guidelines (Document [#1597676](#))
2. City of North Vancouver Youth Centennial Scholarship Fund Terms of Reference (Document [#1619974](#))

PURPOSE:

The purpose of this report is to request that Council appoint two members of Council to the Civic Youth Awards and Centennial Scholarships Committee. The Youth Awards and Centennial Scholarships recipients will be selected at a meeting to be held in April. The Committees will reconvene to review the Children and Youth Initiatives Grant applications in the fall.

BACKGROUND:

Since 2001, the City has been recognizing outstanding youth and their supporters through the Civic Youth Awards, as well as supporting youth-serving agencies through the Children and Youth Initiatives Fund (since 1998).

Each year, since the inception of the youth grants and awards, a committee has been formed to select the successful applicants. Each year, two Council members have been involved with staff on the Children and Youth Initiatives Grant and Civic Awards Committee. Over the past eighteen years, the Committee has also included youth from City secondary schools and local youth programs. For the past fifteen years, the Committee has included a School Trustee, bringing a valuable perspective and point of learning.

DISCUSSION:

Since 2016, with the support of the Committee, staff have moved the intake of the Child and Youth Initiative Grants to the fall of each year. The reason for this was to increase the number and quality of applications, as well as assist schools in being able to plan for the school year rather than granting funds near the end of the school calendar in May.

Therefore, for the third year in a row, when the Committee meets this April, they will only be selecting the recipients for the Youth Awards and Centennial Scholarships. Staff will report back to Council on the outcome of this meeting via an Information Report. The Committee will reconvene in October to select the recipients of the Child and Youth Initiative Grants.

All award recipients will be forwarded to Council (see Attachments 1 and 2 for the guidelines and criteria for each program). Guidelines and application forms are available online at www.cnv.org/youth.

The Committee will meet to review the applications and make recommendations to Council. The Youth Awards Ceremony will take place in the City Hall Atrium on Thursday, May 2, from 5:30-8 p.m. All members of Council are invited to attend.

SUSTAINABILITY IMPLICATIONS:

Awarding certificates of achievement for personal progress and outstanding community contributions builds a community that values and celebrates its youth.

Awarding scholarships to young people who may or may not have excelled academically but have given back to the community and are pursuing post-secondary education is at the cornerstone of a socially sustainable community.

FINANCIAL IMPLICATIONS:

None.

INTER-DEPARTMENTAL IMPLICATIONS:

There are no interdepartmental implications resulting from this report.

POLICY IMPLICATIONS:

Supporting Child and Youth Initiatives and Civic Awards is consistent to following objectives in the City's Social Plan:

- Encourage a continuum or relevant support services and opportunities for youth and their families that are accessible, affordable, accountable, innovative and proactive.
- Promote a supportive, safe and stimulating community that contributes to the well-being of its families, and allows children to grow and develop in an environment free of violence, abuse, discrimination and inequity.

And CNV4ME, the City's Child, Youth and Family Friendly Strategy:

- Community Engagement: To increase opportunities for children, youth and families to become involved in shaping their community.
- Program Design and Delivery: To support the development and delivery of a range of high quality programs and initiatives that can be easily accessed by children, youth and families.
- Community Partnerships: To foster a highly collaborative environment in which community partners work together to achieve positive outcomes for children, youth and families.

RESPECTFULLY SUBMITTED BY:


Leah Herman,
Coordinator – Community Services

LH/eb

2019 Civic Youth Awards

Nomination deadline **Friday, March 15, 2019**

The City of North Vancouver hosts the Civic Youth Awards each year during BC Youth Week (May 1- 7) to celebrate the achievements and dedication of youth, youth groups, supporters of youth and youth friendly businesses within in the City of North Vancouver's community.

The Civic Youth Awards acknowledge those youth, adults and youth groups who have made a significant contribution to their local or global community and who show initiative, enthusiasm, commitment and a positive attitude.

The City of North Vancouver asks community members and professionals working with exceptional youth, youth groups or supporters of youth to nominate them for an award. The Civic Youth Awards recognizes youth between the ages of 10 and 24. Awards in six categories are considered annually.

Category Descriptions:

RISE UP AWARD

The Rise Up Award (previously called the Youth Recognition Award) recognizes youth who have overcome adversity and recorded noteworthy achievements in some line of endeavor or have exhibited a commitment to personal change and growth. Such areas could include:

- i. Making great personal strides;
- ii. Overcoming personal or societal barriers or
- iii. Demonstrating or possessing outstanding music, scholastic, art or sports acumen.

GIVE BACK AWARD

The Give Back Award (previously called the Youth Community Enhancement Award) recognizes youth who have made positive contributions to the community on a voluntary basis such as serving on a committee and other volunteer work with organizations or groups. All nominees must have provided a minimum of 75 hours of school or community services.

KIND HEART AWARD

The Kind Heart Award (previously called the Random Acts of Kindness Award) recognizes youth who have demonstrated an act of bravery, selflessness or a notable deed for the betterment of another or the community. The act may have occurred locally, spontaneously or as part of a group. The act may have occurred locally, nationally or internationally. The act may have bettered the lives of humans or animals.

BEST YOUTH FRIENDLY BIZ AWARD

The Best Youth Friendly Biz Award (previously called the Outstanding Youth Friendly Business Award) recognizes a business that has performed an exceptional job in hiring or training youth, providing opportunities for youth or providing funding for youth activities. Support could be for one youth or a number of youth.

AWESOME ALLY AWARD

The Awesome Ally Award (previously called the Outstanding Supporter of Youth Award) recognizes a mentor or agency that has provided exceptional support and services to youth.

OUTSTANDING SQUAD AWARD

The Outstanding Squad Award (previously called the Outstanding Youth Team Award) recognizes a group of youth who have completed a minimum of 50 hours per person of community or school service, resulting in a program(s) or service(s) of enhancement for their school or their local or global community (must be above and beyond regular class curriculum).

Nomination Criteria:

1. A completed Nomination Form (PDF or Word) must be received by the deadline.
2. Youth recipients cannot have received an award in the same category from the City within the last three years.
3. The nominator must not be related to an individual nominee, but may be related to one or more members of a group nominee.
4. The nominee does not have to live in the City of North Vancouver but the activities which are being acknowledged must have occurred in the City of North Vancouver.
5. If the nominee is a City of North Vancouver resident, the activities which are being acknowledged may have occurred in another community.
6. The eligible age for nominees is 10 – 24 years of age.

Process for Nominations:

Award candidates may be nominated by individuals, non-profit agencies, businesses or other organizations.

Nomination forms are available:

1. Online: www.cnv.org/youthawards
2. By request from youth@cnv.org.

Submit completed nominations:

1. By email to youth@cnv.org.
2. Hand-delivered: Edytha Barker, Committee Clerk/Secretary
City of North Vancouver
141 West 14th Street, North Vancouver, BC, V7J 2R5

The application deadline is Friday, March 15, 2019 at 5:00 p.m.

Selection and Awards Process:

1. Once the nomination forms are received by the deadline, they will be reviewed by the Youth Awards Selection Committee and referred to Council. Council selects recipients from the list of nominees.
2. The selected nominees will be contacted by letter mail and/or email, detailing their expected attendance at the Civic Youth Awards ceremony.
3. The nominators will also be contacted by letter mail and/or email, detailing their requested attendance at the Civic Youth Awards ceremony.
4. More than one award in each category may be conferred in one year.
6. Information about the awards presented, including the names and photos of the award recipients, will be published on the City of North Vancouver's website. Recipients are asked to inform the City of North Vancouver if they do NOT wish to have their name or photo published.

Questions?

Email youth@cnv.org



City of North Vancouver Youth Centennial Scholarship Fund Terms of Reference

DEADLINE FOR APPLICATIONS – Friday, March 15, 2019

The Corporation of the City of North Vancouver (“the City”) in partnership with the North Shore Community Foundation (“NSCF”) established the City of North Vancouver Youth Centennial Scholarship Fund (“the Fund”) on April 7, 2008.

Criteria:

- Applicant must be in Grade 12 and eligible to graduate (within the year of application) from any secondary school;
- Applicant must have a satisfactory Grade Point Average;
- Applicant must have the intention to pursue secondary education and/or training: proof of registration (full-time) at a post-secondary institution or training school (a “qualified donee under the Income Tax Act”) will be required before any money is disbursed to the student’s credit at the school;
- An applicant who is not a resident of the City of North Vancouver must demonstrate outstanding community service in the City of North Vancouver (must surpass the standard 30 hours required by the schools);
- An applicant who is a resident of the City of North Vancouver must demonstrate outstanding community service in the City of North Vancouver or elsewhere (must surpass the standard 30 hours required by the schools);
- Financial need is a relevant factor;
- Individual achievement(s) will be taken into consideration including, but not limited to, arts, athletics and academics as well as overcoming adversity; and
- The successful applicant must provide proof of full-time registration within the second year after the awarding of the scholarship.

Selection Process

- The City of North Vancouver will appoint a Scholarship Adjudication Committee consisting of one school district representative, two youth, and two members of Council and be supported by staff from Community Services to review the application forms and nominate recipients. All information will be held in confidence by this committee. The award winners' names will be forwarded to the Foundation to facilitate the disbursement of the funds.

Scholarship Amounts and Recipient Recognition

- Five (5) scholarships of \$1,000 each will be awarded by the City each year.

Deadlines for Scholarship Applications

- **5:00 pm, March 15, 2019.**

Presentation to Successful Applicants

- At the Civic Youth Awards ceremony during BC Youth Week.

Application Forms:

Available through the City of North Vancouver's website www.cnv.org/youth
Questions?
Phone: 604.990.4223 OR
Email: youth@cnv.org

Terms of Reference adopted by Council April 7, 2008

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HARRY JEROME COMMUNITY RECREATION CENTRE

March 2019



Purpose:

To respond to Council's request for options to minimize HJCRC cost and risk exposure.

1. Project Evolution
2. Project Details: Program Components & Site Factors
3. Updated Cost Estimate
4. Potential Cost Reductions
5. Next Steps

Project Evolution:

Research & Study

- Buildings
- Program
- Site

Stakeholders

- Varied relationships and structure

Project Approach

- Financing
- Timing

Project Evolution:

Council Resolutions regarding Site/Location:

- New HJCRC to be located on north side of 23rd Street
- Relocation of Skatepark with interim facility during construction
- Relocation of Silver Harbour (interim and permanent)
- Relocation of Lawn Bowling
- Relocation of Flicka Gymnastics Club

Resolutions regarding Program:

- Proceed to Detailed Design based on HJCRC Schematic Design
- Include a Curling (6 sheet) Facility and a community focused 50 M pool
- Include Silver Harbour and request land transfer

Project Details: Program Components

Existing Scope:



Social Spaces for gathering and casual activities



Aquatic Centre: 53 M / 8 lane pool, leisure pool, hot tubs, steam room and sauna



Fitness Centre



Gymnasiums (x2)



Silver Harbour Seniors' Activity Centre



Youth Centre



Spaces for children and their families



Multi-purpose rooms



Arts and cultural spaces



Arena with 500 spectator seats



Curling Facility (6 sheet)



Food services



Outdoor sports court



New skate plaza



Underground Parking (400 stalls)

Project Details: Site Factors



Site Factors:

- North Shore Location
- Site Access
- Topography
- Site Area
- Construction Footprint

Class Estimates

Project estimates are undertaken as part of the design process at four key intervals:

- Class 'D': Concept Design - Order of Magnitude estimate: +/-50%
(10% design completion)
- Class 'C': Schematic Design - Preliminary Design estimate: +/-15%
(25% design completion)
- **Class 'B'**: Design Development - Detailed Design estimate: +/- 10%
(50% design completion)
- Class 'A': Tender Drawings - Pre-Tender Design estimate: +/-5%
(95% design completion)

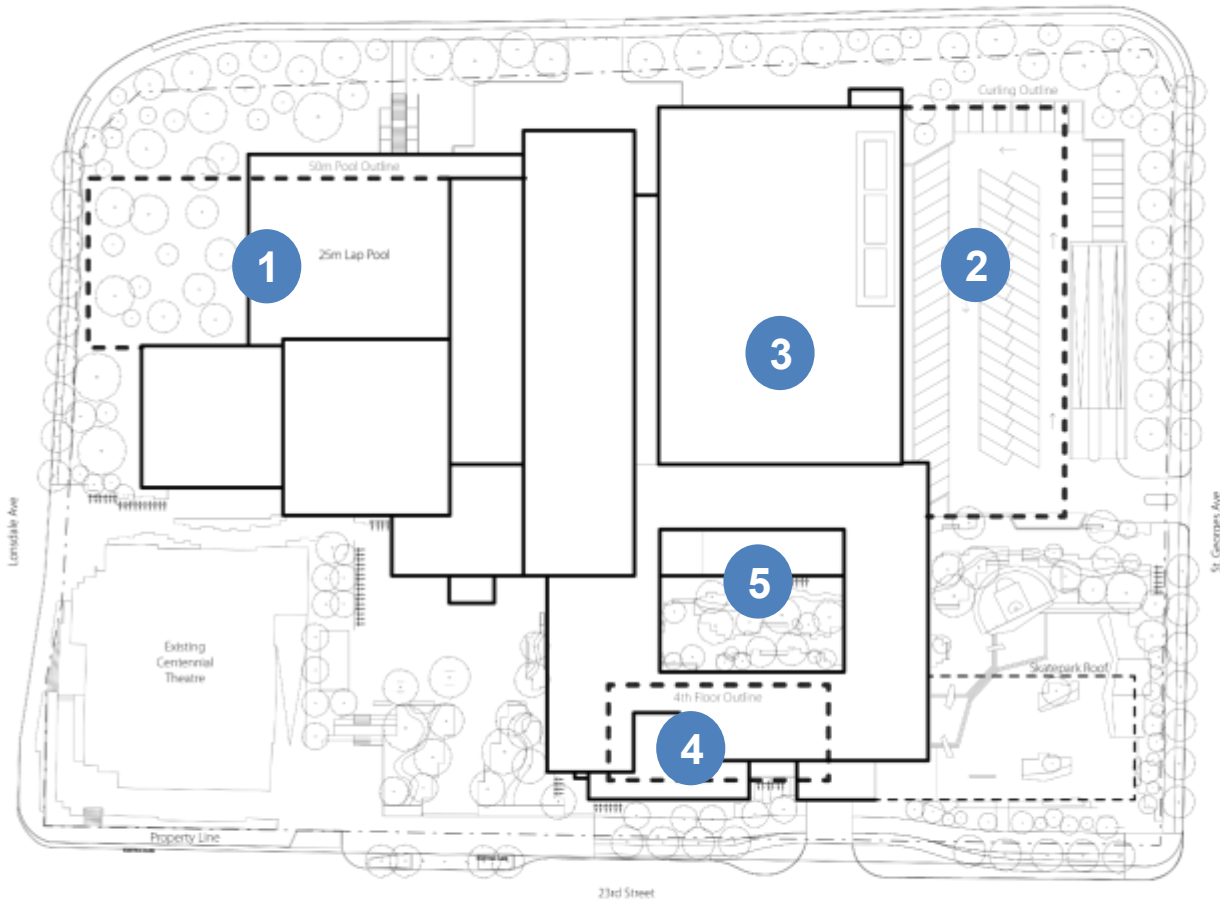
Class 'B' Estimate

	CLASS 'B' EXISTING SCOPE (Feb 2019)	CLASS 'B' REDUCED SCOPE (Feb 2019)	CLASS 'C' EXISTING SCOPE (July 2018)
Construction & Soft Costs	\$ 181,014,900	\$ 157,559,200	\$ 166,963,600
Contingencies & Escalation	\$ 28,872,900	\$ 24,913,600	\$ 32,337,300
Project Oversight (Internal / External)	\$ 2,891,000	\$ 2,891,000	\$ 1,391,000
HJCRC TOTAL	*\$ 212,778,800	\$ 185,363,800	\$ 200,691,900

* Additional items included in the 2019 Class 'B' estimate not included in 2018 Class 'C' are as follows: \$1.5 million for External Project Management and \$500,000 for BC Hydro capacity design (cost of physical upgrades still to be determined)

Cost Reduction Options:

Trans Canada HWY (on ramp)



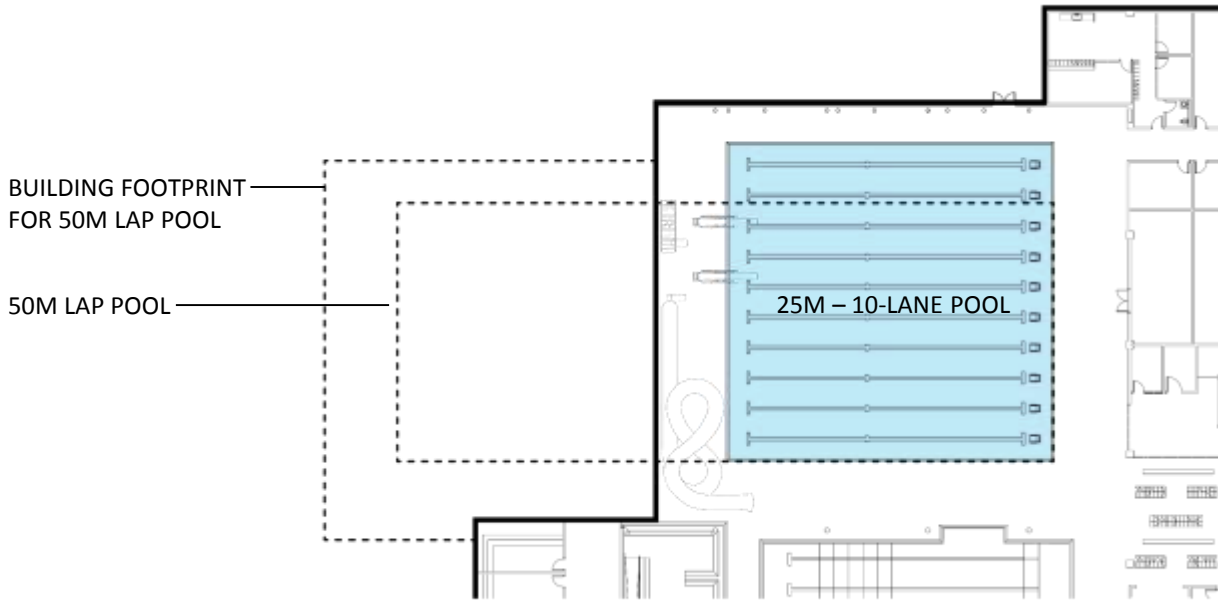
1. Aquatics
2. Curling
3. Rooftop Use
4. Building Form
5. Windows

Cost Reduction Option: Aquatics



Reduction of 53 M 8-lane pool to a 26.5 M 10-lane pool

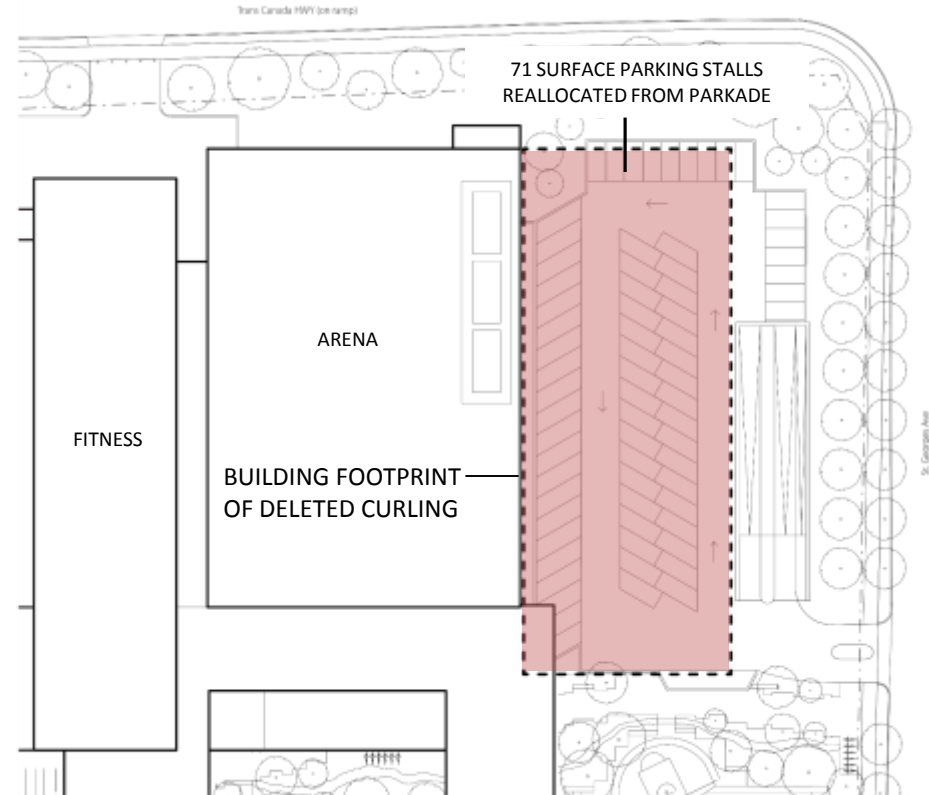
- PERC recommendation is for a 25 M pool
- Capital cost reduction: (\$4,626,700)
- Net operating cost reduction: (\$200,000 – \$1,000,000) per year



Cost Reduction Option: Curling

Removal of Curling Facility / Reallocation of Parking:

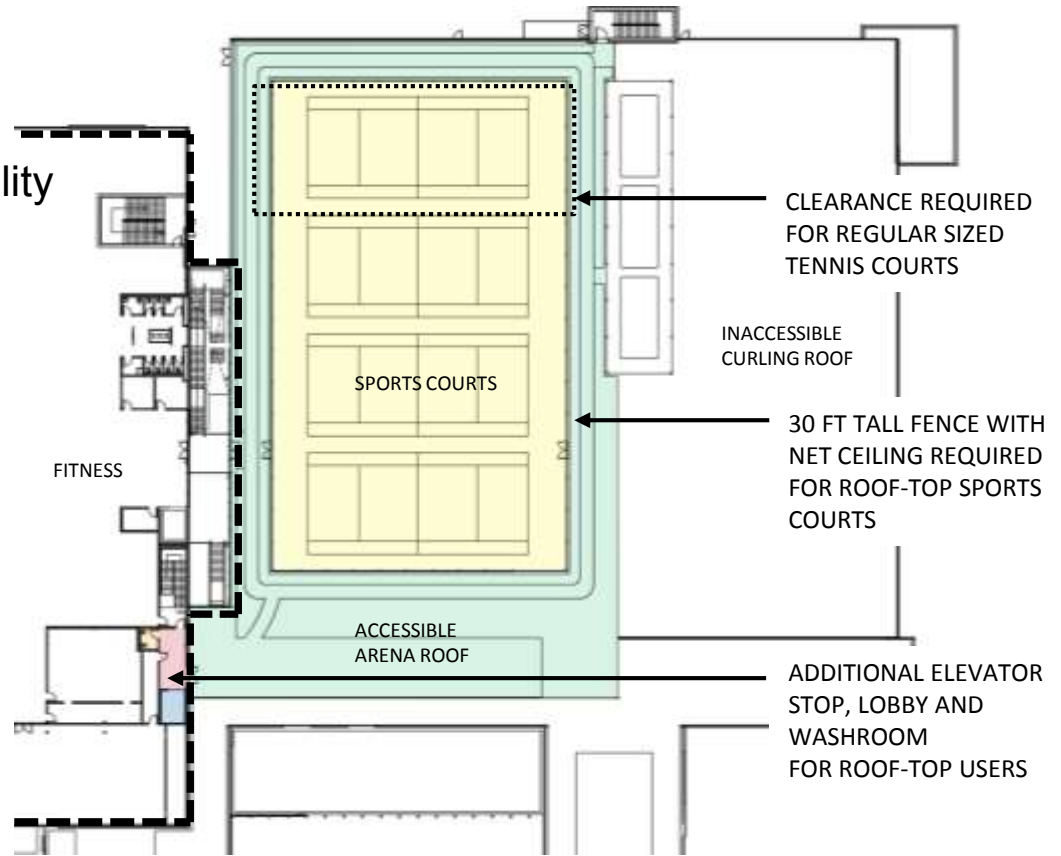
- Capital cost reduction:
(\$17,762,100)
- Net operating cost reduction:
(\$150,000 - \$200,000) per year



Cost Reduction Option: Rooftop Use

Removal of Rooftop Sports Courts & Walking Track:

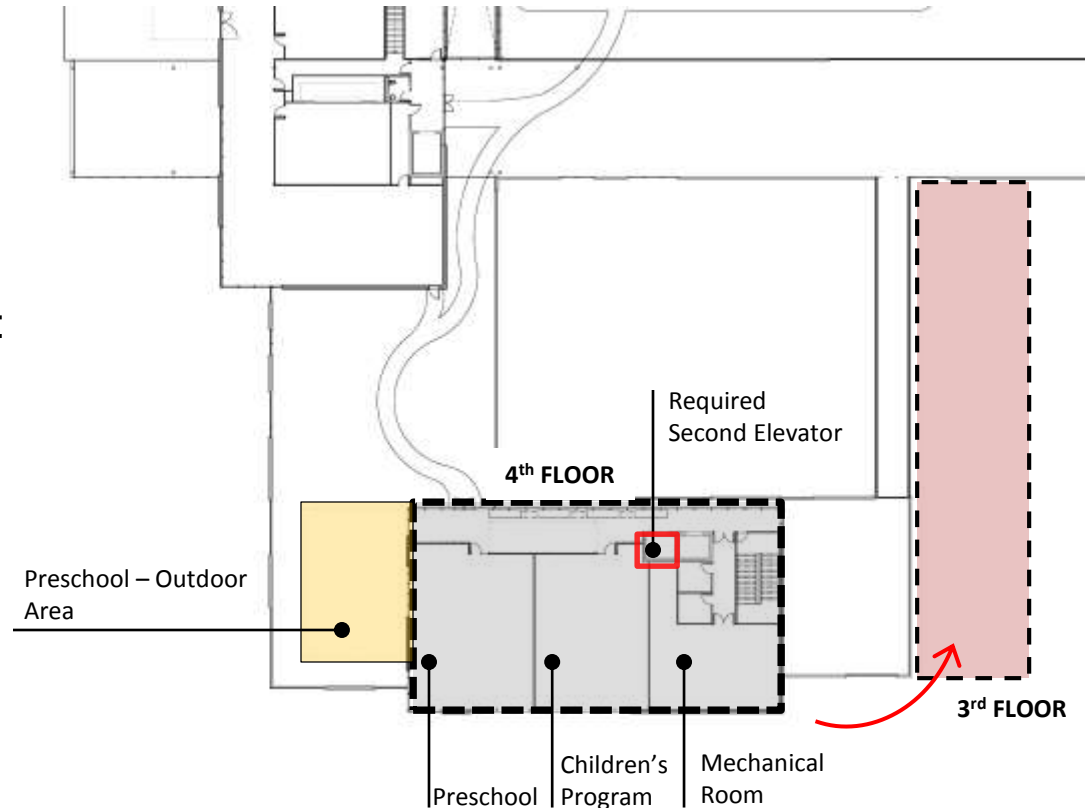
- Does not provide high quality facility
- Structural premium
- Capital cost reduction:
(\$3,093,100)
- Operating cost reduction:
Modest



Cost Reduction Option: Building Form

Reduction of South Building Form

- Four to Three Storeys
- Capital cost reduction: (\$2,086,500)
- Operating cost reduction: Modest



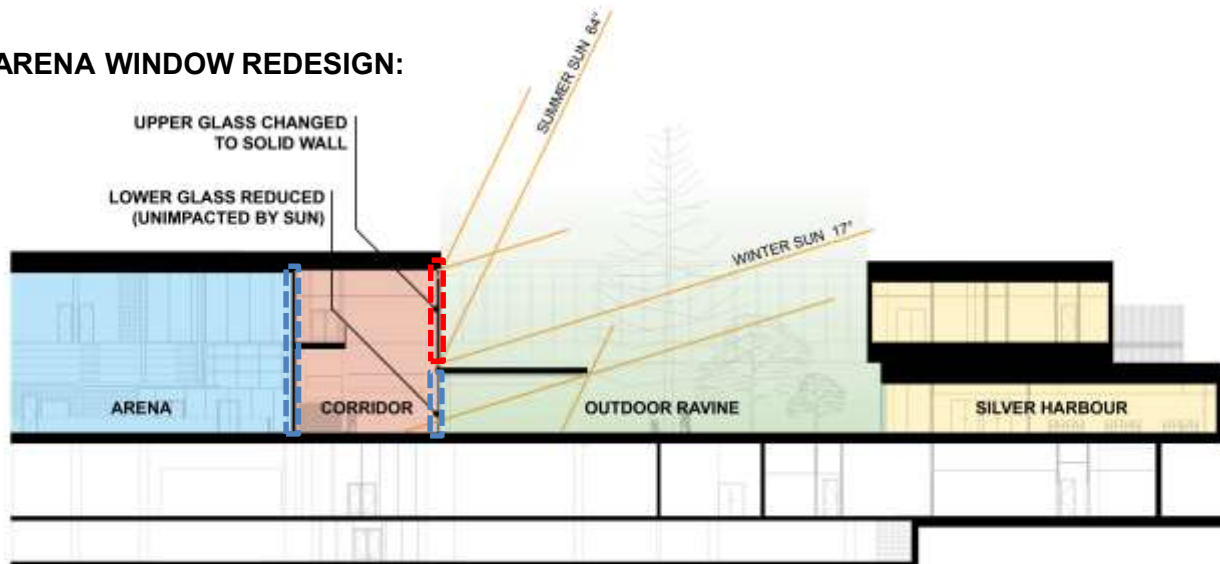
LEVEL 4 PLAN (BEFORE) | SOUTH BLOCK

Cost Reduction Option: Windows

Reduction of Windows

- Capital cost reduction: (\$204,600)
- Operating cost reduction: Modest

ARENA WINDOW REDESIGN:



Summary of Cost Reduction Options:

Potential Capital Cost Reductions (inclusive of soft costs & contingencies)

(1) Reduction of 53 M 8-lane Pool to a 26.5 M 10-lane Pool	(\$ 4,626,700)
(2) Removal of Curling Component & Reallocation of Parking	(\$ 17,762,100)
(3) Removal of Rooftop Uses (Sports Court / Walking Track)	(\$ 3,093,100)
(4) Reduction of South Building Form	(\$ 2,086,500)
(5) Reduction of Building Windows	(\$ 204,600)

Redesign Implications

Redesign Fees	\$ 358,000
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TOTAL Combined Capital Reduction	(\$ 27,415,000)
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Summary of Cost Reduction Options:

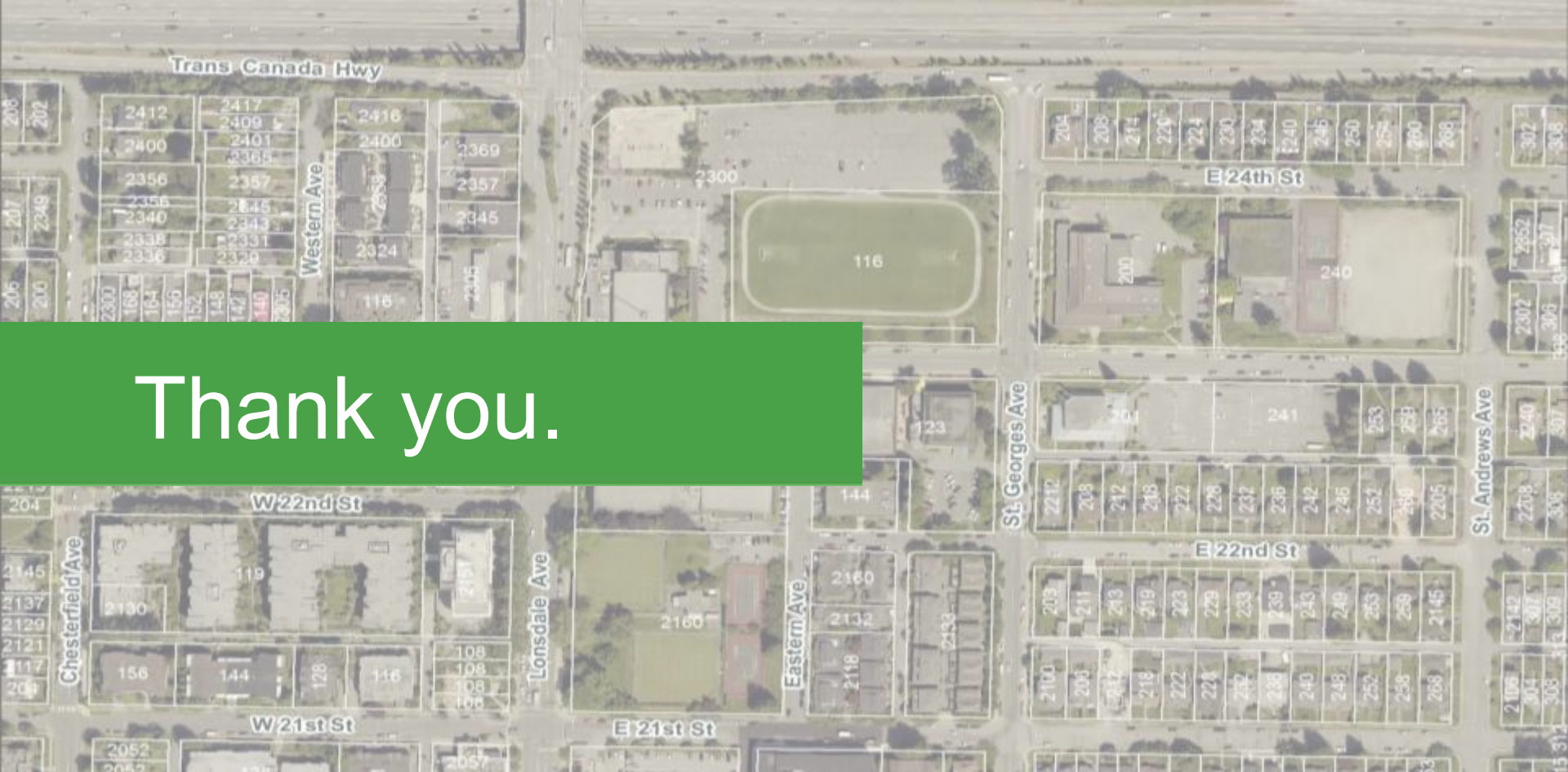
Potential Net Operating Cost Reductions (per year)

(1) Reduction of 53 M 8-lane Pool to a 26.5 M 10-lane Pool	(\$200,000 – \$1,000,000)
(2) Removal of Curling Component	(\$150,000 – \$250,000)
(3) Removal of Rooftop Uses (Sports Court / Walking Track)	Modest Reduction
(4) Reduction of South Building Form	Modest Reduction
(5) Reduction of Building Windows	Modest Reduction
TOTAL Net Operating Reduction (per year)	(\$350,000 - \$1,250,000)

Next Steps



PROJECT SCHEDULE (with reduced scope)	START	FINISH
Council - Project Approval to Proceed	July 2018	
Council - Confirmation of Project Scope	March 2019	
HJCRC Redesign Stage	Mar 2019	April 2019
HJCRC Contract Document Stage	May 2019	Feb 2020
Council - Approval to Proceed to Tender	Nov 2019	
HJCRC Tender & Permits	Jan 2020	May 2020
Silver Harbour Relocation (Interim)	Sept 2021	Sept 2023
HJCRC Construction	June 2020	Mar 2023
HJCRC Commissioning	April 2023	Oct 2023
HJCRC Project Completion	Nov 2023	



Thank you.



THE CORPORATION OF THE CITY OF NORTH VANCOUVER
Regular Council Meeting – March 4, 2019

REPORT

9. Harry Jerome Community Recreation Centre Update: Potential Cost Reductions and Enhanced Project Management Measures – File: 02-0800-30-0002/1

Report: Deputy Director, Strategic Initiatives and Services, February 25, 2019

RECOMMENDATION:

PURSUANT to the report of the Deputy Director, Strategic Initiatives and Services, dated February 25, 2019, entitled “Harry Jerome Community Recreation Centre Update: Potential Cost Reductions and Enhanced Project Management Measures”:

THAT to reduce the capital and long-term operating costs of the Harry Jerome Community Recreation Centre (HJCRC), staff be directed to reduce the HJCRC project scope by:




- reducing the aquatic component from a 53 M 8-lane pool to a 26.5 M 10-lane pool;
- removing the curling component and reallocating a portion of underground parking to surface parking;
- removing rooftop uses;
- reducing the south building from a 4-storey to 3-storey configuration;
- reducing the windows throughout;

THAT enhanced project management measures be integrated into the project;

THAT a reduced budget request, based on a reduced project scope and including external project management, be referred to the fall revised 2019-2028 Project Plan for consideration;

AND THAT staff be directed to proceed with the construction documentation phase and report back prior to issuing tenders for construction.



 Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**
STRATEGIC INITIATIVES & SERVICES DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Heather Reinhold, Deputy Director, Strategic Initiatives & Services

SUBJECT: HARRY JEROME COMMUNITY RECREATION CENTRE UPDATE:
POTENTIAL COST REDUCTIONS AND ENHANCED PROJECT
MANAGEMENT MEASURES

Date: February 25, 2019 File No: 02-0800-30-0002/1

The following is a suggested recommendation only. Refer to Council Minutes for adopted resolution.

RECOMMENDATION:

PURSUANT to the report of the Deputy Director, Strategic Initiatives & Services, dated February 25, 2019, entitled "Harry Jerome Community Recreation Centre Update: Potential Cost Reductions and Enhanced Project Management Measures":

THAT to reduce the capital and long-term operating costs of the Harry Jerome Community Recreation Centre (HJCRC), staff be directed to reduce the HJCRC project scope by:

- reducing the aquatic component from a 53 M 8-lane pool to a 26.5 M 10-lane pool;
- removing the curling component and reallocating a portion of underground parking to surface parking;
- removing rooftop uses;
- reducing the south building from a four storey to three storey configuration;
- reducing the windows throughout;

THAT enhanced project management measures be integrated into the project;

THAT a reduced budget request, based on a reduced project scope and including external project management, be referred to the fall revised 2019-2028 Project Plan for consideration;

AND THAT staff be directed to proceed with the construction documentation phase and report back prior to issuing tenders for construction.

ATTACHMENTS:

1. Minutes excerpt Council November 26, 2018
2. HJCRC Site Plan Comparison – July 2018 / February 2019
3. Director of Finance report, July 18, 2018 “Harry Jerome Financing Structure and Risk”

PURPOSE:

On November 26, 2018, Council directed staff to review a variety of cost containing and risk mitigation strategies for the HJCRC project (see Attachment #1). In response, options are outlined below for Council’s consideration regarding project scope reduction and risk mitigation through enhanced project management.

DISCUSSION:

Since Council’s July 2018 resolution directing staff to proceed with the HJCRC project, the HJCRC project team have been working through the design development phase with the previously approved program scope. In November 2018, Council modified the direction, requesting staff to explore options for cost reduction and risk mitigation. At this point in the project, changes to design and scope will result in cost and schedule impacts (detailed below); however, while still in the design development phase and with completion of the most recent project cost estimate, it is most practical to adjust project scope now and prior to proceeding to the next phase. Once the design development phase is complete (anticipated for early March without project changes) the project will transition into the contract document phase. In this subsequent phase, construction details and specifications are produced to a high level of detail. There would be increasingly larger cost and schedule impacts to facilitate program changes. Staff will not proceed with the contract document phase until the program is fully confirmed by Council. In either scenario, the project will seek a comprehensive green building strategy including aggressive reductions in carbon intensity (more than 50% over building code requirements) as well as the highest accessibility standards (Rick Hansen Foundation Accessibility Certification “Gold”).

Potential Project Scope Reductions

Based on Council’s direction in November 2018, and as part of the design development phase, the HJCRC project team have explored strategies for Council’s consideration to mitigate the capital cost of the HJCRC project, as well as reducing the long-term operating costs.

Five potential program reductions have been identified and are all recommended.

1. Reduction of Aquatics Component from a 53 M 8-lane Pool to a 26.5 M 10-lane Pool:

There has been significant discussion and input over the years on inclusion of a 50 M pool. Staff, North Vancouver Recreation Commission (NVRC) and the PERC (Professional Environmental Recreation Consultants) report (2015) have previously recommended a 25 M 10-lane pool. From an environmental sustainability perspective, a 50 M pool is an expanded component that is energy intensive and has cost implications for long-term operations. (Note that a 50 M pool includes two bulkheads which extends the actual size to 53 M. A 25 M pool has one bulkhead, adding 1.5 M to the total length.)

Capital Cost: Reduction of pool size would result in a capital cost reduction of \$4,626,700 (inclusive of soft costs / contingencies).

Operating Cost: Reduction of pool size would result in a reduction in operating costs. Pools are the most expensive component to operate by a significant margin. Energy use is also higher than any other component. Net operating costs are challenging to calculate with a high specificity due to the wide range of variables which include revenue prediction, programming variations, long-term user rates, guarding variations and age of facility. Based on a consultant and NVRC review, as well as a comparison of other aquatic facilities within BC, the reduction in net operating costs could range from \$200,000 up to \$1.0 million annually. As noted above, comparison to other facilities is challenging as each facility has varying types of amenities which will impact the ability to specify the aquatics portion of utilities, staffing and maintenance costs.

2. Removal of Curling Arena and Reallocation of Parking:

The inclusion of curling in HJCRC was not contemplated in the PERC studies. Curling was discontinued at HJCRC in 1999 and provided instead through a service contract with the North Shore Winter Club. The contract with the North Shore Winter Club has since ended (1999-2014). Currently, curlers travel off the North Shore to neighbouring municipalities, such as New Westminster, Vancouver and Richmond.

With removal of the curling component, there would also be an opportunity to reallocate a portion of underground parking to surface parking (estimated at 71 stalls).

Capital Cost: Removal of curling would result in a capital cost reduction of \$12,760,700 (inclusive of soft costs / contingencies).

Reallocation of underground parking to surface parking would result in an additional capital cost reduction of \$5,001,400 (based solely on a per stall cost estimate).

Operating Cost: Removal of curling would result in a corresponding reduction in the estimated operating cost. Based on a comparison of net operating

costs for other curling facilities within the Lower Mainland, it is reasonable to assume the reduction in net operating costs could range from \$150,000 – \$250,000 annually.

3. Removal of Rooftop Uses (Sports Court / Walking Track):

The current plan includes sport courts and a walking track on the rooftop of the arena component. To accommodate this activity on the roof, enhanced structural capacity, elevator access and building area for a user washroom are all required. In addition, to fit within the structural framework of the arena area, the size of the sports courts do not meet recreational standards or the expressed stakeholder needs. With a focus on reducing costs and delivering high quality public facilities, it is recommended that the sports courts and walking track be deleted from the HJCRC scope.

It is recommended that the delivery of sports courts be accommodated through a future project at an alternate location within the City where they can be built at-grade (no structural premium).

Walking opportunities are integrated into the project with the construction of the Green Necklace and both an internal HJCRC walking loop (150m) and external ravine loop (with stairs) (328m).

Capital Cost: Removal of the rooftop uses (sports court / walking track) would result in a capital cost reduction of \$3,093,100 (inclusive of soft costs / contingencies).

Operating Cost: There would be operational costs for the rooftop space including staff time required for remote and periodic supervision, oversight and customer service, as well as janitorial and maintenance requirements. This has not been quantified in operating estimates.

4. Reduction of South Building Form (Four floors to Three floors)

The building massing of the south building can be simplified by removing the uppermost floor (4th floor). The program components located on the 4th floor (children's program and preschool component) can be relocated to an expanded 3rd floor. Through co-locating program components onto the 3rd floor, efficiencies in programming can be gained and the overall total area of the building reduced. The refinement to the design would provide cost savings through elimination of one elevator, reduced structural costs and elimination of costs associated with roof-top access for the south building.

Trade-offs associated with expanding the 3rd floor area include increased shading and reduced landscaping between the south and north buildings; however, an adjustment can be made to the design to allow for increased hardscape in this area which would complement the adjacent building program.

Capital Cost: A reduction of the south building form would result in a capital cost reduction of \$2,086,500 (inclusive of soft costs / contingencies).

Operating Cost: The removal of an elevator and a reduction in building area will reduce the maintenance and janitorial costs. This has not been quantified in operating estimates.

5. Reduction of Building Windows

Through the design development phase, a review and analysis of all exterior windows (glazing) was undertaken. The vast majority of the windows are included at the main entry, main corridor and the south building; there are minimal windows on the remainder of the facility. Without compromising the usability of interior spaces, windows could be reduced by 6% across the building form.

In addition, a detailed review and daylight modeling study was undertaken for the windows adjacent to the arena area. Within the current design, windows are included in two locations adjacent to the arena: between the arena and the internal building corridor, and between the internal building corridor and the exterior ravine space. The windows between the arena and the internal building corridor provide views into and out of the arena, enhance the interaction between ice and non-ice users, encourage involvement into ice activities and promote an overall sense of connection and wayfinding within the building. Internal visual connections between program elements is a common design strategy in community recreation centres and was also a desire expressed by the public during the engagement phase. It is recommended that these interior windows be retained and the windows reduced by at least 50% along the adjacent interior corridor to the exterior to ensure that direct sunlight does not impact the ice quality or the player experience. This will be further refined through the contract document phase.

Capital Cost: A reduction in building / arena windows will result in a capital cost reduction of \$204,600 (inclusive of soft costs / contingencies).

Operating Cost: A reduction in building / arena windows will require less energy use (heating / cooling) and will require less maintenance. This has not been quantified in operating estimates.

Redesign Implications of Potential Project Scope Reductions:

To integrate these revisions into the design development phase, it is anticipated to take approximately 6 weeks of additional work at a cost of ~\$358,000.

For a high-level comparison of the building footprints between the July 2018 schematic design and the proposed February 2019 reduced project scope, please see Attachment #2.

For clarity, the combined capital reduction of the recommended potential project scope reductions is summarized below:

Potential Project Scope Reductions (inclusive of soft costs & contingencies)	
(1) Reduction of 53 M 8-lane Pool to a 26.5 M 10-lane Pool	(\$ 4,626,700)
(2) Removal of Curling Component & Reallocation of Parking	(\$ 17,762,100)
(3) Removal of Rooftop Uses (Sports Court / Walking Track)	(\$ 3,093,100)
(4) Reduction of South Building Form	(\$ 2,086,500)
(5) Reduction of Building Windows	(\$ 204,600)
Redesign Implications	
Redesign Fees	\$ 358,000
Proposed Combined Capital Reduction	(\$ 27,415,000)

As reported in the July 2018 report, the total estimated net operating cost for the existing scope is \$2.5 million per year. (The current net operating cost of the existing HJCRC is \$1.1 million per year.) With the recommended project scope reductions, it is anticipated that the net operating cost could be reduced as follows:

Potential Operating Cost Reductions (Per Year)	
(1) Reduction of 53 M 8-lane Pool to a 26.5 M 10-lane Pool	(\$200,000 – \$1,000,000)
(2) Removal of Curling Component	(\$150,000 – \$250,000)
(3) Removal of Rooftop Uses (Sports Court / Walking Track)	Modest Reduction
(4) Reduction of South Building Form	Modest Reduction
(5) Reduction of Building Windows	Modest Reduction
Proposed Combined Annual Net Operating Reduction	(\$350,000 - \$1,250,000)

In addition to the reductions in capital cost and net operating costs, with the proposed project scope reductions, the long-term maintenance and lifecycle costs would also be reduced. Long-term maintenance and lifecycle costs are significant, in particular for maintenance and equipment intensive components such as aquatics and curling. A lifecycle cost analysis will be undertaken as part of the next phase of the work.

Risk Mitigation Measures – Enhanced Project Management:

Two enhancements to the HJCRC project structure are being proposed to mitigate risk and increase project transparency.

1. External Project Management:

It is proposed that external project management is secured, through a competitive Request for Proposal process, for the duration of the HJCRC project. Scope of work for external project management would include, but not be limited to:

- Communications: coordinate information to the HJCRC project team, stakeholders and general public
- Design: manage the design team and process to ensure quality, schedule and cost targets are being achieved
- Procurement: liaise with CNV Purchasing through the execution of design and construction tenders ensuring fairness and transparency

- Scheduling: prepare, monitor and update the master schedule, by tracking progress against baseline critical path
- Budget and Cost Control: prepare master budget and cash flow projections and update as needed to reflect necessary adjustments
- Quality Control: implement quality control program and tracking system
- Risk: prepare risk management plan to identify project exposure and establish risk mitigation measures
- Project Reporting: report on schedule, risk items, project costs and forecasted costs through a monthly reporting structure

External project management will allow for additional oversight and capacity to deliver the project and will ensure that City staff have the capacity to undertake overall project oversight, internal coordination, as well as existing work plans.

2. HJCRC Citizens Committee of Experts:

It is proposed that a HJCRC Citizens Committee of Experts be established. The purpose of the Committee will be to provide an additional layer of oversight, accountability and transparency for the project. Through regular updates to the Committee by the HJCRC project team, the Citizens Committee of Experts will be able to help guide the overall effectiveness of the project. The Terms of Reference for the committee will be shared with Council at a future date.

Two additional risk mitigation measures related to HJCRC are possible. These options are being further assessed and updates will be provided to Council for consideration.

- **Pay Parking:** There is potential to include pay parking within the HJCRC project. Within the Lower Mainland there are several community recreation centres in areas with parking demand which have pay parking. Pay parking can offset the capital cost of parking. As well, pay parking can be implemented as a TDM strategy to reduce vehicle traffic and manage parking demand. Prior to implementing pay parking, the development of an area-wide parking policy and plan would be required to manage the parking supply and address potential spillover impacts into residential areas where there are currently no parking restrictions. This can occur prior to the new HJCRC opening as part of the City's long-range mobility plan which will include a city-wide parking and curbside management strategy that applies demand-based management principles to rate setting.
- **Early Closure of Existing HJCRC:** There is potential to close the existing HJCRC complex prior to the completion of the new facility. This will enable greater flexibility in phasing of the Harry Jerome Neighbourhood Lands (HJNL) and reduce the requirement for bridge financing. This however is not without impact to users. The Harry Jerome complex (comprised of three buildings) serves more than 272,000 visits per year through a wide variety of services, plus special events and space rentals. The centre provides 1,570 programs annually for 7,800 registrants. Rentals bring in another 5,400 visits. Closure of these

spaces will result in reduction in service and the relocation of some services to other recreation centres and venues where possible. It will be a significant challenge to find alternate spaces within the neighbourhood.

FINANCIAL IMPLICATIONS:

Project Estimates:

Project estimates are being undertaken for this project as part of the design process at four key intervals, as follows:

- Class 'D': Concept Design - Order of Magnitude: +/-50% (10% design completion)
- Class 'C': Schematic Design - Preliminary Design: +/-15% (25% design completion)
- Class 'B': Design Development - Detailed Design: +/-10% (50% design completion)
- Class 'A': Tender Drawings - Pre-Tender Design: +/- 5% (95% design completion)

Class 'B' Estimate:

As part of the design development phase, a Class 'B' estimate has now been completed. The Class 'B' estimate is based on the program as detailed in the Schematic Design (presented July 2018). The estimate was prepared by an independent Professional Quantity Surveyor, based on current day considerations of construction on the North Shore, world market uncertainties and a re-evaluation of recent escalation rates. The Class 'B' estimate represents project costs +/-10%.

The Class 'B' cost estimate for the HJCRC project (based on program scope as approved in July 2018) is as follows:

	CLASS 'B' (Feb 2019)	CLASS 'C' (July 2018)
Construction & Soft Costs	\$ 181,014,900	\$ 166,963,600
Contingencies & Escalation	\$ 28,872,900	\$ 32,337,300
Project Oversight (Internal / External)	\$ 2,891,000	\$ 1,391,000
HJCRC TOTAL	*\$ 212,778,800	\$ 200,691,900

**Additional items included in the 2019 Class 'B' estimate not included in 2018 Class 'C' are as follows: \$1.5 million for External Project Management and \$500,000 for BC Hydro capacity design (cost of required physical upgrades still to be determined).*

Within the Class 'B' estimate there are a few items worth noting:

- Present day bids for items experiencing the greatest escalation impact (such as steel) were acquired to verify estimates
- Pricing includes the cost impact of USA tariff on steel and aluminum
- An escalation rate of 9% to June 2020 (anticipated construction start date) is included
- In determining the escalation rate, a trade by trade analysis was undertaken

Class 'B' Reduced Scope

As part of undertaking the Class 'B' estimate, each of the project scope reduction options were assessed by the Professional Quantity Surveyor.* With incorporation of all

five recommended project scope reductions, the Class 'B' estimate would be adjusted as follows:

	CLASS 'B' CURRENT SCOPE	CLASS 'B' REDUCED SCOPE
Construction & Soft Costs	\$ 181,014,900	\$ 157,559,200
Contingencies & Escalation	\$ 28,872,900	\$ 24,913,600
Project Oversight (Internal / External)	\$ 2,891,000	\$ 2,891,000
HJCRC TOTAL	*\$ 212,778,800	*\$ 185,363,800

* The reallocation of parking from underground to surface has been completed to a Class 'D' estimate (+/- 20%).

The Class 'B' estimate does not contemplate any grant contributions; however, as per Council's resolution of February 11, 2019, an application to the Investing in Canada's Infrastructure Program (ICIP) fund has been made, requesting a grant of \$20 million. Staff will update Council on any updates or outcome of the grant application process; a decision from the senior levels of government is not anticipated until Fall 2019.

Lastly, as part of reviewing HJCRC costs, throughout the schematic and design development process, the HJCRC project team has benchmarked specific component costs against other recreation centers in the Metro Vancouver area on a cost per square foot basis per component type (eg. aquatic space). This unit rate comparison has been helpful in the design process and ensured alignment with the project budget from early design stages to more detailed planning. This benchmarking exercise evaluated municipally-owned, institutional quality recreation projects. It is important to note however that a detailed comparison of complete facilities (as opposed to specific components) is an extremely complex exercise, in that no two projects are ever completely alike and that variables such as program, lot size, site complexity, location, year of construction, applicable codes and project delivery can cause costs to vary significantly from one project to the next.

HJCRC Financing

The July 23, 2018 report of the Director of Finance set out the proposed financing plan for the projects within the Harry Jerome precinct, including the new HJCRC and the non-recreational amenity projects (Attachment #3). Primarily financed by the long-term lease revenues from the HJNL, the construction of the new HJCRC will only initiate with acceptable funding availability and risk mitigation measures in place.

As part of the overall funding structure, there are a number of additional related projects included. An overall cost summary is outlined below. It is important to note that while the HJCRC project costs have been refined through successive development, the non-recreation amenity projects are based on initial conservative estimates and assume no additional capital from partnerships or senior levels of government.

Harry Jerome Precinct Projects

	Existing HJCRC Scope	Reduced HJCRC Scope
HJCRC	\$ 212,778,800	\$ 185,363,800
Lawn Bowling	\$ 6,500,000	\$ 6,500,000
Silver Harbour Interim	\$ 3,000,000	\$ 3,000,000
Temporary Skatepark	\$ 350,000	\$ 350,000
subtotal	\$ 222,628,800	\$ 195,213,800

Non Recreational Amenities

New Park / Green Necklace (HJNL)	\$ 6,500,000	\$ 6,500,000
Non Market Housing Units (80)	\$ 15,400,000	\$ 15,400,000
Childcare (37 spaces)	\$ 5,000,000	\$ 5,000,000
subtotal	\$ 26,900,000	\$ 26,900,000

TOTAL PRECINCT COSTS \$ 249,528,800 \$ 222,113,800

With the Class 'B' estimate, the HJCRC costs are better refined however they do exceed slightly the funding provided from the HJNL. However, as a whole, the total precinct costs, when including the current HJCRC project scope and non-recreational amenities, is higher than the total revenue for the HJNL and additional sources of revenue are required. A reduced HJCRC scope scenario provides some savings.

NEXT STEPS:

The HJCRC project team is currently in the final stages of design development. Assuming direction from Council to proceed with the recommended cost reductions, the anticipated timeline would be as follows:

PROJECT SCHEDULE (with reduced scope)	START	FINISH
Council - Project Approval to Proceed	July 2018	
Council - Confirmation of Project Scope	March 2019	
HJCRC Redesign Stage	Mar 2019	April 2019
HJCRC Contract Document Stage	May 2019	Feb 2020
Council – Approval to Proceed to Tender	Nov 2019	
HJCRC Tender & Permits	Jan 2020	May 2020
Silver Harbour Relocation (Interim)	Sept 2021	Sept 2023
HJCRC Construction	June 2020	Mar 2023

HJCRC Commissioning	April 2023	Oct 2023
HJCRC Project Completion	Nov 2023	

If direction was given to proceed based on the original Schematic Design scope, the project would remain on the same timeline as presented in July 2018 (project completion Sept 2023).

Without confirmation of direction from Council, the HJCRC project should be paused. It is possible to pause the project; however, there are costs associated with delays. Most significantly, the project is currently carrying \$15.4 million in escalation contingency assuming a projected construction commencement date of June 2020 and a delay will likely require an increase in the escalation costs carried. In addition to financial considerations, delays will cause a loss of momentum and likely the reassignment of consultant team members to other projects, leading to a loss of project knowledge and continuity.

With confirmation to proceed, as part of next steps, the following will also need to be finalized: consolidation of the two lots comprising the HJCRC lands and a review of final lot coverage and setbacks.

As part of the contract document stage, two additional cost estimates will be completed. Throughout the contract document phase, the HJCRC project team will continue to review and seek out cost saving opportunities. To keep to an efficient construction schedule, staff will seek endorsement from Council to proceed with a construction tender for site demolition, site prep and site servicing prior to full building tender.

Updates on Related Projects:

In 2018, following Council direction, a feasibility study for the Mickey McDougall Site and Building was undertaken which included consideration of both Flicka Gymnastics Club and the North Vancouver Lawn Bowling Club. Updates on both of these projects are outlined below.

Flicka:

In the spring of 2018, staff and Flicka Gymnastics Club undertook a Feasibility Study for the Mickey McDougall building. Three options for the use of the Mickey McDougall Building were detailed. The preferred option for Flicka at that time was to repurpose the building with minor renovations. Flicka’s Board of Directors provided a resolution indicating the Mickey McDougall Community Recreational Centre does have the potential to operate as a gymnastics facility. It also noted the need to establish and negotiate financial and logistical considerations for a possible lease. In June 2018 at the Flicka AGM, the membership expressed concerns that this repurpose option may not best accommodate the current program. It requested a sub-committee be established to investigate other options that would at minimum, meet the needs of the current and future community demand for gymnastics.

In November 2018, Council directed staff to discuss a variant of Option 3 (a new replacement facility) with Flicka. Over the past few months, staff have met with Flicka to discuss future potential options. Flicka has indicated they are working towards developing a proposal for a new facility located at the Mickey McDougall site to meet future needs, as well as current growth, in their programs. To realize their goal, Flicka has stated that they would seek support with potential contributions of funding, land (a long-term lease), a permissive tax exemption, as well as support to approach other levels of government for funding. Staff will continue to work with Flicka to review progress with their proposal as well as discussing Flicka's options for an interim temporary facility if required.

Lawn Bowling:

In July 2018, Council endorsed the redevelopment of the North Vancouver Lawn Bowling (NVLB) clubhouse and greens at the Mickey McDougall site. The lawn bowling project will deliver a new City-owned clubhouse (6,850 sq.ft.), along with two lawn bowling greens (artificial turf fields). The facility and greens will be leased to the North Vancouver Lawn Bowling Club (NVLB). Since July 2018, staff have been working with the NVLB Club on the design development. The site preparation and greens will be ready to tender very shortly, with the clubhouse tender anticipated in early spring 2019. It is anticipated that NVLB Club will be operational in the new facility mid to late 2019. The Lawn Bowling project has a pre-approved budget of \$6.5 million.

INTER-DEPARTMENTAL IMPLICATIONS:

This project and report has been developed by the HJCRC project team with input by the Leadership Team on February 13, 2019.

RESPECTFULLY SUBMITTED:



Heather Reinhold
Deputy Director, Strategic Initiatives & Services

Harry Jerome Community Recreation Centre

Submitted by: Mayor Buchanan

Moved by Mayor Buchanan, seconded by Councillor Girard

WHEREAS the Harry Jerome Community Recreation Centre (HJCRC) project has identified several key risks inherent in its current scope and implementation;

WHEREAS the HJCRC project has a total project budget of \$200.7 million;

AND WHEREAS the current HJCRC project requires the City to establish bridge financing of \$90M externally and \$20M internally for construction to mitigate the inherent risks;

THEREFORE BE IT RESOLVED that staff are directed to implement the following risk mitigation and cost containing approaches:

THAT a letter be sent to the District of North Vancouver requesting formal written correspondence on their commitment to adhere to the current cost sharing agreement for recreation for all components within the new HJCRC;

THAT staff bring forward a report considering a change of scope for HJCRC, up to date cost estimates and related cost mitigations for:

- a 25m pool vs 50m pool;
- evaluating use of windows in the arenas (to minimize operating and capital costs);
- other architectural features that can be minimized for cost savings; and
- any additional recommendations minimizing cost and risk exposure;

THAT staff reopen the three options presented in the report dated July 18, 2018 with Flicka Gymnastics Club to determine whether Option 3 is a viable choice for Flicka in partnership with the City (where Flicka raises cost of capital towards a new building);

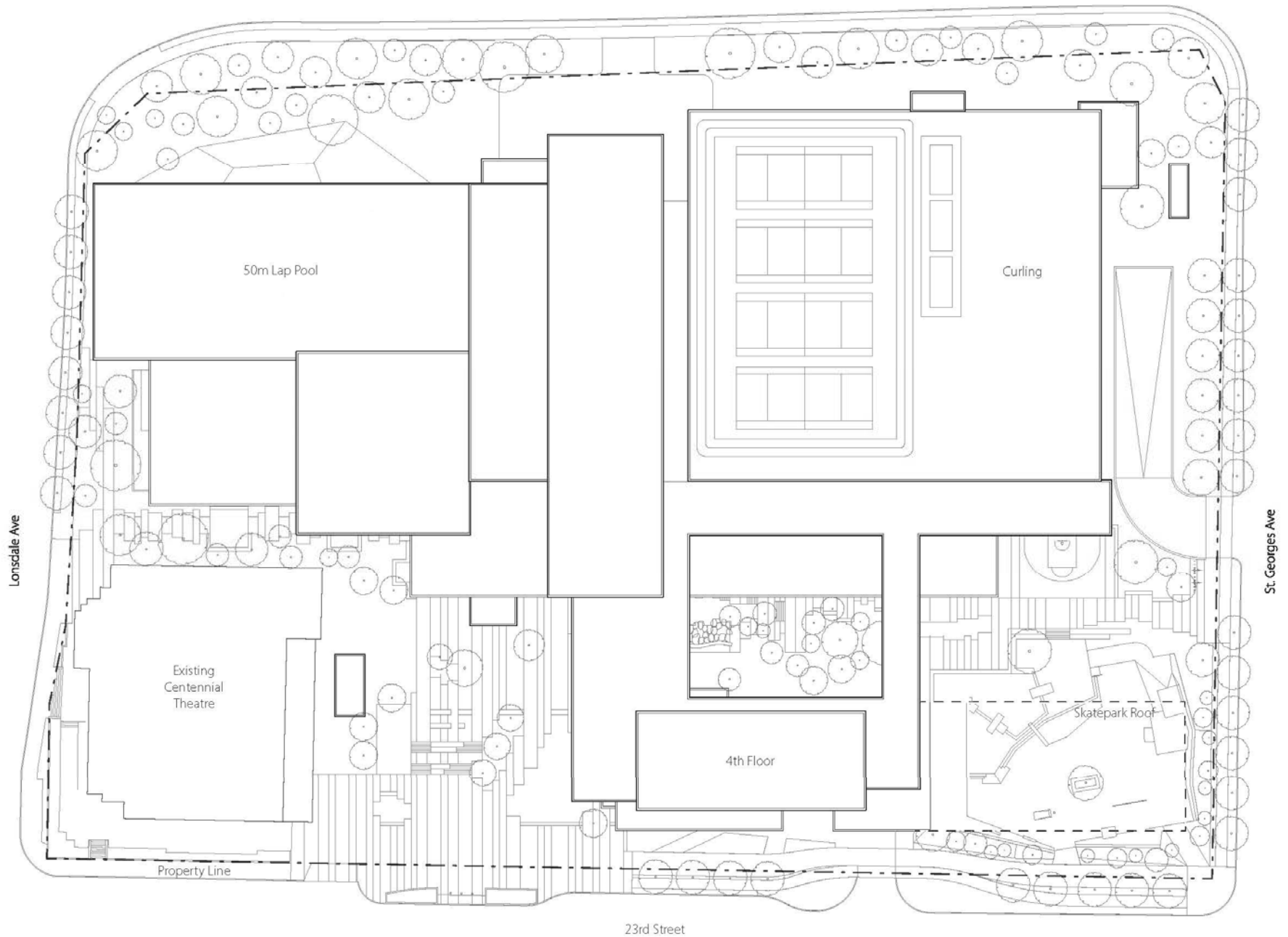
THAT staff report back to Council with satisfactory risk mitigation measures that include:

1. an implementation schedule or plan that negates the requirement of borrowing by the City of North Vancouver;
2. an enhanced project management and oversight structure including creation of a citizens committee of experts;

AND THAT staff issue the construction tender for HJCRC only upon Council's direction and approval of satisfactory risk mitigation measures for the project.

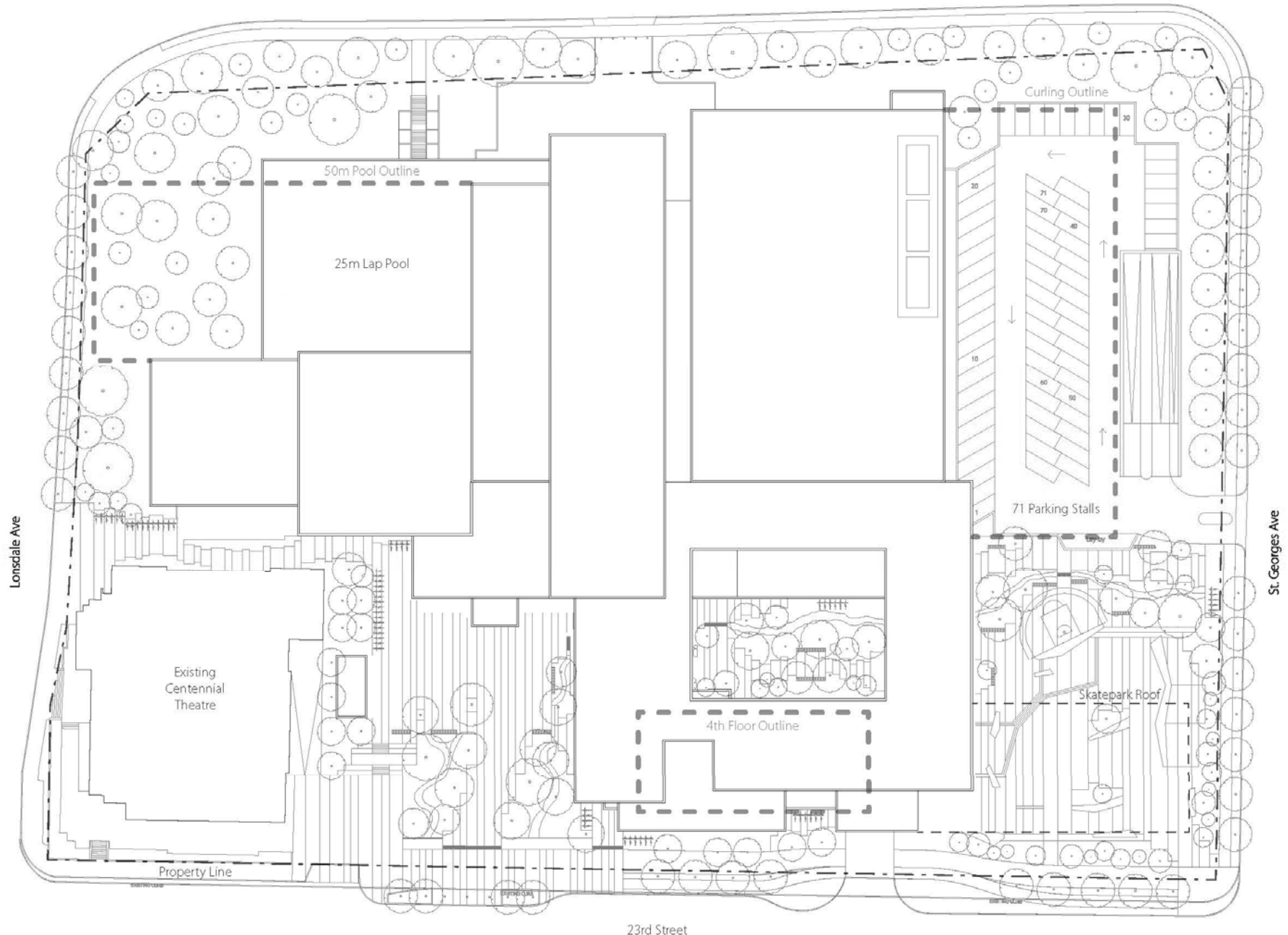
HJCRC SITE PLAN – JULY 2018
(53 M POOL / CURLING / ROOFTOP USE)

Trans Canada HWY (on ramp)



HJCRC REDUCED SCOPE SITE PLAN – FEBRUARY 2019
(26.5 M POOL / NO CURLING / SURFACE PARKING / NO ROOFTOP USE)

Trans Canada HWY (on ramp)



23rd Street

MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER, CITY HALL, 141 WEST 14th STREET, NORTH VANCOUVER, BC, ON MONDAY, JULY 23, 2018.

REPORTS OF COMMITTEES, COUNCIL REPRESENTATIVES AND STAFF

19. Harry Jerome Financing Structure and Risk – File: 02-0800-30-0002/1

Report: Director, Finance, July 18, 2018

Moved by Councillor Clark, seconded by Councillor Bell

PURSUANT to the report of the Director, Finance, dated July 18, 2018, entitled “Harry Jerome Financing Structure and Risk”:

THAT staff continue with the design, tendering and construction of the Harry Jerome Community Recreation Centre (HJCRC) and negotiation of a land lease agreement for the Harry Jerome Neighbourhood Lands (HJNL) with Darwin Properties for financing the project;

THAT the Community Amenity Contributions of 150 East 8th Street and the proceeds of the density sale (excluding Block 62 density) to 1441 St. Georges Avenue be set aside and allocated in the following order of priority:

1. funding of the HJCRC and HJNL projects, net of Tax Sale Land Reserve Fund and British Columbia Municipal Financing Authority borrowing;
2. any excess funding to be used for the construction of a 37-space childcare facility or 80 non-market housing units at the HJNL site; and
3. unused funding of 150 East 8th Street to be allocated 80% to the Civic Amenity Reserve Fund and 20% to the Affordable Housing Reserve Fund, and unused funding of density sale revenue to be allocated to the Civic Amenity Reserve Fund;

THAT staff be authorized to make arrangements in a timely manner, to secure \$90 million bridge financing from the British Columbia Municipal Financing Authority for the purpose of funding the tender and construction of HJCRC project;

THAT staff be authorized to internally borrow \$20 million in bridge financing from the Tax Sale Lands Reserve Fund for the purpose of funding the tender and construction of HJCRC project;

THAT staff implement the risk mitigation measures as set out in the report;

THAT (Funding Appropriation #1826) an amount of \$4,125,000 be appropriated from the Civic Amenity Reserve Fund (Harry Jerome Project Fund) for the purpose of funding the HJCRC project oversight, detailed design and construction;

Continued...

MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN THE COUNCIL CHAMBER, CITY HALL, 141 WEST 14th STREET, NORTH VANCOUVER, BC, ON MONDAY, JULY 23, 2018.

REPORTS OF COMMITTEES, COUNCIL REPRESENTATIVES AND STAFF – Continued

19. Harry Jerome Financing Structure and Risk – File: 02-0800-30-0002/1 – Continued

THAT (Funding Appropriation #1825) an amount of \$3,000,000 be appropriated from the Civic Amenity Reserve Fund (Harry Jerome Project Fund) for the purpose of funding Silver Harbour Seniors' Activity Centre interim move, rent and tenant improvements;

THAT (Funding Appropriation #1824) an amount of \$6,500,000 be appropriated from the Civic Amenity Reserve Fund (Harry Jerome Project Fund) for the purpose of funding the detailed design and construction of the relocated Lawn Bowling facility;

THAT the September 2018, City Revised Budget consider an allocation of \$6,125,000 for the purpose of further funding the HJCRC project oversight, detailed design and construction;

AND THAT should any of the above amounts remain unexpended at December 31, 2024, the unexpended balances shall be returned to the credit of the respective fund.

CARRIED

Councillor Buchanan, Councillor Keating and Mayor Mussatto are recorded as voting contrary to the motion.



The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Darrell R. Mussatto and Members of Council
From: Ben Themens, Director of Finance
SUBJECT: HARRY JEROME FINANCING STRUCTURE AND RISK
Date: July 18, 2018 File No: 02-0800-30-0002/1

RECOMMENDATION:

PURSUANT to the report of the Director of Finance, dated July 18, 2018, entitled, "Harry Jerome Financing Structure and Risk":

THAT staff continue with the design, tendering and construction of the Harry Jerome Community Recreation Centre (HJCRC) and negotiation of a land lease agreement for the Harry Jerome Neighbourhood Lands (HJNL) with Darwin Properties for financing the project;

THAT the Community Amenity Contributions of 150 East 8th Street and the proceeds of the density sale (excluding Block 62 density) to 1441 St. Georges Ave be set aside and allocated in the following order of priority:

1. funding of the HJCRC and HJNL projects, net of Tax Sale Land Reserve Fund and British Columbia Municipal Financing Authority borrowing;
2. any excess funding to be used for the construction of 37 space childcare or 80-unit non-market housing at the HJNL site; and
3. unused funding of 150 East 8th Street to be allocated 80% to the Civic Amenity Reserve Fund and 20% to Affordable housing Reserve Fund and unused funding of density sale revenue to be allocated to the Civic Amenity Reserve Fund;

THAT staff be authorized to make arrangements in a timely manner, to secure \$90 million bridge financing from the British Columbia Municipal Financing Authority for the purpose of funding the tender and construction of HJCRC project;

THAT staff be authorized to internally borrow \$20 million in bridge financing from the Tax Sale Lands Reserve Fund for the purpose of funding the tender and construction of HJCRC project;

THAT staff implement the risk mitigation measures as set out in the report;

THAT (Funding Appropriation #1826) an amount of \$4,125,000 be appropriated from the Civic Amenity Reserve Fund (Harry Jerome Project fund) for the purpose of funding the HJCRC project oversight, detailed design and construction;

THAT (Funding Appropriation #1825) an amount of \$3,000,000 be appropriated from the Civic Amenity Reserve Fund (Harry Jerome Project fund) for the purpose of funding Silver Harbour Seniors' Activity Centre interim moves, rent and Tenant Improvements;

THAT (Funding Appropriation #1824) an amount of \$6,500,000 be appropriated from the Civic Amenity Reserve Fund (Harry Jerome Project fund) for the purpose of funding the detailed design and construction of the relocated Lawn Bowling facility;

THAT the September, 2018, City Revised Budget consider an allocation of \$6,125,000 for the purpose of further funding the HJCRC project oversight, detailed design and construction;

AND THAT should any of the above amounts remain unexpended at December 31, 2024, the unexpended balances shall be returned to the credit of the respective fund.

PURPOSE:

This report discusses the financing of the Harry Jerome Community Recreation Centre (HJCRC) project through the lease of City lands on the south side of East 23rd Street between Lonsdale and St Georges, the Harry Jerome Neighbourhood Lands (HJNL).

The report also aims to further follow-up on the June 26, 2017 Council resolution requesting that staff be directed to proceed with the schematic design of the new HJCRC as follows:

“6. Investigation of interim financing solutions to fund construction of the HJCC prior to the commencement of construction of the development lands south of 23rd Street”

The report also discusses the risks related to the financing of the project over the next six years. It is important to note that with the exception of the amount spent on design of the HJCRC and reimbursement of rezoning and request for proposal (RFP) preparation costs to Darwin if the City was to cancel the project, the City has limited risk exposure until it enters into firm agreements for the construction of the HJCRC and HJNL.

BACKGROUND:

The City of North Vancouver issued an RFP in July, 2017 for the “Acquisition and Development of City Lands” located on the south side of East 23rd Street between Lonsdale and St Georges. The RFP invited proponents to submit offers for 90 or 75 year long term lease or a fee simple purchase. The RFP stipulated that the lands would be acquired for the purpose of multifamily residential and mixed development in the range of approximately 500,000 square feet.

Following a review of the offers, Council adopted a resolution authorizing staff to negotiate with Darwin Properties an agreement to lease the lands for a 99-year period. Such a lease term is anticipated to generate approximately \$210 million contribution to the City. It is worth noting that the amount is an estimate that may fluctuate, as it is dependent on the overall density contemplated and approved by Council as well as market pricing adjustments.

Rezoning of the lands is complete and negotiation to finalize the land lease and development phases are progressing well.

Preliminary design of the HJCRC is also progressing well. Based on the Schematic Design, a Class 'C' estimate has now been completed. HJCRC costs are higher than initially anticipated; increasing financial risks but remaining within funding provided from the HJNL.

DISCUSSION:

The contemplated financing structure of the HJCRC project and HJNL transaction creates some risks for the City. The principal purpose for developing the HJNL is to raise sufficient funds to help enable the construction of the new HJCRC. This will be the primary objective of the efforts and the revenue generated from the HJNL transaction should go to this amenity in priority. The proposed HJCRC project includes several significant components such as an aquatic centre with a 50 M pool and leisure pool, an arena, a curling facility, multipurpose spaces, fitness centre and gymnasium as well as sports courts and walking track on the roof of the Centre. The new Centre must be developed with an appropriate amount of parking and also provide space to accommodate the Silver Harbour Seniors' Activity Centre who will be relocated from their existing location which is scheduled for redevelopment as part of the Darwin land transaction.

Other items that potentially are to be funded from the land transaction include:

- Relocation of the North Vancouver Lawn Bowling Club to the Mickey McDougall site including construction of a new lawn bowling club and greens;
- Construction of a new park including a walking route and new public open space in the HJ development lands to partially offset the loss of the Norseman Field;
- Construction of a section of the Green Necklace through or around the HJ development lands; and
- Construction of a temporary skatepark.

As part of the project, Council also requested that staff consider the inclusion of non-recreational city amenities and improvements on the site including non-market housing units and a childcare. Finally, it is important to note that no capital improvement related funding has been set aside for Flicka Gymnastic.

Project Pricing Risk

Based on Class 'C' estimate of the HJCRC, the current cost of the project, excluding non-recreational city amenities, is estimated at approximately \$237 million and is broken down as follow:

Table 1 – Project Preliminary Estimate

HJCRC Land Development amenities

HJCRC Class C estimate incl. silver harbour	\$ 200,692,000
Lawn Bowling relocation	
Silver Harbour (Relocations, TI's, Rent)	\$ 9,850,000
Temporary Skatepark	
Sub-Total:	\$ 210,542,000

Non-recreational amenities and improvements

Park Redevelopment	\$ 6,500,000
Non-market housing units (80 units)	\$ 15,400,000
Childcare (37 spaces)	\$ 5,000,000
Sub-Total:	\$ 26,900,000
Total:	\$ 237,442,000

The HJCRC estimate of \$201 million includes approximately 400 parking stalls. The amount also includes approximately \$32 million (22% of the \$144 million construction cost) for contingencies and cost escalation. There is significant uncertainty with regard to cost escalation given recent construction/tender pricing increases. The City will only be in a position to affirm the project price at the time of contract tendering and to decide at that time whether to proceed with that price or to implement mitigation measures before awarding a contract. After the award of the contract, any cost escalation risk (excluding project contingency risk) will be borne by the private contractors. This risk could be further mitigated by adjusting the project scope.

At this time, on its own, anticipated HJNL funding is insufficient to fund the non-recreational amenities. The current cash flow model considers using Parks DCC funding to fund the park redevelopment. Park DCC's may be used to fund approximately 50% of eligible park construction costs. Other amenities should be deferred to a latter phase of the project to reduce risks of a shortfall if the tendered price of the HJCRC project comes over the Class "C" estimate as well as to allow the identification of other funding sources. For instance, Harry Jerome dedicated funding that has been set aside in the past six years may provide a surplus that could be used to fund non-recreational amenities near the end of the project. Funds from the Affordable Housing Reserve, which are anticipated to grow significantly in the coming years from potential development activities, could also offset the cost of the non-market housing. Delaying the implementation of non-market housing will also provide the opportunity to assess and adjust for the impact, if any, on the affordability of residential units built on leased land. It is expected that a long-term land lease could result in discounted residential unit pricing.

The March 8, 2018, report to Council suggested that developer's Community Amenity Contributions (CACs) or density sale (excluding from Block 62) of two Council approved developments (150 East 8th Street and 1441 St. Georges Ave.) be included in the HJCRC funding budget to enhance the project contingency reserve. Once construction cost is confirmed, unrequired funding from this source could be allocated in priority to fund non-recreational amenities if needed or returned to usual CAC's allocation reserves (80% Civic

Amenity Reserve Fund and 20% Affordable Housing Reserve Fund) or density sale related reserve, the Civic Amenity Reserve Fund.

At this time, the review does not consider potential external contributions from the Federal Grant program or that may be forthcoming from development activities in other areas of the City as well as potential additional revenue that could be generated through the sale of other City-owned lands. Developer's CACs could generate significant revenue in the Civic Amenity Reserve Fund which could be used to mitigate cash flows issues. Such funding is subject to approval of major development applications by Council, economic fluctuations and project scheduling. While such funding is often used by Planning department to enhance projects or considered in the City Financial Plan to fund projects in future years, future conditional funding of this nature is not recognized in the Plan's current year or as available to fund a project where funding certainty is required.

Darwin Leasing Offer

One of the City's due diligence steps has been to ensure that the proposed long term lessee of the development lands has the capacity to pay an amount of approximately \$210 million. The proposed lessee, Darwin, was the successful proponent further to the public Request for Proposals for acquisition and development of these lands to pay for HJCRC, and the City is currently in negotiations with Darwin on the details of the proposed land lease and development agreements. Given the potential financial consequences for the City if a lessee were to default under the terms of the Agreement once construction of the Harry Jerome has begun, the City is taking steps to understand and mitigate this risk.

For this reason, the preparation of the agreements between the City and Darwin will provide safeguards to protect the City's interests. Guarantees under the form of a deposit, letter of credit, parental company guarantee, and ownership security of various building spaces have been negotiated with Darwin and will provide some financial guarantees in case of default.

Note that if the City exercises its right to cancel the HJCRC project on the north lands and cancels any remaining phases of the long term development lease on the south lands, the City would be liable to Darwin for reimbursement of their rezoning costs and their Request for Proposal (RFP) preparation costs but not for other costs or potential economic loss.

Debt Financing

The City is setting aside an amount of \$2.6 million per year for the HJCRC project. It has been assumed that this amount could be used to offset the cost of debt reimbursement once the project is completed. Based on latest interest rate increases, staff estimate that an annual debt reimbursement of \$2.6 million would allow the borrowing of an amount of approximately \$50 million. Based on the fact that interest rates could increase further in the coming years, staff recommends that a conservative debt amount of \$45 million be considered in the financial modeling. Furthermore, as discussed below in the section discussion operation and maintenance costs, staff recommend minimizing the size of a long-term capital loan to offset the additional operation and maintenance cost of the larger facility.

To meet Council's requirement for interim financing solutions to fund construction of the HJCRC prior to the commencement of construction of the HJNL, staff could arrange construction borrowing during the project. At this time, the cost of the interest has not been considered in

the project cash flow. While construction-borrowing arrangements will be required to allow tendering, it is unclear if funding of this source will actually be required to fund construction. It is also important to note that based on current rates and City revenue, City residents approval through a referendum or an alternative approval process would be required if an amount in excess of \$90 million needs to be borrowed.

Cash Flow Analysis

The development of the cash flow and financing options for this project is challenging given the level of risk and uncertainty. It is important to note that there are two aspects with regards to the financial needs of the projects. First, the City must have sufficient funding to cover expenses upon receipt of invoices. However, a second, more stringent aspect is that funding needs to be in place prior to project tendering.

This translates into having solid financial agreements in place prior to tendering. For instance, staff considers that if the project is to be funded with a loan, the loan should be in place before tendering. Taking this into consideration, staff has made some assumptions with regard to the scheduling of the project's tendering and created a financing scenario. The results are summarized in the following table. The table includes assumptions regarding Darwin's lease payments on the basis of the agreement currently under negotiation.

Table 2 – Annual Cash Flow Summary Forecast

Estimated Cash Flow Summary (in million \$)

	Total	2018	2019	2020	2021	2022	2023
Financing Need - Project Tendering	\$ 237.4	\$ 19.8	\$ 15.6	\$ 157.3	\$ 8.9	\$ 15.4	\$ 20.4
HJCRC Design, Project Oversight and Constructio	\$ 200.7	\$ 10.3	\$ 15.3	\$ 157.3	\$ 2.4	\$ 15.4	\$ -
Lawn Bowling relocation	\$ 6.5	\$ 6.5	\$ -	\$ -	\$ -	\$ -	\$ -
Silver Harbour (Relocations, TI's, Rent)	\$ 3.0	\$ 3.0	\$ -	\$ -	\$ -	\$ -	\$ -
Temporary Skatepark	\$ 0.3	\$ -	\$ 0.3	\$ -	\$ -	\$ -	\$ -
<i>Non-recreational amenities and improvements</i>							
New park	\$ 6.5	\$ -	\$ -	\$ -	\$ 6.5	\$ -	\$ -
Non-market housing units (80 units)	\$ 15.4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15.4
Childcare (37 spaces)	\$ 5.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.0
Funding Sources	\$ 255.0	\$ 27.7	\$ 53.0	\$ 112.6	\$ 73.4	\$ 2.6	\$ (14.3)
Civic Amenity Reserve	\$ 24.4	\$ 14.0	\$ 2.6	\$ 2.6	\$ 2.6	\$ 2.6	\$ -
Contributions - 2 Projects (CAC and Density Sale)	\$ 13.7	\$ 13.7	\$ -	\$ -	\$ -	\$ -	\$ -
Park DCC Reserve	\$ 3.2	\$ -	\$ -	\$ -	\$ 3.2	\$ -	\$ -
Darwin - 3 phase payments	\$ 213.7	\$ -	\$ 50.4	\$ -	\$ 87.6	\$ -	\$ 75.7
MFA Borrowing	\$ -	\$ -	\$ -	\$ 90.0	\$ -	\$ -	\$ (90.0)
Internal Borrowing	\$ -	\$ -	\$ -	\$ 20.0	\$ (20.0)	\$ -	\$ -
Cumulative Annual Excess Funding	\$ 17.6	\$ 7.9	\$ 45.3	\$ 0.6	\$ 65.1	\$ 52.3	\$ 17.6

Based on a 2020 HJCRC project tendering, a significant funding shortfall would occur that year. The scenario assumes that the City will arrange for a \$90 million loan, the maximum amount available without going through a referendum or an alternative approval process. The City will also adopt a resolution to provide \$20 million through internal borrowing from internal reserves, mainly the Tax Sales Land Reserve Fund. This will provide \$110 million of funding to allow project tendering with a surplus of less than \$1 million. The borrowing is expected to be reimbursed (\$20,000,000) in 2021 and (\$90,000,000) in 2023 with proceeds from the Darwin

land lease. Most of the amount advanced by the City should be considered as bridge financing until final property transfer to Darwin.

The review of the above table provides the following information:

- 1) The City should make arrangements to borrow \$90 million and allow internal borrowing of \$20 million by 2020, for interim construction financing until Darwin takes possession of the various phases, to allow the project to proceed. The project cash flow defers \$15 million for the purchase of some of the interior fit-out items in 2022 to better match cash outlays with expected funding receipt. As an alternative, the HJCRC project could be (1) tendered and/or built in further phases, or (2) delayed by one or two years, noting that phasing of the project may be limited by the fact that underground parking should ideally be built in one phase and that construction prices have been increasing steadily for a number of years.
- 2) The project should only proceed if an initial contribution of at least \$50 million is provided by Darwin prior to project tendering.
- 3) The proposed scenario would not leave much room to accommodate substantial cost overruns. The tendering and construction of the project could be compromised if prices quoted by contractors turn out to be above budget estimates.
- 4) If needed, the available funding could potentially be increased by \$15 - \$20 million if the childcare and non-market housing components are excluded from the project or, alternatively, if childcare is provided by a for-profit entity at reduced City cost and non-market housing is funded from the Affordable Housing Reserve Fund.
- 5) The forecast anticipates that the project could be completed with \$17.6 million in excess funding. The excess funding should be kept as a contingency fund and used for other purposes only following project completion. The recommendation proposes that any excess funding be used in priority to restore the Community Amenity Contribution of 150 East 8th Street and the proceeds of the density sale to 1441 St. Georges Ave.
- 6) The model assumes that the City reimburses the \$90 million MFA loan in its entirety. The interest and long-term loan repayment savings could provide additional operating funding to cover the potential increase of the new Centre operation and maintenance costs.
- 7) Table 2 aims to ensure that financing will be available for tendering purposes. Actual disbursements will occur only once work or products have been delivered. Assuming no issues/delays regarding the Darwin agreement, it is likely that some of the funding provisions included in the table will not be used to their full extent.
- 8) Ultimately, there could be a substantial pricing differential if the City was in need of seeking a new HJNL purchaser as market conditions cannot be predicted, and revenues will fluctuate with values at time of land transfer. Some guarantees have been requested from Darwin to mitigate risk in this regard.

Risk Mitigation

This report has identified a number of risks. If Darwin or any developer were to default at any stage after the first phase on the development lands, the City has identified a number of factors to mitigate the risk to the City. For this reason, the preparation of the agreements between the City and Darwin will provide safeguards to protect the City's interests. This is important. For example, in the absence of sound mitigation in the agreements, if Darwin was to default on the agreement or substantially delay payments, the project could be delayed and/or the City could find itself significantly in debt with little or no available funding in its Tax Sales Land Reserve Fund. The City would cease receiving annual interest revenue from the Tax Sales Land Reserve Fund to fund some of its capital projects. Furthermore, in the event of lease payment default, the City would need to increase taxes by approximately 6% to pay an estimated \$5 million annually in principal and interest on a potential \$90 million loan.

Many of the risks identified in this report should be expected in a project of this magnitude. Accordingly, the Recommendation on page 1 of this report recommends to continue with the design, tendering and construction of the Harry Jerome Community Recreation Centre and discussion of a land lease agreement with Darwin Properties. However, the Recommendation also directs staff to implement the risk management measures discussed in this report.

Given the size of this project in comparison to the City relatively small financial resources, there are a number of identified project risks to mitigate. For the purpose of minimizing risks, staff have compiled the following potential measures for consideration:

- 1) set aside projected excess funding as a contingency until project completion and prioritize allocation of HJNL proceeds to refunding the project debt;
- 2) phase project to match revenue and expenses as much as possible;
- 3) defer optional non-recreation amenities included in the Darwin agreement to a latter phase of the HJNL project;
- 4) monitor Darwin's permitting/construction/sale progression;
- 5) include disbursement deadlines in Darwin's agreement to control compliance or default;
- 6) request guarantees and/or bonding from Darwin in addition to deposits, and provide for City resumption of the pre-zoned and subdivided and serviced future phases of the lands in the event of any default;
- 7) identify additional funding sources e.g. CAC's, Affordable Housing Reserve, DCC's and surplus land sales;
- 8) Convert part of the MFA bridge financing into a long-term loan (this may reduce funding availability to fund operation and maintenance cost of the new HJCRC); and/or
- 9) Seek senior government funding such as Federal Grant Program.

Operation and Maintenance Cost – Impact on Debt Financing

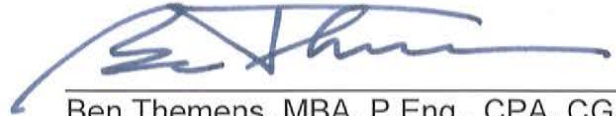
It is important to note that preliminary cost estimates indicate that the operation and maintenance (O&M) cost of the proposed new HJCRC will be approximately \$1.4 million more than the current Centre. There currently is no provision for O&M cost increases in the City budget and there is uncertainty with regard to the District of North Vancouver cost sharing contribution. However, at this time, considering the fact that the current funding scenario of the project is not anticipating the use of long-term debt, the amount set aside annually for the construction of the new HJCRC will suffice to fund anticipated additional O&M costs. This being

said, Council may want to consider the implementation of pay parking to allow the recovery of some of parking related costs.

INTER-DEPARTMENTAL IMPLICATIONS:

This report has been prepared with the assistance and information received from the Strategic Initiatives & Services and Planning departments. The report has been reviewed by the Major Project Team on July 17, 2018.

RESPECTFULLY SUBMITTED:



Ben Themens, MBA, P.Eng., CPA, CGA
Director of Finance

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THE CORPORATION OF THE CITY OF NORTH VANCOUVER Regular Council Meeting – March 4, 2019

PUBLIC CLARIFICATION PERIOD

The Public Clarification Period is limited to 10 minutes in total and is an opportunity for the public to ask a question regarding process or clarification on an item on the Regular Council Agenda. The Public Clarification Period concludes after 10 minutes and the Regular Council Meeting reconvenes.

CITY CLERK'S RECOMMENDATION

THAT Council recess to the Committee of the Whole, Closed session, pursuant to the *Community Charter*, Sections 90(1)(e) [land matter], 90(1)(g) [litigation], 90(1)(i) [legal advice], and 90(2)(b) [contract negotiations].

REPORT OF THE COMMITTEE OF THE WHOLE (CLOSED SESSION)