

2019 – 2023

DRAFT Financial Plan

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Introduction

About the 2019 to 2023 Financial Plan

The 2019-2023 Financial Plan will be adopted in October 2018, following public input and Council deliberations. Adopting the Financial Plan at this time achieves Government Finance Officers Association (GFOA) best practice and ensures municipal business can continue as governance transitions to a new Council.

While a new Council may reassess priorities as it sets its own strategic direction, the Financial Plan focuses on well-established community priorities and District commitments, including affordable housing, major transportation projects and the North Shore liquid waste treatment plant.

Consistent with previous plans, the 2019-2023 Financial Plan includes the operations of the District of North Vancouver, the North Vancouver District Public Library, North Shore Emergency Management, North Vancouver Recreation and Culture Commission, and North Vancouver Museum and Archives; is compliant with GFOA best practice, and adheres to established financial policies outlined at the back of this workbook. The format for the capital plan information in this workbook has been revised to better reflect longer term planning needs by program based upon feedback received during last year's budget process.

Our mission as an organization is to provide leadership and exemplary public service fostering the economic, social and environmental well-being of our community's needs for today, and its aspirations for tomorrow. The Financial Plan helps set a sustainable foundation on which the community's vision is realized.

David Stuart

Chief Administrative Officer

Andy Wardell

Acting Chief Financial Officer

Budget in Brief

The 2019 Budget reflects an overall property tax increase of 3% or \$67 on the average single family home. The increase includes 2% to fund municipal operations and 1% to support asset renewal as the District continues to focus on sustainable service delivery within available financial resources.

Growth in the town centres, major development projects and the natural renewal of aging single-family housing stock will fund increased demand on development services and stabilize operations in this plan.

Affordable housing plans will deliver an estimated 460 non-market rental units on various sites over the next three years leveraging municipal and other lands, subject to grant applications and rental subsidies for low, and low to moderate-income earners. An affordable housing reserve will support this new program with funding sources including operational adjustments and surplus over the short term. Estimated one-time costs to the District are \$8 million (\$18,000 per unit, excluding land value). Subject to Council approval, foregone community amenity contributions (CAC's) will continue to support the delivery of other rental units on a case-by-case basis. Staff will be preparing a density bonusing strategy to incentivize additional market and non-market rental housing for consideration at a future Council meeting.

As the community grows new tax revenue and user fees will be allocated to fund operating impacts from new recreation centres in Lions Gate and Lynn Creek, new transportation and parks infrastructure including the active transportation network and public safety improvements including the new Maplewood Fire facility.

The total budget for 2019 is \$288.4 million including \$166.5 million for operations, \$71.2 million for capital and \$45.2 million in transfers to reserves. The 2019 budget also includes \$2.8 million in debt service, a reduction of \$1.1 million from 2018 following the retirement of debt issue #69. Savings from debt retirements are redirected to the Infrastructure Replacement Reserve where they support the future replacement of aging infrastructure.

Capital Plan:

Capital improvements total over \$343 million over the next five years with \$142 million invested in major and new capital and the balance allocated to capital renewal. Developer contributions and senior government grants will fund over 43% of major and new capital projects including development's apportioned share of new capital.

The Capital Plan for 2019 is \$71.2 million, increasing \$5.3 million from last year's plan of \$65.9 million. The plan supports vital community projects including contributions to affordable housing and childcare, construction of the Lions Gate and Lynn Creek Community Centres, and upgrades to various parks. Safe and active transportation improvements total over \$13 million including \$8 million for TransLink's new Marine Drive / Main Street B-Line service from Dunderave to Phibbs Exchange. The Lower Lynn Interchange improvements, implemented in partnership with the Province of British Columbia and the Government of Canada, will address traffic safety, queuing, and delays and improve travel times throughout this corridor. The partnership agreements have been finalized and impacts to the financial plan are being calculated and will be included in the Financial Plan

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

Table 1: Municipal Property Tax Increase

amendment. The new Maplewood Fire Hall, consolidates the Fire Hall, Training Centre, and Administrative functions into one facility and creates operational efficiencies while improving fire response times.

With the Capital Plan averaging \$69 million per year over the next five years and additional projects anticipated in the near future, a measured approach and careful management of available resources will be required.

Utility Rates:

On July 23rd, Council approved a combined utility rate increase of 3.8% for both single family and multi-family homes. The District has been anticipating increases in Metro Vancouver (MV) charges and will continue to monitor impacts on our ratepayers as regional growth projects are implemented.

MV rate increases for the North Shore Sewerage Area support the new waste water treatment plant, providing both primary and secondary wastewater treatment and improving water quality and safety as required by new federal regulation. District reserves will stabilize sewer and drainage utility rate increases at an average annual rate of 4% per year over the next ten years.

MV water rate increases are primarily driven by regional development, highlighting the need for MV to levy water development cost charges (DCC's). District staff will be participating in future discussions with MV with the objective being to ensure development pays for development.

The new residential garbage and organics carts are fully implemented with 2019 rates reflecting waste diversion improvements with the help of the locking cart system.

Reserves

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

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

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

Five Year Financial Plan (000's) - Combined View

	2018	2019	2020	2021	2022	2023
Revenue						
Taxation	\$ 106,978	\$ 108,920	\$ 112,918	\$ 116,850	\$ 120,900	\$ 124,295
Sales, Fees, and Other User Charges	89,916	97,269	101,952	119,841	105,768	109,083
Developer Contributions	15,438	46,303	16,337	14,217	2,551	596
Grants and Other Contributions	2,913	10,716	7,223	2,296	2,311	2,158
Investment Income	4,846	4,928	5,334	5,335	5,701	5,780
Penalties & Interest on Taxes	720	732	732	732	732	732
	220,811	268,868	244,496	259,271	237,963	242,644
Proceeds from Debt						
Appropriations from:						
Operating Reserves & Surplus	11,892	7,128	1,901	1,542	1,114	891
Reserve Funds	63,184	58,502	99,067	64,107	40,952	58,031
	75,076	65,630	100,968	65,649	42,066	58,922
Source of Funds	\$ 295,887	\$ 334,498	\$ 345,464	\$ 324,920	\$ 280,029	\$ 301,566
Operating Expenditures						
Community Services	\$ 37,433	\$ 38,917	\$ 40,603	\$ 41,871	\$ 41,681	\$ 42,507
Planning and Development	12,188	12,431	12,043	12,190	12,361	12,604
Protective Services	41,826	42,847	43,713	44,590	45,486	46,503
Transportation and Engineering	8,881	9,254	9,200	9,410	9,342	9,524
Utilities	43,558	46,487	50,559	56,171	61,461	64,271
Governance and Admin	16,734	16,555	13,177	12,518	12,259	11,717
	160,620	166,491	169,295	176,750	182,590	187,126
Capital Expenditures	65,891	71,165	107,418	64,007	42,085	58,136
Debt Service	4,041	2,762	2,762	2,762	2,762	2,762
Contributions to:						
Operating Reserves & Surplus	3,901	512	512	512	512	512
Reserve Funds	61,434	93,568	65,477	80,889	52,080	53,030
	65,335	94,080	65,989	81,401	52,592	53,542
Use of Funds	\$ 295,887	\$ 334,498	\$ 345,464	\$ 324,920	\$ 280,029	\$ 301,566

Five Year Capital Plan (000's)

	PLAN					5 YR
	2019	2020	2021	2022	2023	TOTAL
Expenditures						
Affordable Housing	2,592	3,115	1,764	674	-	8,145
Child and Seniors Care	900	2,970	-	-	-	3,870
Civic Facilities and Equipment	2,808	6,059	5,349	1,636	11,928	27,780
Community Facilities, Arts and Culture	15,013	11,723	9,704	5,081	10,641	52,162
Lands and Real Estate	198	2,071	1,457	865	512	5,104
Overhead	836	531	1,351	1,211	860	4,790
Parks and Open Spaces	5,435	23,764	7,376	4,577	5,094	46,246
Public Safety	7,952	14,588	11,989	1,502	914	36,945
Risk and Natural Hazard Management	25	1,556	2,168	831	1,702	6,282
Technology	2,048	1,353	1,373	1,393	1,414	7,581
Transportation	20,204	23,286	8,812	9,624	9,323	71,248
Utilities	13,154	16,402	12,665	14,691	15,747	72,659
	71,165	107,418	64,007	42,085	58,136	342,811
Funding Source						
Infrastructure Reserve	23,239	40,548	25,839	19,353	33,194	142,173
Utilities Reserve	11,130	15,130	10,525	11,465	13,696	61,947
New Capital	3,836	12,529	8,330	2,325	2,615	29,635
Land Opportunity	-	-	3,300	-	-	3,300
Housing Reserve	592	3,115	1,764	674	-	6,145
Reserve/ Surplus	6,023	4,451	9,533	2,696	3,394	26,096
Developer / Private	17,640	29,793	4,371	5,222	4,880	61,907
Grants	8,705	1,852	343	350	357	11,607
	71,165	107,418	64,007	42,085	58,136	342,811

Financial Planning Policy Framework

Strategic Framework

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

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

Corporate Plan

With municipal elections being held in October of 2018, it will be for a new Council to establish objectives for a 2019-2022 Corporate Plan. Nevertheless, at this juncture in the planning cycle, and without presupposing the future Council's strategic objectives, likely directions for the next Corporate Plan include:

- Monitoring progress on OCP goals: including analysis and potential adjustments to targets and implementation priorities
- Continued focus on transportation: including completion of major in-stream projects like the Highway 1 Interchanges, and continuing our commitment to a collaborative approach across levels of government
- Prioritizing affordable housing: including a focus on identifying funding options and partnership opportunities



- Fostering an adaptive organization: to manage inter-generational change in the workplace in the context of the regional market, and with service excellence top of mind, we will continue to foster a team inspired by possibilities and innovation
- Building resilience: strategies for adapting to climate change will be in the forefront of our planning, management approaches and responses.

Priorities, Goals and Resources

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

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

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

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

Long Term Financial Plan

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

The Long Term Financial Plan (LTFP), which looks to a ten-year time horizon, incorporates impacts from all plans, and forecasts a financial position based on assumptions, strategies, and policies that support long-term financial resiliency. The LTFP is a partner to other District plans, which are all guided by the Official Community Plan (OCP). The OCP describes the service vision and the LTFP describes if there is adequate funding to achieve the vision. While this five-year Financial Plan begins to include the impacts of growth, revisions are anticipated in the spring and fall of 2019 to reflect Council direction on partnership and development agreements, as well as operating impacts from new amenities, infrastructure and affordable housing.

Long Term Funding Strategy

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

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

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

Solutions are designed to achieve a balance between revenue and expense and lay the policy foundation for future budgets. This model is revisited each year and adjusted to reflect new circumstances and economic assumptions. The following items are new for 2019:

- New revenues from development activity are reinvested in development services capacity and related prior year revenues are rolled forward to stabilize development operations (\$1.2 million).
- Revenue from OCP related growth in the tax base is allocated to support the opening of Lions Gate Community Centre, new transportation and parks infrastructure and a new digital “Story Lab” at Lynn Valley Library (\$687k)
- Growth in the tax base from other development activity, primarily redevelopment of single-family neighbourhoods, is allocated to safe and active transportation priorities (additional \$0.8 million in 2019, reaching \$2.4 million in ongoing funding by 2023)
- To ensure development charges supporting the capital plan keep pace with the growth related impacts from development, Development Cost Charges (DCC) are adjusted for inflation and the Community Amenity Contributions (CAC) will be revised for latest information in late 2018 (not reflected in this draft plan)
- Development services has been adjusted to improve cost recoveries (\$500k) and ongoing savings are redirected to support affordable housing

Growth Management Model

This model stabilizes the impacts from growth by reserving OCP related growth in tax revenue to fund future impacts from growth on services. Ongoing revenue is projected to reach \$2.29 million in 2019. This revenue will offset future operating and maintenance costs, such as those associated with the new community centres and parks and transportation infrastructure.

Budget (000's)	Change	2019	2018	2017	2016	2015	2014
Tax Growth (OCP)	1,321	3,957	2,636	1,747	1,536	960	359
Service Allocation	(706)	(1,667)	(961)	(276)	(226)	(222)	(169)
Reserve	615	2,290	1,675	1,471	1,310	738	190

Asset Management

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

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

Policies Guiding This Financial Plan

These general policies guided the preparation of this workbook.

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

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

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

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

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

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

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

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

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

Budget Adjustments: the District practices demand management and cost containment, including a 0.5% efficiency factor in the budget after adjusting costs for inflation. For 2019, development services has been adjusted to improve cost recoveries (\$500k) and ongoing savings are redirected to support affordable housing.

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

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

2019 Financial Plan Schedule

Date	Meeting Purpose	Time / Location	Comments
2018			
Tuesday, June 19	2019 budget update	Committee Room 5:00-7:00 pm	Workshop
Monday, July 16	First three readings utility and user fees & charges	Council Chamber 7:00 pm	Regular Council Meeting
Monday, July 23	Final adoption utility and user fees & charges	Council Chamber 7:00 pm	Regular Council Meeting
Monday, September 17	2019 budget introduction - Draft Financial Plan Workbook	Council Chamber 7:00 pm	Regular Council Meeting
Thursday, September 20	Community Associations briefing	Committee Room 7:00-9:00 pm	Financial Plan Meeting
Monday, September 24	Public input & Council opening remarks	Council Chamber 7:00 pm	Regular Council Meeting
Tuesday, September 25	Financial Plan deliberations	Committee Room 5:00-7:00 pm	Workshop
Tuesday, September 25	First three readings of Financial Plan bylaws	Council Chamber 7:00 pm	Regular Council Meeting
Monday, October 1	Final adoption of Financial Plan bylaws	Council Chamber 7:00 pm	Regular Council Meeting

Municipal Services

This section organizes municipal activities into service themes to provide an overview of services, strategic priorities, projects and initiatives for the coming year. The financial summary aligns services with financial policy and informs the reader about the resources required to sustain levels of service over time. For this year, growth in taxation revenue and use of prior year surplus to stabilize operations has the effect of decreasing “Percent (%) Cost

Recovered by Revenue” shown in operating budget information. Operating budgets for taxation-supported services also exclude most transfers to capital reserves, debt service, and allocations of administrative support costs, which are managed centrally for this version of the financial plan workbook.

Community Services

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

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

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

Recreation and Cultural Services, led by the North Vancouver Recreation and Culture Commission (NVRC), provide a wide variety of recreation and cultural services on behalf of the District and City of North Vancouver. The Commission ensures that an appropriate range of leisure opportunities is available to meet the needs of citizens, working to minimize barriers and encourage participation for all community members, in an open, respectful and supportive environment.

The Commission operates 10 Community Recreation Centres, the North Vancouver Tennis Centre and Centennial Theatre, and manages community events and the municipal public arts and culture grant program. Community Recreation Centres include many public amenities such as swimming pools, art spaces, fitness studios, weight rooms, youth centres, ice arenas, gymnasiums, sport courts, multi-purpose rooms, and meeting rooms.

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

A new community recreation centre will open in the fall of 2019 in the heart of the Lions Gate Town Centre. This centre will be the new home for Capilano Community Services Society and will be a hub for recreation, culture, community services and building neighbourhood relationships.

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

North Vancouver District Public Library offers an extensive collection of books and digital items, including eBooks, magazines, newspapers, DVDs, and CDs. In addition to the collections, NVDPL offers a full range of information services and 21st century learning opportunities to cultivate and enrich lifelong learning. The Library supports social well-being through the offering unique and innovative adult, teen, and children's programs, as well as by providing community meeting and study space. Professional staff also provide resources and services that support children and families, seniors, homebound residents, new immigrants, and job seekers. In addition, the Library will be launching a brand new service area at Lynn Valley Library called "StoryLab". This digital creation space will provide a welcoming environment for members of the community to experiment with traditional, digital, and new media in a custom-built space dedicated to inspiring digital creativity, collaboration, and storytelling.

Three library branches serve our residents; Capilano Library provides service to the western portion of the District, Parkgate Library serves the District's eastern communities from Seymour to Deep Cove, and the Lynn Valley Library serves its immediate community. Additionally a new express Library will provide service to the Lower Capilano area, once the new Lions Gate Community Recreation Centre opens in 2019.

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

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

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

A new museum is currently under construction at 115 West Esplanade and it will open in 2020. In 2019, a community campaign will be launched to fund enhancements to the museum exhibits and programs. Changing temporary exhibits are displayed at the Archives building in Lynn Valley, and in community facilities such as the Delbrook Community Recreation Centre. New online content is also being added to the website (nvma.ca) which includes an online search component for archival records.

Specialized educational programs are offered to school children and teachers, as well as to community and private groups, through on-site programs in the Archives, summer walking tours, outreach kits for classroom use, and online programs. Displays and activities are also presented at community events throughout the year.

Strategic Priorities

- Inter River Park Phase 1 construction and preload for artificial turf field
- Inter River Bike pump track and lacrosse box renovation
- Commence planning study for Seymour Recreational Trail Strategy
- Detailed design of Seyllynn Park renovation and the park plaza
- Enhance parking and traffic management in key recreational staging areas including Deep Cove
- Upgrade parking, lighting, roadways and traffic circulation in the Lynn Canyon Park central area
- Work with the City to update the recreation and culture facilities plan and funding models
- Construct Lions Gate Community Centre and design Lynn Creek Community Centre
- Construct the Digital Story Lab at the Lynn Valley Library
- Develop and construct a series of mobile exhibits at various locations throughout the District
- Plan for NVMA organizational transition and move into new museum

Financial Information (000's)

Highlights - Operating

The increase in Recreation and Culture reflects the costs of the new Lions Gate Community Recreation Centre anticipated to be operational in the fall of 2019. The coming year will also see a review of the recreation facility plans for two of the older facilities. Recreation membership fees and program revenues represent 65% or \$9 million of the total Sales, Fees, and User Charges revenues in 2019.

Library services include the costs to operate both the new express library at the new Lions Gate Community Recreation Centre as well as the new StoryLab. Policy work to achieve the Library Board's strategic initiative on service excellence will also be launched in 2019.

Parks and Open Spaces is increased to reflect the costs to operate and maintain new parks and related infrastructure along with a new pilot program to pick up dog waste at popular dog walking areas.

In 2019, an addition to the annual grant is provided to the Capilano Community Services Society. The Society will move to the new Lions Gate Community Centre in 2019 and will add programs for seniors, youth and families that can be delivered in this new space.

Operating	2018 Budget	2019 Budget	Y:Y
Revenue			
- Government Grants	\$ 214	\$ 214	\$ -
- Sales, Fees, and User Charges	13,393	13,805	412
	13,607	14,019	412
Transfers in	215	170	(45)
Source of Funds	13,822	14,189	367
Costs			
- Community Facilities	240	294	54
- Community Grants	1,264	1,407	143
- NV Museum & Archives	555	567	12
- NV Public Library Services	5,775	6,076	301
- NV Recreation & Culture	18,749	19,599	850
- Parks and Open Spaces	8,419	8,600	181
- Public Golf	2,301	2,354	53
- Operating Initiatives	130	20	(110)
	37,433	38,917	1,484
Transfers Out	11,175	11,605	430
Use of Funds	48,608	50,522	1,914
Tax Levy	\$ 34,786	\$ 36,333	\$ 1,547
% Costs recovered by Revenue	36.4%	36.0%	-0.3%

Highlights – Capital

In addition to annual renewal capital of \$5.3 million, the \$21.3 million capital budget for community services includes \$16 million for major renewal and new capital projects highlighted below.

- Community Facilities - Lynn Creek Community Centre and Seylynn Village Daycare funded through developer contributions
- Community Parks - Murdo Frazer tennis courts replacement, Seylynn park upgrade, and a new playground at Bridgman Park
- District Level Parks - ongoing upgrades at Lynn Canyon Park, new Inter River pump track, and a condition assessment for the wharf at Cates Park
- Library, Archives and Exhibits - renewal/upgrade for Lynn Valley Library celebrating its 10 year anniversary (\$200k)
- Neighbourhood Parks - Upgrades to Kirkstone Park and initial planning for a new park on the old Delbrook Community Centre site
- Public Art and Heritage - Provision for public art in the town centres funded through developer contributions
- Sport Fields - design for both the Delbrook Park field house replacement and the new artificial turf fields at Inter River Park

Capital	2019 Budget	District Reserves	Developer/Private	Grants
Child Care	900	-	900	-
Community Facilities	12,115	2,115	10,000	-
Community Parks	1,995	1,695	300	-
Community Plazas	1,330	-	1,330	-
District Level Parks	1,940	1,863	77	-
Library, Archives and Exhibits	1,018	1,018	-	-
Natural Parkland and Alpine Trails	774	774	-	-
Neighbourhood Parks	200	100	100	-
Public Art and Heritage	550	50	500	-
Sport Fields	525	516	9	-
Total	21,347	8,131	13,216	-

Planning and Development Services

Planning and Development includes Community Planning, Development Services and Development Engineering, Environmental Sustainability, and Real Estate and Properties.

Community Planning is responsible for long range land use and integrated community planning. Principal work includes the District's Official Community Plan (OCP) and its implementation through town/village centre plans and strategies to advance policies in areas of housing, transportation, social well-being, and heritage. Through the social planning program, community service grants and funding are allocated in accordance with Council policy to sustain quality of life for all District residents. Meaningful and ongoing community engagement and consultation are integral to these services. Comprehensive monitoring of community profiles, statistics and indicators towards achievement of policy goals and targets is provided.

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

Environmental Sustainability delivers policy and regulatory measures as well as technical support to other departments. Community energy and climate action planning are part of the environmental portfolio.

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

Strategic Priorities

- Prioritize processing of development applications to Town Centres, affordable housing, employment and those already in progress
- Complete preliminary work on possible OCP review in 2019
- Increase enforcement of and penalties related to inappropriate development activities
- Review Town Centre parking policy
- Develop a strategy to deal with short term rentals
- Prepare updated coach house policies
- Review childcare strategy in light of changes to school capacity

- Implement Rental and Affordable Housing Strategy and clarify refinements necessary
- Continue implementation of Maplewood Plan
- Identify suitable DNV lands and work with the Province and other partners to build affordable, rental and special needs housing
- Implement necessary changes to deal with cannabis legalization
- Implement DCC changes (DNV, Metro Sewer, and Translink) and adjust CAC's if necessary
- Implement changes to Construction Bylaw
- Implement changes to Building Code and new Energy Step Code
- Prepare a community energy and emissions plan, and recommend updated targets for the reduction of greenhouse gas emissions, and related policies and actions for inclusions in the OCP
- Work with Heritage Committee to develop Heritage Plan

Financial Information (000's)

Highlights – Operating

In order to maintain service levels and support current development activity, adjustments to staff capacity are included in the Financial Plan, funded by development. Adjustments primarily reflect extensions of term positions, which support increased development application processing and align with approved developments. Prior years' revenue continue to support operating initiatives and stabilize development operations.

Operating initiatives include an OCP review, subject to Council direction. The current OCP guides the District's future growth and development. Other initiatives include the extension of a homeless outreach worker, continued efforts to digitize records, and the implementation of the Community Energy and Emissions Plan funded by senior government.

Highlights – Capital

- Other Lands - annual renewal capital related to the District's commercial properties including Lynn Valley Village.
- Non-Market Rental Housing – the District is taking a more active role to make housing more affordable by investing \$8 million in an estimated 460 non-market rental housing units on various sites over the next few years.

Operating	2018 Budget	2019 Budget	Y:Y
Revenue			
- Government Grants	\$ -	\$ 141	\$ 141
- Sales, Fees, and User Charges	12,855	13,457	602
	12,855	13,598	743
Transfers in	845	735	(110)
Source of Funds	13,700	14,333	633
Costs			
- Community Planning	2,661	2,625	(36)
- Development Services	7,442	7,894	452
- Real Estate and Properties	1,502	1,561	59
- Operating Initiatives	583	351	(232)
	12,188	12,431	243
Transfers Out	1,940	2,387	447
Use of Funds	14,128	14,818	690
Tax Levy	\$ 428	\$ 485	\$ 57
% Costs recovered by Revenue	105.5%	109.4%	3.9%

Capital	2019 Budget	District Reserves	Developer/ Private	Grants
Other Lands	198	198	-	-
Non-Market Rental Housing	2,592	2,592	-	-
Total	2,790	2,790	-	-

Transportation and Engineering Services

Transportation and Engineering includes the following services:

Engineering Services coordinates and oversees planning, technical design and project management for road, water, sewerage, drainage, watercourse, bridge, and retaining wall capital projects. In addition, the department also undertakes and oversees planning, operational and maintenance management for the District's transportation infrastructure as well as project management and asset management oversight of District building facilities. It also provides oversight and implementation of the District Strategic Energy Management Plan; coordination and oversight of operations related to the District natural hazards public safety program; and management of the District's public golf operations. Other services include development support and customer service for the division.

The road network consists of approximately 356 centre-lane kilometres (3.3 million square metres) of road surface over road base, 41 bridges, 3,000 street lights, traffic signals (including 70 controllers, 320 poles and about 8 kilometres of conduit and wiring) and 170 kilometres of sidewalks. The current replacement value of transportation infrastructure is \$712 million. Road surfaces are replaced on a steady-state basis. Assets such as bridges and traffic network signals are priority assets.

The building facility inventory consists of approximately 100 buildings such as recreation centers, pools, ice rinks, libraries, fire halls, municipal offices, park buildings and theatres and has a replacement value of over \$400M.

Project Delivery is responsible for coordinating strategic engineering planning for Town Centre development in Maplewood and Lynn Creek, regulation of construction traffic management, and project management of large, complex, multi-agency civil works projects.

Strategic Priorities

- Accelerate funding for active and safe transportation projects (sidewalks, bike lanes and road crossings)
- Continue asset renewal work such as the upgrading of Ross Road Bridges and Culvert Replacement Program
- Coordinate with MOTI on bridgehead projects (complete Phase 1, monitor construction for Phase 2 & 4 and participate in design for Phase 3)
- Work with MOTI and Translink on improving transportation capacity across the Burrard Inlet, in partnership with senior government and the other two North Shore municipalities,
- Coordinate with Translink on Phibbs and other transit upgrades, such as B-Line from Maplewood to Dunderave
- Work to convert the fleet by adding zero emission and hybrid vehicles
- Prepare District-wide transportation network model for improved traffic analysis, and optimize existing road network through data collection, traffic analysis, and improved signal timing and coordination
- Implement debris geohazard mitigation works
- Plan, design and construct new Maplewood Fire Facility to replace aging FH2 and Fire Training Centre
- Prepare strategic facility plan
- Update NV bicycle master plan including AAA bike route strategy

Financial Information (000's)

Highlights – Operating

Traffic management and congestion continue to be high priorities. The District will conduct studies and find solutions to address safety and mobility issues within the municipality and surrounding areas. The annual Transportation Workshop, planned for new Council, will review current and future projects & priorities.

The 2019 budget increases capacity to support the planning, coordination, construction, and inspection of major infrastructure projects including any related utilities modelling as well as capacity to support the development of a Strategic Facility Master Plan. Other operational increases relate to the management and maintenance of new traffic signal infrastructure and the new Lions Gate Town Centre plaza.

Annual transfers out to the new capital reserve to fund safe and active transportation improvements outside the town centres increases from \$1.0 million established in 2018 to \$1.8 million in 2019 and forecast to climb to \$2.4 million by 2023.

Highlights – Capital

In addition to annual renewal capital of \$6.8 million for the road network, sidewalk and bridges, the \$20.2 million capital budget for Transportation includes \$13.4 million in major renewal and new capital projects highlighted below.

- Active Transportation – Lynn Creek Town Centre Greenway (Green Spine) funded by developers; design of the Spirit Trail central portion; other pedestrian safety improvements and urban trails projects in various locations across the District
- Roads and Bridges – initial funding to replace and upgrade the two bridges on Ross road; new initiative to collect transportation network data through cameras and videos
- Transit - working with TransLink to create the North Shore B-Line service from Dundarave to Phibbs Exchange
- Lower Lynn Interchange Improvements - the financial impacts of Phase 1-4 are being calculated and the costs will be updated through an amendment to the Financial Plan. The new Mountain Highway overpass (Phase 1), completing in 2018, includes a new northbound on-ramp for Highway 1 and traffic lights at Keith Road. Phase 2 & 3, completing in 2020, includes two new bridges over Lynn Creek to create express lanes that segregates those commuters traveling into Seymour or Deep Cove from other commuters bound for Burnaby, Vancouver, or the Fraser Valley

Operating	2018 Budget	2019 Budget	Y:Y
Revenue			
- Government Grants	\$ 710	\$ 774	\$ 64
- Sales, Fees, and User Charges	718	747	29
	1,428	1,521	93
Transfers In	540	499	(41)
Source of Funds	1,968	2,020	52
Costs			
- Engineering Services	1,708	2,011	303
- Project Delivery	1,210	1,432	222
- Transportation Services	5,423	5,802	379
- Operating Initiatives	540	10	(530)
	8,881	9,255	374
Transfers Out	1,306	2,157	851
Use of Funds	10,187	11,412	1,225
Tax Levy	\$ 8,219	\$ 9,392	\$ 1,173
% Costs recovered by Revenue	16.1%	16.4%	0.4%

Capital	2019 Budget	District Reserves	Developer/ Private	Grants
Active Transportation	4,950	2,375	2,200	375
Roads and Bridges	7,054	6,520	203	330
Transit	8,200	200	-	8,000
Total	20,204	9,095	2,403	8,705

Protective Services

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

Bylaw Services provide education and enforcement of District's public safety regulations that support our quality of life and community. The District has a decentralized bylaw enforcement model with staff in many divisions and departments having responsibility for various components of bylaw enforcement. Focus areas for Bylaw Services include busy school zones ensuring pedestrian safety and traffic flow, speaking with dog owners in parks, taking sound measurements, working with neighbourhoods on proper waste management techniques to prevent wildlife conflicts and ensuring water conservation.

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

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

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

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

Strategic Priorities

- Increase enforcement of and penalties for construction, land use, parking and other infractions
- Implement Complaint and Enforcement Policy
- Finalize Integrated Storm water and implement Climate Adaptation Strategies
- Continue flood and debris flow mitigation work including options for lower MacKay Creek
- Begin construction on new Fire Hall/training Centre in Maplewood

Financial Information (000's)

Highlights – Operating

Additional resources from the prior year for bylaw and parking enforcement in response to traffic congestion in Deep Cove are annualized in 2019. Fire and Rescue continues to deliver services through an integrated approach for both emergency and not-emergency response with an ongoing focus on expansion of fire inspections. Police costs reflect the Provincially negotiated contract and an upward trend in the detachment complement.

Operating	2018 Budget	2019 Budget	Y:Y
Revenue			
- Government Grants	\$ 755	\$ 754	\$ (1)
- Sales, Fees, and User Charges	1,303	1,322	19
	2,058	2,076	18
Transfers In	365	230	(135)
Source of Funds	2,423	2,306	(117)
Costs			
- Bylaw Enforcement	1,729	1,927	198
- North Shore Emergency Management	446	487	41
- Fire & Rescue	20,581	21,121	540
- Natural Hazard Management	323	243	(80)
- Police Protection	18,697	19,069	372
- Operating Initiatives	50	-	(50)
	41,826	42,847	1,021
Transfers Out	534	544	10
Use of Funds	42,360	43,391	1,031
Tax Levy	\$ 39,937	\$ 41,085	\$ 1,148
% Costs recovered by Revenue	4.9%	4.8%	-0.1%

Highlights – Capital

- Fire & Rescue - Maplewood Fire Hall design and construction begins in 2019 with completion in 2020. Total project costs, including consolidation of administration and training facilities, are estimated at \$34 million. Other expenditures include a new fire investigation vehicle to support an enhanced and independent service and costs to develop an FDM Inspection App and acquire hardware to meet current standards.

Capital	2019 Budget	District Reserves	Developer/ Private	Grants
Fire & Rescue	7,542	7,542	-	-
Natural Hazard Mitigation	25	25	-	-
Police Services	410	410	-	-
Total	7,977	7,977	-	-

Utility Services

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

Water Utility

The Water Utility supplies safe reliable potable water 24/7 to over 86,000 residential, commercial, institutional and industrial clients. A wide array of operations, maintenance and capital programs and projects support this service. Some of our programs are; supply water monitoring, pump station maintenance, water pressure control, water reservoir cleaning, system modeling, water main replacement, emergency response and our water quality program.

The water quality program is a vital responsibility of the Water Utility that demonstrates our ability to satisfying federal, provincial and regional standards and enable us to secure an annual drinking water system permit. A key component of this program is the collection and reporting on 1,300 water quality samples system wide that are analysed for chemical, physical and bacteriological parameters. Water quality sampling locations and frequency are designed to ensure a comprehensive representation of our entire system. To read our annual drinking water quality report visit our web site) <http://www.dnv.org/sites/default/files/edocs/water-quality-report-2017.pdf>)

Sewer and Drainage Utility

The Sewer Utility is responsible for two separate and distinct sewer systems, the sanitary and the drainage sewer systems. The sanitary system collects all our domestic and industrial waste. The drainage system collects all our clear or storm water and conveys through many of our watercourses. We operate both systems 24/7 to supply sewer service to over 86,000 customers. Our programs support delivering sewer services and include pipe flushing and cleaning, CCTV camera a inspection, inlet structure cleaning, pipe condition assessment, flood response, lift station operation and maintenance, system modeling and our inflow and infiltration reduction program.

The reduction of inflow and infiltration program, or RIIP, is specifically responsible for ensuring that storm water does not enter the sanitary system and included sub programs such as camera inspection, inspection chamber installation, flow monitoring, lateral service replacement and cross connection removal. Visit our web site to learn read more about the program at <http://www.dnv.org/programs-services/protecting-our-sanitary-sewer-system>.

Recycling and Solid Waste Utility

The Solid Waste Program provides weekly collection and disposal of household waste and yard trimmings within the District of North Vancouver. With waste reduction and recycling deeply integrated into mainstream culture, the District has improved its system for collecting garbage and organics by providing standardized locking, wheeled carts to all District residents during 2017. In 2019, further work will be undertaken to consolidate the use of carts to collect garbage, organics and yard trimmings.

Strategic Priorities

- Partner with Vancouver Coastal Health to improve public communication and education on water quality
- Through DNV communications work to improve public education and communication on reducing inflow and infiltration through our drainage sewer system
- Coordinate with Metro Vancouver and their contractor to manage and mitigate impact of Treatment Plant construction
- Work with Metro Vancouver and the other North Shore municipalities on developing an organics strategy
- Commence post implementation review of waste collection system and commercial collection program
- Add additional compacting garbage receptors to improve efficiency and customer service

Financial Information (000's)

The utility rates on a combined basis increase 3.8% for single-family residential homes and 3.8% for multi-family homes. For 2019, the total charge to single-family residential homes is \$1,678 (2018 - \$1,617).

The total revenue requirement for utilities is \$64.9 million based on the cost of service. The revenue requirement determines the total dollar amount to be collected through user fees from each household and business in the District. The total dollar amount required is distributed between classes of users of the service with rates stabilized using reserves.

Cost of Service (m\$)

	Water	Sewer & Drainage	Recycling & Solid Waste	2019 Budget	2018 Budget*
District Operations	7.2	5.1	6.1	18.4	17.8
Regional Charges	15.2	10.6	2.3	28.1	25.7
Capital & Reserves	6.7	11.0	0.7	18.4	19.1
	29.1	26.7	9.1	64.9	62.6

*The 2018 budget reflects the amended final plan

For 2019, Council approved user fee increases of 3.6% for Water, 4% for Sewer, 3.9% for Solid Waste and 2% for Recycling. The increase in Water includes adjustments to reserve and water purchase cost to reflect current consumption patterns. The increase in Sewer includes Metro Vancouver charges, culvert improvements, and future rate stabilization requirements. The increase in Solid Waste reflects the new solid waste cart pricing offset by the decrease in Recycling, which passes on savings and incentives realized through Recycle BC (previously Multi-Material BC).

Metro Vancouver water and sewer rates move upwards at an accelerated pace over the next five years. Metro Vancouver rates increase in 2019 for water purchases by 3.9% and for sewer levy by 7.7%, which also includes the 2019 construction costs for the Lions Gate Waste Water Treatment Plant. Metro Vancouver rate impacts to our ratepayers are mitigated by the District's financial resiliency strategy, which began in 2013.

Highlights - Capital

In addition to annual renewal capital of \$11.7 million for water and sewer network, the \$13.2 million capital budget for Utilities includes \$1.5 million for the two major culvert replacements at Evergreen Place and at Mount Seymour Parkway over Maplewood Creek.

Capital	2019 Budget	District Reserves	Developer/Private	Grants
Storm Water Utility	4,981	4,004	977	-
Utility Mains	8,173	7,129	1,044	-
Total	13,154	11,133	2,021	-

Governance and Administrative Services

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

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

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

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

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

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

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

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

Strategic Priorities

- Identify strategic priorities with the new Council and complete the 2019 – 2022 Corporate Plan
- Update the Recreation and Culture Commission cost sharing formula with the City of North Vancouver
- Continue culture and values initiatives with Council and staff
- Continue implementation of Energov software - bylaw enforcement, business licence modules

Financial Information (000's)

Highlights - Operating

As the District responds to our community's changing priorities, the Governance and Administrative Services provides effective and efficient administration of the District's operations through business transformation and long-term strategies.

The budget includes additional capacity for legal, revenue management and recruitment activities as well as funding to facilitate transition planning. The budget also includes the acquisition of new software. The first enables proactive management and oversight on corporate risk and the other manages and track assets identified within the District's Asset Management Plans while also supporting the recovery of the Provincial carbon tax through the Climate Action Revenue Incentive Program. Policy work in 2019 will support the administration and use of electric vehicles.

Debt service cost is reduced in 2019 as a debt issued to support community services matures in 2018. Transfers Out support the renewal and expansion of our asset base through contributions to the Infrastructure and New Capital Reserves.

Highlights – Capital

In addition to annual renewal capital of \$5.2 million for District facilities, replacement of end of life vehicles, technology and overhead supporting capital programs, the \$5.7 million capital budget includes more than \$0.5 million for new capital projects as noted below:

- Applications - Digital transformation initiative, new technology applications and integration
- Fibre Optic Network - planned expansion
- Hardware - new mobile workforce expansion
- Operations Facilities & Equipment - acquisition of a new vehicle for Park Ranger

Operating	2018 Budget	2019 Budget	Y:Y
Revenue			
- Government Grants	\$ 51	\$ 51	\$ -
- Investment Income	2,098	2,098	-
- Penalties & Interest on Taxes	720	732	12
- Sales, Fees, and Other User Charges	1,911	2,068	157
	4,780	4,949	169
Transfers in	5,777	5,483	(294)
Source of Funds	10,557	10,432	(125)
Costs			
- Corporate Services	3,891	3,635	(256)
- Executive Services	2,049	2,174	125
- Finance & Technology	7,586	7,801	215
- Mayor and Council	607	678	71
	14,133	14,288	155
- Other Support Svcs & Provisions	1,852	1,338	(514)
- Operating Initiatives	748	929	181
	16,733	16,555	(178)
Debt Service	4,041	2,762	(1,279)
Transfers Out	23,525	23,283	(242)
Use of Funds	44,299	42,600	(1,699)
Tax Levy	\$ 33,742	\$ 32,168	\$ (1,574)
% Costs recovered by Revenue	28.6%	29.9%	1.3%

Capital	2019 Budget	District Reserves	Developer/ Private	Grants
Applications	1,185	1,185	-	-
Fibre Optic Network	40	40	-	-
Hardware	823	823	-	-
Operations Facilities & Equipment	2,808	2,808	-	-
Overhead	836	836	-	-
Total	5,692	5,692	-	-

General Reserves

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

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

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

Strategic Priorities

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

Financial Information (000's)

Highlights

- Developer contributions reflect the latest forecast including an increase in community amenity contributions as revenue is recognized in the early stages of the development process
- Consistent with last year, funding for Infrastructure and Utilities moves through the reserves.
- Appropriations from reserves total \$58.5 million and support the 2019 capital plan.
- Contributions to reserves total \$58.4 million and support growth and capacity in the outer years. In 2019, \$1.9 million is invested in Active Transportation growing to \$2.4 million by 2023.
- Approximately \$47.2 million or 50% of the total contributions to reserves is sourced from development.

	2018 Budget	2019 Budget	Y:Y
Revenue			
- Developer Contributions	\$ 15,438	\$ 46,303	\$ 30,865
- Investment Income	2,749	2,830	81
- Sales, Fees, and Other User Charges	140	-	(140)
	18,327	49,133	30,806
Transfers in			
- Development Reserves *	26,567	16,217	(10,350)
- Equipment Reserves	4,950	2,572	(2,378)
- Infrastructure Reserve	15,284	24,453	9,169
- Land Opportunity Reserve	1,195	-	(1,195)
- New Capital & Other	6,728	4,011	(2,717)
- Utility Reserves	11,461	11,249	(212)
Appropriations from Reserves	66,185	58,502	(7,683)
- Interfund Transfers (between funds)	39,947	44,435	4,488
Source of Funds	124,459	152,070	27,611
Transfers Out			
- Development Reserves *	19,366	47,775	28,409
- Equipment Reserves	2,407	2,293	(114)
- Infrastructure Reserve	19,470	21,893	2,423
- Land Opportunity Reserve	289	151	(138)
- New Capital & Other	3,519	4,834	1,315
- Utility Reserves	16,383	16,622	239
Contributions to Reserves	61,434	93,568	32,134
- Interfund Transfers (between funds)	63,025	58,502	(4,523)
Use of Funds	124,459	152,070	27,611
Tax Levy	\$ -	\$ -	\$ -

* Includes Housing Reserves

Supplemental information

2019 Financial Plan (000's) - Service View

	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(L)
	Community Services	Planning & Development	Transportation & Engineering	Protective Services	Governance & Admin	Tax Supported (A-E)	Utility Services	General Reserves	Total	Interfund Eliminations	Combined (Schedule A)
Non-Tax Revenue	\$ 15,349	\$ 13,597	\$ 12,246	\$ 2,076	\$ 4,948	\$ 48,216	\$ 62,599	\$ 49,133	\$ 159,948	\$ -	\$ 159,948
Transfers In	20,188	3,525	9,978	8,207	11,176	53,074	12,886	102,937	168,897	(103,267)	65,630
Source of Funds	35,537	17,122	22,224	10,283	16,124	101,290	75,485	152,070	328,845	(103,267)	225,578
Operating Expenditures	38,917	12,431	9,254	42,847	16,555	120,004	46,487	-	166,491	-	166,491
Capital Expenditures	21,347	2,790	20,204	7,977	5,692	58,010	13,155	-	71,165	-	71,165
Debt Service	-	-	-	-	2,762	2,762	-	-	2,762	-	2,762
Transfers Out	1,063	2,387	2,157	544	23,283	29,434	15,843	152,070	197,347	(103,267)	94,080
Use of Funds	61,327	17,608	31,615	51,368	48,292	210,210	75,485	152,070	437,765	(103,267)	334,498
Tax Levy	25,790	486	9,391	41,085	32,168	108,920	-	-	108,920	-	108,920
Balanced Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NOTE (1): Tax levy by service excludes transfers to capital reserves, debt service, and allocations of administrative support costs which are held centrally for this version of the financial plan workbook

Capital Detail (000's)

Program	Cost						Funding			
	2019	2020	2021	2022	2023	5 Year Total	District Reserves	Developer/ Private	Grants	5 Year Total
<u>Affordable Housing</u>										
Non-Market Rental										
Affordable Housing - DNV and Other Lands	2,592	2,965	1,764	674	-	7,995	7,995	-	-	7,995
Supportive Housing - DNV and Other Lands	-	150	-	-	-	150	150	-	-	150
	2,592	3,115	1,764	674	-	8,145	8,145	-	-	8,145
<u>Child and Seniors Care</u>										
Child Care										
Preschool and School Age	900	2,970	-	-	-	3,870	-	3,870	-	3,870
	900	2,970	-	-	-	3,870	-	3,870	-	3,870
<u>Civic Facilities and Equipment</u>										
Operations Facilities & Equipment										
DNV Municipal Hall Renewal	190	891	1,484	95	5,531	8,191	8,191	-	-	8,191
Facility AMP Provision Renewal	793	1,295	801	817	833	4,540	4,540	-	-	4,540
Fleet Services Renewal	1,635	2,475	1,769	489	1,395	7,763	7,763	-	-	7,763
Operations Centre Renewal	150	1,398	1,295	235	4,169	7,247	7,247	-	-	7,247
Operations Equipment	40	-	-	-	-	40	40	-	-	40
	2,808	6,059	5,349	1,636	11,928	27,780	27,780	-	-	27,780

Capital Detail, continued (000's)

Program	Cost						Funding			
	2019	2020	2021	2022	2023	5 Year Total	District Reserves	Developer/Private	Grants	5 Year Total
Community Facilities, Arts and Culture										
Community Facilities										
Deep Cove Cultural Centre Renewal	-	29	-	-	1,991	2,021	2,021	-	-	2,021
Hendry Hall Renewal	-	4	1,033	-	48	1,086	1,086	-	-	1,086
Hollyburn Family Services Renewal	-	-	133	123	-	255	255	-	-	255
Lynn Creek Community Centre and Childcare Build	10,450	5,447	50	-	-	15,947	5,547	10,400	-	15,947
Lynn Valley Preschool Renewal	-	5	228	765	40	1,038	1,038	-	-	1,038
Lynnmour Jaycee House Renewal	15	1	-	-	236	252	252	-	-	252
Maplewood I Hope Centre Renewal	-	-	-	-	4	4	4	-	-	4
Mollie Nye House Renewal	-	-	31	-	-	31	31	-	-	31
Museum Equipment Renewal	25	12	18	19	16	90	90	-	-	90
New Delbrook Community Centre Build	25	600	-	-	-	625	625	-	-	625
Pemberton Community Centre Renewal	-	38	1,325	894	412	2,669	2,669	-	-	2,669
Recreation Equipment Renewal	193	148	217	154	257	969	969	-	-	969
Recreation Facilities Renewal	1,249	2,773	2,445	1,808	4,006	12,281	12,281	-	-	12,281
Recreation Technology Renewal	158	41	83	53	76	411	411	-	-	411
Residential Safe House Renewal	-	48	-	-	-	48	48	-	-	48
Rnb Dance School Renewal	-	2	340	-	142	484	484	-	-	484
Seymour Youth Centre Renewal	-	1	857	-	112	970	970	-	-	970
Community Plazas										
Lions Gate Plazas Build	1,330	385	-	-	-	1,715	-	1,715	-	1,715
Lynn Creek Centre Square	-	1,113	-	-	-	1,113	-	1,113	-	1,113
Library, Archives and Exhibits										
Library Collections Renewal	577	614	626	665	679	3,161	3,161	-	-	3,161
Library Facilities & Equipment Renewal	105	191	2,048	335	2,324	5,003	5,003	-	-	5,003
Library Technology Renewal	41	204	208	212	216	882	882	-	-	882
Museum Facilities Renewal	15	17	8	-	27	67	67	-	-	67
Lynn Valley and Parkgate Facility Upgrade	200	-	-	-	-	200	200	-	-	200
Library Mobile Classroom Laptops	18	-	-	-	-	18	18	-	-	18
Lions Gate Community Centre - Library IT	62	-	-	-	-	62	62	-	-	62
Public Art and Heritage										
Public Art Provision for Town Centres	500	-	-	-	-	500	-	500	-	500
Public Art Renewal	50	51	52	53	54	260	260	-	-	260
	15,013	11,723	9,704	5,081	10,641	52,162	38,435	13,727	-	52,162
Lands and Real Estate										
Other Lands										
Commercial Buildings Provision Renewal	30	278	541	678	8	1,535	1,535	-	-	1,535
Lynn Valley Village Renewal	168	1,548	916	187	505	3,324	1,048	2,276	-	3,324
Riverside Barge Ramp Renewal	-	245	-	-	-	245	245	-	-	245
	198	2,071	1,457	865	512	5,104	2,827	2,276	-	5,104

Capital Detail, continued (000's)

Program	Cost						Funding			
	2019	2020	2021	2022	2023	5 Year Total	District Reserves	Developer/Private	Grants	5 Year Total
Overhead										
Overhead										
Capital Plan Implementation	836	531	1,351	1,211	860	4,790	4,790	-	-	4,790
	836	531	1,351	1,211	860	4,790	4,790	-	-	4,790
Parks and Open Spaces										
Community Parks										
Bridgeman Park Upgrades	250	-	-	-	-	250	100	150	-	250
Lynn Creek Seylynn Park Upgrades	150	3,986	-	-	350	4,486	-	4,486	-	4,486
Murdo Frazer Park Upgrades	500	-	-	-	-	500	500	-	-	500
Parking Lots Renewal	-	-	21	527	186	734	734	-	-	734
Urban Parkland Renewal	1,095	1,375	1,032	1,028	1,479	6,009	6,009	-	-	6,009
District Level Parks										
Cates Park Renewal	-	159	712	314	114	1,300	1,300	-	-	1,300
Deep Cove Canoe And Kayak Centre Renewal	28	8	713	-	160	909	909	-	-	909
Inter River Park	350	-	-	-	-	350	350	-	-	350
Lynn Canyon Park Renewal	350	454	950	76	41	1,871	1,871	-	-	1,871
Maplewood Farm Renewal	28	14	25	226	151	443	443	-	-	443
Public Golf Renewal	485	719	804	1,225	1,194	4,426	4,426	-	-	4,426
Cates Park Upgrades	50	-	-	-	-	50	50	-	-	50
Lynn Canyon Park Upgrades	650	-	-	-	-	650	573	77	-	650
Natural Parkland and Alpine Trails										
Alpine Recreational Trails	50	-	-	-	-	50	50	-	-	50
Natural Parkland Renewal	190	-	-	-	-	190	190	-	-	190
Trails Renewal	534	489	504	475	498	2,501	2,501	-	-	2,501
Neighbourhood Parks										
Kirkstone Park Upgrades	100	-	-	-	-	100	-	100	-	100
New Delbrook Park Build	100	1,875	-	-	-	1,975	1,338	638	-	1,975
Park Land Acquisition	-	5,000	-	-	-	5,000	50	4,950	-	5,000
Sport Fields										
Delbrook Park Upgrades	300	1,875	-	-	-	2,175	1,973	202	-	2,175
IR Tournament Centre Build	75	4,060	1,000	-	-	5,135	2,857	2,278	-	5,135
School ATF Build	-	3,500	-	-	-	3,500	1,750	1,750	-	3,500
Sportsfields Renewal	150	251	1,616	706	920	3,643	3,643	-	-	3,643
	5,435	23,764	7,376	4,577	5,094	46,246	31,616	14,631	-	46,246

Capital Detail, continued (000's)

Program	Cost						Funding			
	2019	2020	2021	2022	2023	5 Year Total	District Reserves	Developer/Private	Grants	5 Year Total
Public Safety										
Fire & Rescue										
Fire Facilities & Equipment Renewal	414	1,355	2,533	1,290	823	6,415	6,415	-	-	6,415
Fire Inspections Application	85	-	-	-	-	85	85	-	-	85
Fire Technology Improvements	36	-	-	-	-	36	36	-	-	36
Minor Fire Facility & Equipment Improvements	92	-	-	-	-	92	92	-	-	92
New Maplewood Fire Facility Build	6,800	13,000	9,300	-	-	29,100	29,100	-	-	29,100
Fire Investigation Vehicle	75	-	-	-	-	75	75	-	-	75
Fire Facility EV Charging Stations	40	-	-	-	-	40	40	-	-	40
Police Services										
Police Facilities & Equipment Renewal	410	232	156	212	91	1,102	1,102	-	-	1,102
	7,952	14,588	11,989	1,502	914	36,945	36,945	-	-	36,945
Risk and Natural Hazard Management										
Adaptation										
Culvert and Debris Basin Upgrades	-	459	780	796	1,667	3,702	2,305	1,397	-	3,702
Maplewood Flood Protection	-	612	1,353	-	-	1,965	20	1,945	-	1,965
Mitigation										
Wildfire Mitigation Program	25	485	35	35	35	615	275	-	340	615
	25	1,556	2,168	831	1,702	6,282	2,600	3,342	340	6,282
Technology										
Applications										
Application Enhancements	165	250	250	250	250	1,165	1,165	-	-	1,165
Business Process Renewal	300	306	312	318	325	1,561	1,561	-	-	1,561
Digital Transformation	200	100	100	100	100	600	600	-	-	600
Licencing Provision Renewal	100	-	-	-	-	100	100	-	-	100
Application Renewal	420	-	-	-	-	420	420	-	-	420
Fibre Optic Network										
Fibre Optics	40	-	-	-	-	40	40	-	-	40
Hardware										
Corporate Hardware Renewal	783	697	711	725	739	3,654	3,654	-	-	3,654
Mobile Workforce Expansion	40	-	-	-	-	40	40	-	-	40
	2,048	1,353	1,373	1,393	1,414	7,581	7,581	-	-	7,581

Capital Detail, continued (000's)

Program	Cost						Funding				
	2019	2020	2021	2022	2023	5 Year Total	District Reserves	Developer/Private	Grants	5 Year Total	
Transportation											
Active Transportation											
Active Transportation Multimodal	500	-	-	-	-	500	500	-	-	500	
Orwell Street Neighbourhood Bikeway Build	25	-	-	-	500	525	315	210	-	525	
Sidewalk Maintenance Renewal	450	459	468	478	487	2,342	2,342	-	-	2,342	
Spirit Trail - Central Build	375	4,575	-	-	-	4,950	-	3,500	1,450	4,950	
Town Centre Greenways	2,200	765	-	1,000	-	3,965	-	3,965	-	3,965	
Transp Investments - Minor Projects Outside Centres	1,400	1,800	2,000	2,000	2,000	9,200	9,200	-	-	9,200	
Roads and Bridges											
1300 Ross Road Bridge and infrastructure Build	450	8,268	-	-	-	8,718	7,355	1,264	100	8,718	
Intersection/Lynn Valley and Mountain Highway Upgrades	15	1,223	-	-	-	1,238	1,238	-	-	1,238	
Road Network - Other Renewal	1,175	1,132	946	1,003	1,039	5,294	4,514	781	-	5,294	
Road Network - Paving Renewal	4,382	3,933	4,559	4,650	4,743	22,268	20,550	-	1,717	22,268	
Street Lighting Renewal	222	227	231	236	241	1,157	1,157	-	-	1,157	
Traffic Operations Renewal	535	903	607	258	313	2,616	2,616	-	-	2,616	
Transportation Equipment	45	-	-	-	-	45	45	-	-	45	
Transportation Road Network Data Infrastructure Build	230	-	-	-	-	230	230	-	-	230	
Transit											
North Shore B Line and Frequent Transit Corridor	8,200	-	-	-	-	8,200	200	-	8,000	8,200	
	20,204	23,286	8,812	9,624	9,323	71,248	50,261	9,719	11,267	71,248	
Utilities											
Storm Water Utility											
Culvert and Debris Basin Upgrades	1,375	612	-	-	866	2,853	2,129	724	-	2,853	
Special Watercourses Renewal	2,894	2,848	1,700	2,134	1,822	11,397	10,043	1,354	-	11,397	
Storm Sewers Renewal	712	1,036	974	951	970	4,642	4,091	551	-	4,642	
Utility Mains											
Lift Stations Renewal	452	865	433	575	634	2,958	2,607	351	-	2,958	
Pump Stations & Reservoirs Renewal	122	1,399	458	436	599	3,015	2,657	358	-	3,015	
Sewer Main Upgrades Town Centers	100	1,428	1,040	1,486	1,082	5,137	51	5,085	-	5,137	
Sewer Mains Renewal	1,278	1,688	1,416	1,616	1,529	7,528	6,634	894	-	7,528	
Water Equipment & Prvs Renewal	297	416	598	677	543	2,531	2,315	217	-	2,531	
Water Main Upgrades Town Centres	-	-	-	531	541	1,072	11	1,061	-	1,072	
Water Mains Renewal	5,923	6,111	6,046	6,286	7,160	31,525	27,780	3,745	-	31,525	
	13,154	16,402	12,665	14,691	15,747	72,659	58,317	14,342	-	72,659	
Total Capital Budget	71,165	107,418	64,007	42,085	58,136	342,811	269,297	61,907	11,607	342,811	

2019 Reserve Fund Capital Appropriations (000's)

	COST	RENEWAL		UPGRADE / EXPAND			UTILITY	LAND	OTHER	TOTAL DISTRICT RESERVES	DEVELOPMENT / PRIVATE			GRANTS
		Infrastructure	Equipment	New Capital & Other	Housing	Local Impr. & Public Art	Water, Sewer, Drainage, Solid Waste	Land Opportunity	Operating Reserves		CAC Reserve	DCC Reserves	Offsites/Private	Senior Government
2019 Projected Opening Balance		28,779	8,521	1,024	500	4,105	32,683	7,906	18,358	101,875	12,425	18,436		
Affordable Housing														
Non-Market Rental														
DNV and Other Lands	2,592	-	-	-	592	-	-	-	2,000	2,592	-	-	-	
Child and Seniors Care														
Child Care														
Preschool and School Age	900	-	-	-	-	-	-	-	-	-	900	-	-	
Civic Facilities and Equipment														
Operations Facilities & Equipment														
DNV Municipal Hall Renewal	190	190	-	-	-	-	-	-	-	190	-	-	-	
Facility AMP Provision Renewal	793	793	-	-	-	-	-	-	-	793	-	-	-	
Fleet Services Renewal	1,635	-	1,560	-	-	-	75	-	-	1,635	-	-	-	
Operations Centre Renewal	150	150	-	-	-	-	-	-	-	150	-	-	-	
Operations Equipment	40	-	-	-	-	-	-	-	40	40	-	-	-	
Community Facilities, Arts and Culture														
Community Facilities														
Lynn Creek Community Centre and Childcare Build	10,450	450	-	-	-	-	-	-	-	450	10,000	-	-	
Lynnmour Jaycee House Renewal	15	15	-	-	-	-	-	-	-	15	-	-	-	
Museum Equipment Renewal	25	25	-	-	-	-	-	-	-	25	-	-	-	
New Delbrook Community Centre Build	25	-	-	25	-	-	-	-	-	25	-	-	-	
Recreation Equipment Renewal	193	-	193	-	-	-	-	-	-	193	-	-	-	
Recreation Facilities Renewal	1,249	1,249	-	-	-	-	-	-	-	1,249	-	-	-	
Recreation Technology Renewal	158	-	158	-	-	-	-	-	-	158	-	-	-	
Community Plazas														
Lions Gate Plazas Build	1,330	-	-	-	-	-	-	-	-	-	-	1,330	-	
Library, Archives and Exhibits														
Library Collections Renewal	577	577	-	-	-	-	-	-	-	577	-	-	-	
Library Facilities & Equipment Renewal	105	105	-	-	-	-	-	-	-	105	-	-	-	
Library Technology Renewal	41	41	-	-	-	-	-	-	-	41	-	-	-	
Museum Facilities Renewal	15	15	-	-	-	-	-	-	-	15	-	-	-	
Lynn Valley and Parkgate Facility Upgrade	200	-	-	-	-	-	-	-	200	200	-	-	-	
Library Mobile Classroom Laptops	18	-	-	-	-	-	-	-	18	18	-	-	-	
Lions Gate Community Centre - Library IT	62	-	-	-	-	-	-	-	62	62	-	-	-	
Public Art and Heritage														
Public Art Provision for Town Centres	500	-	-	-	-	-	-	-	-	-	500	-	-	
Public Art Renewal	50	-	-	-	-	50	-	-	-	50	-	-	-	

	COST	RENEWAL		UPGRADE / EXPAND			UTILITY	LAND	OTHER	TOTAL DISTRICT RESERVES	DEVELOPMENT / PRIVATE			GRANTS
		Infrastructure	Equipment	New Capital & Other	Housing	Local Impr. & Public Art	Water, Sewer, Drainage, Solid Waste	Land Opportunity	Operating Reserves		CAC Reserve	DCC Reserves	Offsites/ Private	Senior Government
Lands and Real Estate														
Other Lands														
Commercial Buildings Provision Renewal	30	30	-	-	-	-	-	-	-	30	-	-	-	-
Lynn Valley Village Renewal	168	168	-	-	-	-	-	-	-	168	-	-	-	-
Overhead														
Overhead														
Capital Plan Implementation	836	836	-	-	-	-	-	-	-	836	-	-	-	-
Parks and Open Spaces														
Community Parks														
Bridgeman Park Upgrades	250	100	-	-	-	-	-	-	-	100	150	-	-	-
Lynn Creek Seylynn Park Upgrades	150	-	-	-	-	-	-	-	-	-	75	75	-	-
Murdo Frazer Park Upgrades	500	500	-	-	-	-	-	-	-	500	-	-	-	-
Urban Parkland Renewal	1,095	1,095	-	-	-	-	-	-	-	1,095	-	-	-	-
District Level Parks														
Deep Cove Canoe And Kayak Centre Renewal	28	28	-	-	-	-	-	-	-	28	-	-	-	-
Inter River Park	350	175	-	175	-	-	-	-	-	350	-	-	-	-
Lynn Canyon Park Renewal	350	350	-	-	-	-	-	-	-	350	-	-	-	-
Maplewood Farm Renewal	28	28	-	-	-	-	-	-	-	28	-	-	-	-
Public Golf Renewal	485	-	311	-	-	-	-	-	174	485	-	-	-	-
Cates Park Upgrades	50	-	-	50	-	-	-	-	-	50	-	-	-	-
Lynn Canyon Park Upgrades	650	85	-	488	-	-	-	-	-	573	-	77	-	-
Natural Parkland and Alpine Trails														
Alpine Recreational Trails	50	-	-	-	-	-	-	-	50	50	-	-	-	-
Natural Parkland Renewal	190	190	-	-	-	-	-	-	-	190	-	-	-	-
Trails Renewal	534	534	-	-	-	-	-	-	-	534	-	-	-	-
Neighbourhood Parks														
Kirkstone Park Upgrades	100	-	-	-	-	-	-	-	-	-	88	12	-	-
New Delbrook Park Build	100	-	-	-	-	-	-	-	100	100	-	-	-	-
Sport Fields														
Delbrook Park Upgrades	300	300	-	-	-	-	-	-	-	300	-	-	-	-
IR Tournament Centre Build	75	18	-	48	-	-	-	-	-	66	-	9	-	-
Sportsfields Renewal	150	150	-	-	-	-	-	-	-	150	-	-	-	-
Public Safety														
Fire & Rescue														
Fire Facilities & Equipment Renewal	414	70	235	-	-	-	-	-	109	414	-	-	-	-
Fire Inspections Application	85	-	-	-	-	-	-	-	85	85	-	-	-	-
Fire Technology Improvements	36	-	-	-	-	-	-	-	36	36	-	-	-	-
Minor Fire Facility & Equipment Improvements	92	-	-	-	-	-	-	-	92	92	-	-	-	-
New Maplewood Fire Facility Build	6,800	6,800	-	-	-	-	-	-	-	6,800	-	-	-	-
Fire Investigation Vehicle	75	-	75	-	-	-	-	-	-	75	-	-	-	-
Fire Facility EV Charging Stations	40	-	40	-	-	-	-	-	-	40	-	-	-	-
Police Services														
Police Facilities & Equipment Renewal	410	-	-	-	-	-	-	-	410	410	-	-	-	-

	COST	RENEWAL		UPGRADE / EXPAND			UTILITY	LAND	OTHER	TOTAL DISTRICT RESERVES	DEVELOPMENT / PRIVATE			GRANTS
		Infrastructure	Equipment	New Capital & Other	Housing	Local Impr. & Public Art	Water, Sewer, Drainage, Solid Waste	Land Opportunity	Operating Reserves		CAC Reserve	DCC Reserves	Offsites/ Private	Senior Government
Risk and Natural Hazard Management														
Mitigation														
Wildfire Mitigation Program	25	-	-	-	-	-	-	-	25	25	-	-	-	-
Technology														
Applications														
Application Enhancements	165	-	-	165	-	-	-	-	-	165	-	-	-	-
Business Process Renewal	300	300	-	-	-	-	-	-	-	300	-	-	-	-
Digital Transformation	200	-	-	200	-	-	-	-	-	200	-	-	-	-
Licencing Provision Renewal	100	100	-	-	-	-	-	-	-	100	-	-	-	-
Application Renewal	420	420	-	-	-	-	-	-	-	420	-	-	-	-
Fibre Optic Network														
Fibre Optics	40	-	-	40	-	-	-	-	-	40	-	-	-	-
Hardware														
Corporate Hardware Renewal	783	783	-	-	-	-	-	-	-	783	-	-	-	-
Mobile Workforce Expansion	40	-	-	40	-	-	-	-	-	40	-	-	-	-
Transportation														
Active Transportation														
Active Transportation Multimodal	500	-	-	500	-	-	-	-	-	500	-	-	-	-
Orwell Street Neighbourhood Bikeway Build	25	-	-	25	-	-	-	-	-	25	-	-	-	-
Sidewalk Maintenance Renewal	450	450	-	-	-	-	-	-	-	450	-	-	-	-
Spirit Trail - Central Build	375	-	-	-	-	-	-	-	-	-	-	-	-	375
Town Centre Greenways	2,200	-	-	-	-	-	-	-	-	-	-	-	2,200	-
Transp Investments - Minor Projects Outside Centres	1,400	-	-	1,400	-	-	-	-	-	1,400	-	-	-	-
Roads and Bridges														
1300 Ross Road Bridge and infrastructure Build	450	207	-	190	-	-	-	-	-	397	-	53	-	-
Intersection/Lynn Valley and Mountain Highway Upgrades	15	-	-	15	-	-	-	-	-	15	-	-	-	-
Road Network - Other Renewal	1,175	1,025	-	-	-	-	-	-	-	1,025	-	-	150	-
Road Network - Paving Renewal	4,382	4,052	-	-	-	-	-	-	-	4,052	-	-	-	330
Street Lighting Renewal	222	222	-	-	-	-	-	-	-	222	-	-	-	-
Traffic Operations Renewal	535	535	-	-	-	-	-	-	-	535	-	-	-	-
Transportation Equipment	45	-	-	45	-	-	-	-	-	45	-	-	-	-
Transportation Road Network Data Infrastructure Build	230	-	-	230	-	-	-	-	-	230	-	-	-	-
Transit														
North Shore B Line and Frequent Transit Corridor	8,200	-	-	200	-	-	-	-	-	200	-	-	-	8,000
Utilities														
Storm Water Utility														
Culvert and Debris Basin Upgrades	1,375	78	-	-	-	-	749	-	-	827	-	163	385	-
Pump Stations & Reservoirs Renewal	122	-	-	-	-	-	108	-	-	108	-	15	-	-
Sewer Main Upgrades Town Centers	100	-	-	-	-	-	1	-	-	1	-	99	-	-
Sewer Mains Renewal	1,278	-	-	-	-	-	1,127	-	-	1,127	-	152	-	-
Water Equipment & Prvs Renewal	297	-	-	-	-	-	276	-	-	276	-	21	-	-
Water Mains Renewal	5,923	-	-	-	-	-	5,219	-	-	5,219	-	704	-	-
Subtotal - Appropriations from Reserves	71,165	23,239	2,572	3,836	592	50	11,130	-	3,401	44,820	11,713	1,862	4,065	8,705
Contributions		21,893	2,293	4,750	583	91	16,621	151		46,382	32,687	14,499		
2019 Projected Closing Balance		27,433	8,242	1,938	491	4,145	38,173	8,057	14,957	103,437	33,399	31,073		

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

Feedback

The District of North Vancouver is committed to an open and transparent process, and offers several opportunities for citizens and stakeholders to provide input. Public comments on the Draft Financial Plan is open until September 24, 2018.

Here's how you can provide your feedback:

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

For additional information, please visit dnv.org/budget