



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

**REPORT**

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To: Mayor Darrell R. Mussatto and Members of Council  
From: Ben Themens, Director of Finance  
SUBJECT: 2018 – 2027 REVISED FINANCIAL PLAN BYLAW  
Date: April 18, 2018 File No: 05-1700-03-0001/2018

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*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 April 18, 2018, entitled “2018 – 2027 Revised Financial Plan Bylaw”:

**THAT** “Financial Plan for the Years 2018 to 2027 Bylaw, 2018, No. 8620, Amendment Bylaw, 2018, No. 8637” (Revised Financial Plan)” be brought forward for consideration by Council.

**ATTACHMENTS:**

1. Financial Plan for the Years 2018 to 2027 Bylaw, 2018, No. 8620, Amendment Bylaw, 2018, No. 8637” (Revised Financial Plan) (CityDocs# 1642674)

**PURPOSE:**

The purpose of this report is to seek Council approval for the 2018 – 2027 Revised Financial Plan Bylaw.

**BACKGROUND:**

The Community Charter requires the preparation and adoption of a Financial Plan covering at least five years, including both operating and capital items, prior to May 15 each year. Financial Plan for the Years 2018 to 2027 Bylaw, 2018, No. 8620 received final adoption by Council at the April 9, 2018 regular Council meeting.

Subsequent to the adoption of Financial Plan for the Years 2018 to 2027 Bylaw, 2018, No. 8620 Council passed the following resolution at the April 16, 2018 regular Council meeting:

**PURSUANT** to the report of the Deputy Director, Finance, dated April 11, 2018, entitled "2018 Property Tax Increase Distribution Options":

**THAT** 2018 Property Tax Increase Distribution - Option 1 (1.5% tax rate increase across the board) be endorsed;

**THAT** Council approve a further 1% tax increase for the Harry Jerome Community Recreation Centre;

**AND THAT** staff bring forward a Tax Rate Bylaw (2018) that must be adopted before May 15, 2018, in accordance with the *Community Charter*.

## **DISCUSSION:**

The Revised Financial Plan Bylaw presented for endorsement reflects the overall 2.5% tax rate increase approved by Council at the April 16, 2018 regular Council meeting. This provides for sufficient funding for general operations, increased general capital funding, the approved new items as well as an additional 1% for the funding of the Harry Jerome Community Recreation Centre.

## **FINANCIAL IMPLICATIONS:**

Financial implications have been addressed in detail during the 2018 – 2027 Financial Planning process which included separate discussions on utility rate setting (water, sewer, solid waste etc.), 2018 program plan (operating), and the 2018 – 2027 project plan (capital).

## **STRATEGIC PLAN IMPLICATIONS:**

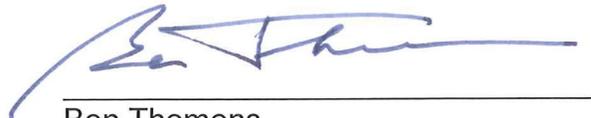
The preparation and approval of a Financial Plan is a key component in achieving the City's Community Vision outlined in the Official Community Plan (OCP).

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:



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Ben Themens  
Director of Finance

**THE CORPORATION OF THE CITY OF NORTH VANCOUVER**

**BYLAW NO. 8637**

**Financial Plan for the Years 2018 to 2027**

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 **“Financial Plan for the Years 2018 to 2027 Bylaw, 2018, No. 8620, Amendment Bylaw, 2018, No. 8637” (Revised Financial Plan)**.
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2018, and ending December 31, 2027.

READ a first time on the 23<sup>rd</sup> day of April, 2018.

READ a second time on the 23<sup>rd</sup> day of April, 2018.

READ a third time on the 23<sup>rd</sup> day of April, 2018.

ADOPTED on the 7<sup>th</sup> day of May, 2018.

“Darrell R. Mussatto”

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MAYOR

“Karla D. Graham”

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CITY CLERK

**SCHEDULE "A" TO BYLAW NO. 8620  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2018 – 2027**

(1) 2018 – 2027 Financial Plan (000's)

<b>For the year ended December 31</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023-2027</b>
<b>Revenue</b>						
Property Value Tax	58,972	60,781	62,640	64,551	66,515	342,660
Parcel Taxes	2,912	3,212	3,478	3,560	3,645	19,842
Revenue from Fees and Services	34,426	35,622	37,495	39,529	42,496	259,550
Revenue from Other Sources	4,396	4,970	5,013	5,056	5,100	25,720
	100,706	104,585	108,626	112,696	117,756	647,772
<b>Transfers</b>						
Collections for Other Governments	46,336	47,263	48,208	49,172	50,155	255,790
Transfer from Reserves	68,444	38,883	26,018	23,403	24,968	126,246
External Contributions	21,375	2,007	4,542	1,866	653	10,599
Depreciation	13,900	14,178	14,462	14,751	15,046	76,735
	150,056	102,331	93,230	89,192	90,822	469,370
<b>Total Revenues</b>	<b>250,761</b>	<b>206,916</b>	<b>201,856</b>	<b>201,888</b>	<b>208,578</b>	<b>1,117,142</b>
<b>Expenditures</b>						
<b>Operating Expenses</b>						
General Government	18,800	19,269	19,751	20,245	20,751	106,350
Transportation and Transit	6,051	6,202	6,357	6,516	6,679	34,230
Health, Social Services, Housing	2,700	2,768	2,837	2,908	2,981	15,280
Development Services	5,423	5,559	5,698	5,840	5,986	30,680
Protective Services	26,784	27,453	28,139	28,842	29,563	151,510
Parks, Recreation and Culture	19,756	20,250	20,756	21,275	21,807	111,760
Water	9,975	13,738	13,601	14,280	15,154	89,290
Sewer	8,809	12,440	13,823	15,843	18,018	118,234
Solid Waste	4,361	4,524	4,660	4,799	4,943	27,001
	102,659	112,203	115,622	120,548	125,882	684,335
Capital Expenditures	82,690	29,068	18,909	13,440	13,432	77,887
<b>Transfers</b>						
Collections for Other Governments	46,336	47,263	48,208	49,172	50,155	255,790
Equity	8,074	7,759	7,953	8,152	8,356	42,825
Reserves	11,002	10,623	11,164	10,576	10,753	56,305
	65,412	65,645	67,325	67,900	69,264	354,920
<b>Total Expenses</b>	<b>250,761</b>	<b>206,916</b>	<b>201,856</b>	<b>201,888</b>	<b>208,578</b>	<b>1,117,142</b>

**SCHEDULE "A" TO BYLAW NO. 8620  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2018 – 2027**

(2) Revenue Proportions by Funding Source  
(Excluding Transfers from Reserves and Collections for Other Agencies)

	(000's)									
	2018	%	2019	%	2020	%	2021	%	2022	%
Property Value Tax	58,972	59	60,781	58	62,640	58	64,551	57	66,515	57
Parcel Taxes	2,912	3	3,212	3	3,478	3	3,560	3	3,645	3
Revenue from Fees	34,426	34	35,622	34	37,495	34	39,529	35	42,496	36
Revenue from other Sources	4,396	4	4,970	5	5,013	5	5,056	5	5,100	4
<b>Total Revenues</b>	<b>100,706</b>	<b>100</b>	<b>104,585</b>	<b>100</b>	<b>108,626</b>	<b>100</b>	<b>112,696</b>	<b>100</b>	<b>117,756</b>	<b>100</b>

**Background:** Property Taxes are the City's major source of revenue. The City's reliance on property tax as a source of revenue has increased gradually over the past several years. This is partially due to the lack of access to other types of revenues. Where feasible, the City charges user fees for services, however this is not possible for many services. In preparing the 2018 Financial Plan, the City's goal has been to maintain the current percentage of revenue coming from property taxes; however the City continues to rely heavily on this source of revenue to fund a large portion of City services and infrastructure.

**Policy:** Under Council's direction, the City will continue to look for ways to reduce the overall percentage of revenue that comes from property tax, by pursuing alternate revenue sources, and remains committed to charging user fees for services where feasible.

(3) Distribution of Property Taxes among the Property Classes

Property Class and Description		Tax Allocation %	
		2017	2018
1	Residential	56.32%	56.60%
2	Utilities	0.95%	1.07%
4	Major Industry - Capped	6.97%	6.95%
4	Major Industry - Non capped	0.68%	0.67%
5	Light Industry	0.81%	0.89%
6	Business	34.24%	33.78%
8	Recreation/Non-Profit	0.03%	0.04%

**Background:** In 2008 City Council adopted a Long Term Property Tax Strategy which will shift taxes from the business and light industrial tax classes, to the residential tax class. 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.

**Policy:** 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.

**SCHEDULE “A” TO BYLAW NO. 8620  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2018 – 2027**

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(4) Use of Permissive Tax Exemptions

**Background:** Council currently allows permissive tax exemptions to organizations within the City, based on eligibility criteria as defined under the Community Charter. This includes religious institutions, not for profit societies, service organizations and providers of social housing whose services and programs align with the City’s goals and objectives.

**Policy:** The City has adopted a policy along with a set of criteria which are based on linking taxation exemptions to desired community outcomes for the services provided. All existing permissive tax exemptions are reviewed each year and staff will continue to work with all organizations who receive a Permissive Tax Exemption to ensure that their services align with the goals and objectives of the City.

Council will continue to carefully consider the total amount of permissive exemptions granted each year, when reviewing the annual Property Tax Exemption bylaw, giving consideration to the equity of shifting the exempted tax burden to other property owners in the City.



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

**REPORT**

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To: Mayor Darrell R. Mussatto and Members of Council

From: Leslie Garber, Manager, Financial Planning

SUBJECT: 2018 - 2027 REVISED FINANCIAL PLAN

Date: September 19, 2018 File No: 05-1720-20-0020/2018

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

**RECOMMENDATION**

**PURSUANT** to the report of the Manager, Financial Planning, dated September 19, 2018, entitled "2018 - 2027 Revised Financial Plan",

**THAT** "Financial Plan for the Years 2018 to 2027 Bylaw, 2018, No. 8620, Amendment Bylaw, 2018 No. 8680" (Revised Financial Plan) be brought forward for consideration.

**ATTACHMENTS**

1. Fall 2018 Funding Summary and Supporting Information Reports
2. "Financial Plan for the Years 2018 to 2027 Bylaw, 2018, No. 8620, Amendment Bylaw, 2018 No. 8680" (Revised Financial Plan) (CityDocs #1694754)

**PURPOSE**

This report provides high level commentary on activities that have transpired within the program budget since the preparation of the 2018 - 2027 Financial Plan and proposes funding reallocation. In addition, this report recommends the inclusion in the 2018 - 2027 Revised Financial Plan of 2019 projects that established a need for advanced funding in fall 2018.

## BACKGROUND

The Community Charter requires the preparation and adoption of a Financial Plan covering at least five years relative to the operating funds of the municipality. On April 9, 2018, Council considered and adopted the City's 2018 - 2027 Financial Plan, which combines ten years of operational program funding and project funding. Expenditures for items not included in the plan are not lawful, but amendments to the Financial Plan are allowed, by bylaw, at any time. The 2018 - 2027 Financial Plan Bylaw was revised May 7, 2018 to include an additional 1% tax rate increase to provide funding for the HJCRC replacement project.

## DISCUSSION

There are two parts to this discussion. The first part provides a review of program operations. The second provides information on 2019 projects identified as requiring fall 2018 funding.

### 1. Review of Program Operations

A review of operations and the production of a Revised Financial Plan (commonly called the "Revised Budget") has been a standard procedure for the City for many years. As a management tool, the Revised Financial Plan allows the City to make maximum use of available funds. By budgeting conservatively, particularly for Year One of the Financial Plan, the City ensures that funds will be allocated efficiently to meet normal operational requirements. If revenues are greater (or expenses are less) than conservative expectations, or if unexpected or unpredicted new revenues become available, the Revised Financial Plan has then been used to re-allocate these funds, so that this extra funding is put to use rather than simply building up a financial surplus. This forms a key part of the City's financial strategy of keeping taxes at a minimum level, and funding programs and projects on a priority basis only when funds are available to do so.

All Financial Plans are based on estimates, or predictions, of revenues and expenditures including budgeted departmental savings due to vacancies and other found efficiencies. New information is constantly emerging and it is common for unforeseen or unpredicted events to manifest themselves. Staff has reviewed the City's program revenues and expenditures and is recommending a few reallocations of the operational budget. The analysis included a review of the major non-tax revenue sources such as parking revenue, investment income, permits and fees, business licenses and by-law enforcement.

### Surpluses Returned to City

The North Vancouver Recreation & Culture Commission, North Vancouver Museum & Archives and Library are returning funds to the City.

North Vancouver Recreation & Culture Commission	\$636,100
North Vancouver City Library	21,300
North Vancouver Museum & Archives	18,400
Total	<u>\$675,800</u>

The surplus related to the NVRCC was mainly due to cost savings in salaries and fringe benefits, the short term closure of Canlan Ice Sports as well as higher than budgeted revenues. Staff are recommending that the \$675,800 in surplus funding returned to the City be placed in a general operating reserve to be used to fund future financial plans.

### **Temporary Staffing**

The Community Services Department is requesting temporary funding to address workload concerns.

In 2016 the Community Development and Engineering Departments requested and were granted funding for five temporary positions to respond to the increased development activity being experienced in the City. Additional temporary funding to add two additional TFT positions and to extend the funding for the original five positions was requested through the 2017 - 2026 Revised Financial Plan. The seven positions are currently funded to June 2019 and all reside within the Community Services Department.

The temporary positions are:

- Engineering Technical Assistant
- Development Technicians (2)
- Plumbing & Gas Inspector
- Building Inspector
- Plan Checker
- Assistant Plan Checker

As of the end of June, 2018, the City has processed over \$177 million in Construction Value, versus \$101 million at this time last year. The City has collected \$2.8 million in Permit Revenues as of this report. This exceeds the 2018 annual budget (\$2.3 million) by \$500,000. As these figures show, development activity has increased since 2017. With development projects "in the pipe" and with City Council's recent or pending approvals, it is clear that significant development activity will continue through 2019 and 2020.

Currently the seven TFT's are engaged in work related to development activity and implementation of the City's new permitting and licensing system (CityPAL). This is a very high reliance on temporary staff. Recruiting for positions in the Inspections, Engineering Technicians and Plan Checking fields is very challenging. Managers are finding it difficult to hire and retain staff in temporary positions.

Looking forward to 2019 and beyond, staff believe that the seven TFT positions will still be required. In addition, it is desired to transition away from being dependent on TFT positions for our core work as it does not provide employment certainty for either the City or our staff.

Community Services is therefore requesting that the seven TFT positions be extended to June 30, 2020. This ranges from 2 months to 1 year extensions, depending on the position. The positions and projected costs would be a total of \$500,000.

Council in the past has set aside a portion of excess permit revenues to fund temporary staffing requirements. The 2018 permit revenues have exceeded the annual budget sufficiently to fund this request. The funding allocated here would be sufficient to satisfy funding of the positions to 2020 without the need to fund this staffing from the City's tax base.

## 2. Projects Requiring 2018 Fall Funding

The City typically prepares two version of the 10-year project plan each year. In the fall a preliminary version of the plan is presented to Council for staff to receive feedback to be incorporated into the plan. However, in years when municipal elections take place the practice has been to postpone this process so that the new Council can provide feedback on the project plan. For this reason a Preliminary 2019 - 2028 Project Plan will not be presented to Council this fall. However, for timing reasons, there is a need to provide funding for some 2019 projects before the New Year. Therefore, it is proposed that early appropriations of a small number of projects be achieved by revising the 2018 - 2027 Project Plan as part of the revised 2018 - 2027 financial plan process.

It is important to note that funding provided through the Revised Financial Plan reduces funding availability for the 2019 - 2028 Project Plan. That is, Council will have less funding and flexibility to prioritize 2019 projects when the Plan is finalized early next year and some of future proposed 2019 projects may have to be deferred by one or two years.

The following projects have been identified for early appropriation:

1. HJCRC Project Design & Construction	\$ 6,125,000
2. Marine-Main Corridor Improvements	2,000,000
3. Mosquito Creek Bridge Replacement	1,549,000
4. Moodyville Park Masterplan	1,250,000
5. New Museum	550,000
6. Telephone Replacement	450,000
7. Document Scanning	15,000
<b>Total</b>	<b>\$ 11,939,000</b>

Additional information on the projects can be found in Attachment 1.

### 1. HJCRC Project Design & Construction - \$6,125,000

This project is to undertake detailed design, construction documentation and cost estimating for the new Harry Jerome Community Recreation Centre. Work will also include site demolition, preliminary site servicing and hiring of a Construction Manager to assist with overall project phasing, budgeting and constructability. The following resolution was passed at the July 23, 2018 Regular Council Meeting:

**THAT** the September, 2018, City Revised Budget consider an allocation of \$6,125,000 for the purpose of further funding the HJRC project oversight, detailed design and construction

This amount is to be funded from funding already set aside in the Civic Amenity Reserve Fund for this purpose. Staff will provide regular project updates to Council.

## **2. Marine-Main Corridor Improvements - \$2,000,000**

This project involves creating street improvements for the Queensbury to Heywood section of the new B-Line and will facilitate improved bus priority and improved cycling and pedestrian facilities as per the concept plan. This includes relocation of hydro poles and significant retaining works to enable the widened street cross section and is part of the Integrated North Shore Transportation Planning Project (INSTPP) recommendations to enhance access to transit and support delivery of the new Marine – Main B Line. Full funding appropriations will be contingent on receiving partner funding from TransLink.

## **3. Mosquito Creek Bridge Replacement - \$1,549,000**

This project is for the replacement of the Marine Drive Bridge over Mosquito Creek. Project received funding from federal and provincial governments via Build Canada Fund in 2017 with CNV funding approved in 2018 Financial Plan.

Additional funding was approved by TransLink in 2018 to increase the width of the new bridge for dedicated transit lanes (B-Line) and improved pedestrian/bicycle facilities. This additional CNV funding requested will partially match the new TransLink funding as well as provide funding to construct a new trail connection along Mosquito Creek under the new bridge. This trail connection was originally assumed to not be feasible and was not included in the original project scope. However, preliminary design of the new bridge has shown that a trail connection is feasible and will provide an important north-south pedestrian connection across Marine Drive.

These additions will increase the total project cost from \$5.8M to approximately \$9M including \$5.52M in external grant funding (\$3.87M – Build Canada – Small Communities Fund; \$1.65M – TransLink).

## **4. Moodyville Park Masterplan - \$1,250,000**

This project will result in the expansion and enhancement of Moodyville Park to meet the broader community needs of Lower Lonsdale and the Moodyville neighbourhood. The Moodyville Park Master Plan was developed by a community task force and endorsed by Council in 2017. The new plan will improve site circulation to improve park usability, provide additional park programming, and integrate with the Spirit Trail and future Queensbury Greenway. Funding for this project will be provided through the Development Cost Charges Reserve and Community Amenity Contributions from the adjacent developments.

The construction phase of the project will be tendered in Fall 2018 with construction in 2019. The total projected cost for the project is \$3,750,000 including \$2.5M of developer contributions from Qualex/Landmark.

## **5. New Museum - \$550,000**

The purpose of the project is to create a modern museum that will strengthen community partnerships with organizations, community groups, businesses and

educational institutions. Its intent is to become a community hub rooted in diversity, creativity, innovation and excellence.

A project update was presented to Council by the Director, North Vancouver Museum and Archives at the July 16, 2018 Regular Council Meeting where the following resolution was carried:

**PURSUANT** to the report of the Director of the North Vancouver Museum and Archives, and Chair of the North Vancouver Museum and Archives Commission, dated July 10, 2018, entitled “New Museum Update”:

**THAT** staff present for Council consideration a request for additional funding as part of Revised Project Plan submission in September 2018, final dollar amount to be determined by “Class A” Estimate.

The total projected costs for the project is \$6.2M including \$100K appropriated for the original Site 8 Museum study. The project qualifies for \$3 million external funding (Canada Cultural Spaces Fund). The original City funding commitment is \$2,655,000 (\$525,000 remains to be appropriated). An additional \$550,000 is required to meet the projected costs.

#### **6. Telephone Replacement - \$450,000**

The original Avaya telephone system that CNV is using was installed prior to Year 2000. The current Telephony system was upgraded to digital in 2006/2007 and received a software upgrade in 2011. However, the software became end of life by the manufacturer in 2013 and the phone system itself went end of life in 2015. In addition, the network switches that support the phone system also became end of life and are no longer supported by the manufacturer since 2015.

#### **7. Document Scanning - \$15,000**

City management and staff require access to information for background and decision-making purposes. Scanning records that are currently only available in hard copy will make this information quicker to access. When scanned, the information will be content searchable which will enable information discovery to support decision-making for both staff and Council.

This project will focus on the scanning of high value hard copy records that still need to be accessed by staff.

#### **FINANCIAL IMPLICATIONS**

The bylaw recommended for adoption in this report incorporates the adjustments discussed in this report. Projects included in the Revised Financial Plan will be presented to Council for appropriation prior to the projects moving forward or spending taking place.

#### **STRATEGIC PLAN IMPLICATIONS**

Re-allocation of funds through the Revised Financial Plan process is consistent with the City’s Strategic Plan, which has as its Vision: “To be a vibrant and highly livable

community that strives to balance the social, economic and environmental needs of our community”.

The Financial Goal of the City’s Strategic Plan discusses achievement of financial sustainability and cost containment. The Revised Financial Plan is one tool to accomplish this goal.

**INTER-DEPARTMENTAL IMPLICATIONS**

This report has been reviewed by Major Projects Committee.

**RESPECTFULLY SUBMITTED BY**

  
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Leslie Garber  
Manager, Financial Planning

## 2018 Revised Plan

Funding Source	Project Name	2018 Revised
Civic Amenity HJ	Harry Jerome Community Recreation Centre	6,125,000
General Res / DCC Streets	Marine-Main Corridor: Queensbury to Heywood	2,000,000
Civic Amenity/Gen Res/ DCC Streets/ Marine Dr Amenity	Mosquito Creek Bridge	1,549,000
DCC Parks/ Civic Amen	Moodyville Park Master Plan and Implementation	1,250,000
Civic Amenity/LL AMEN	New Museum for NVMA	550,000
General Equipment/ TSLI	Telephony Replacement	450,000
General Reserve	Document Scanning	15,000
		<b>11,939,000</b>

Funding Summary	Amount
Civic Amenity Total	1,119,222
Civic Amenity HJ Total	6,125,000
DCC Parks Total	618,750
DCC Streets Total	1,756,755
General Equipment Total	100,000
General Reserve Total	1,609,708
Lower Lonsdale Amenity Total	62,028
Marine Dr. Amenity Total	159,420
Sustainable Transportation Total	38,117
Tax Sale Land Interest Total	350,000
<b>Grand Total</b>	<b>11,939,000</b>



Department Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**  
**OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER**

**INFORMATION REPORT**

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To: Mayor Darrell R. Mussatto and Members of Council

From: Barbara Pearce, Director of Strategic Initiatives & Services  
Dianna Foldi, Project Manager Strategic Initiatives and Services

SUBJECT: 2018 – 2027 PROJECT PLAN – REVISED – CAPITAL PROJECTS OVER  
\$500,000: HARRY JEROME COMMUNITY RECREATION CENTRE

Date: September 13, 2018 File No: 02-0800-30-0002/1

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**ATTACHMENTS:**

1. 2018 -2027 Project Plan - REVISED - Project Sheet: Harry Jerome Community Recreation Centre

**PURPOSE:**

The purpose of this report is to provide rationale for the Harry Jerome Community Recreation Centre funding request as part of the 2018-2027 Project Plan - REVISED.

**BACKGROUND**

In July 2018, Council directed staff to proceed with detailed design, tendering and construction of the new Harry Jerome Community Recreation Centre (HJCRC) including relocation of NV Lawn Bowling Club and the temporary relocations of Silver Harbour Senior's Centre and the skatepark.

The HJCRC project will be funded through a variety of sources, primarily through the lease of City lands, known as Harry Jerome Neighbourhood Lands (HJNL), to Darwin Developments, as well as through annual City Tax and Civic Amenity Reserve Contributions. As part of the overall financing for the project, the City will need to borrow approximately \$20 million from the internal Tax Sales Land Reserve Fund as well as arrange for a \$90 million loan through the BC Municipal Financing Authority.

**DISCUSSION:**

As part of the revised budget for 2018-2027, a request of \$6,125,000 has been included to allow for continuation of detailed design, tendering and site services works as directed by Council in July 2018 for the new HJCRC. This request is in keeping with project costs and funding structure as presented to Council in July 2018.

This funding will cover costs associated with the following scope of work for HJCRC:

- Continuation of detailed design by the Prime Consultant team and other consultants through the Contract Document (Working Drawing) stage;
- City engagement of third party consultants including Construction Manager, Professional Quantity Surveyor, Commissioning Authority and Energy Consultant;
- Costs associated with City oversight, including project management, co-ordination and administrative functions;
- Re-location of existing skatepark to temporary location;
- Preparation of new HJCRC site including demolition of existing paving, field and site services;
- Phased tendering and award of site servicing work;
- Relocation of existing storm utility.

Updates on project schedule, progress and budget will continually be provided to Council at regular intervals and all key milestones as the project progresses.

#### FINANCIAL IMPLICATONS

The request for HJCRC funding, as included within the 2018 – 2027 REVISED Project Plan is in keeping with the HJCRC project funding structure as presented to Council in July 2018. Should Council not approve this request, the HJCRC project will be delayed.

To date, the following has been appropriated for HJCRC and associated projects.

2014 – 2015:	\$ 350,000	HJCRC - Planning and Feasibility Studies
2016 - 2017:	\$2,000,000	HJCRC – Schematic Design
	\$ 150,000	Flicka Gymnastics – Feasibility Study
	\$ 50,000	NV Lawn Bowling – Feasibility Study
	\$ 100,000	Silver Harbour Relocation – Feasibility Study
	\$ 150,000	HJ Neighbourhood Lands – Dev't Plan
2018 - 2019:	\$6,500,000	NV Lawn Bowling – Design and Const'n
	\$3,000,000	Silver Harbour (Temp) – Design and Const'n
	\$4,125,000	HJCRC Detailed Design

RESPECTFULLY SUBMITTED:



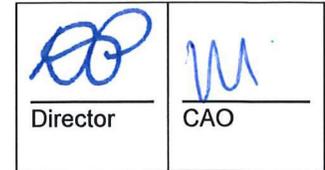
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Barbara Pearce, Director  
Strategic Initiatives & Services



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Dianna Foldi, Project Manager  
Strategic Initiatives & Services



The Corporation of **THE CITY OF NORTH VANCOUVER**  
**ENGINEERING, PARKS AND ENVIRONMENT DEPARTMENT**

**INFORMATION REPORT**

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To: Mayor Darrell R. Mussatto and Members of Council

From: Karyn Magnusson–Deputy Director Engineering Parks and Environment

SUBJECT: MARINE-MAIN CORRIDOR: QUEENSBURY TO HEYWOOD

Date: September 19, 2018 File No: 16-8330-10-0001/1

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**PURPOSE:**

The purpose of this report is to outline the total capital funding needs for the 3rd Street (Queensbury to Heywood) Road Improvements, the benefits of the project and how it ties into the delivery strategy for the Marine – Main B-Line.

**BACKGROUND:**

In 2019 TransLink will begin operating a B-Line rapid bus transit service that will service the North Shore along the Marine – Main corridor from Dundarave to Phipps Exchange. The City is working closely with the TransLink team to deliver a series of cost effective and future proof roadway improvements that can improve bus service levels of reliability and reduced travel time, making transit a viable alternative for many commuters throughout the North Shore. This B-Line is the first of many transit improvements envisioned in TransLink's Mayor's Council Plan and the Integrated North Shore Transportation Planning Project.

**DISCUSSION:**

Concept design work for the B-Line enhancements began in 2017. Since then staff have created a suite of potential improvements that focus on creating better travel times for all buses using the B-Line route while also enhancing cycling and pedestrian connections, retaining existing travel lanes for vehicles and honouring the streetscape character of the commercial, residential and industrial neighbourhoods the route passes through. TransLink has allocated funds to deliver many of the roadway improvements for the North Shore B-Line and as concept designs evolve into detailed designs each opportunity is

evaluated and rated on the criteria of: feasibility; impact; and cost; with the best performing options receiving the funding. This process to select the next round of funded improvements will conclude in the fall of 2018 and the City hopes to be able to secure commitment for funds at that time.

The City of North Vancouver has taken a comprehensive look at how we can deliver feasible and highly impactful improvements along the corridor for B-Line opening day in 2019. We have chosen to focus on designs that can deliver bus improvements such as dedicated bus lanes, bus queue jumpers at intersections and additional turn lanes to help buses move through intersections in areas where these designs can fit within the existing curb alignments and retain the existing lanes for vehicle traffic. The intention is to move to the detailed design stage in the fall and then tender for construction by later in winter or early spring 2019 once we have more clarity on available TransLink funding.

For this particular section from Queensbury to Heywood improvements the preliminary estimate is a total cost of \$3.2M, with \$2.2M coming from CNV and \$1M, or more if required, coming from TransLink. This estimate will be refined during the detailed design phase beginning in October 2018. The improvements include widening the roadway by cutting into and retaining the northern slope. This widening provides enough room for dedicated bus lanes in either direction, vehicle travel lanes in either direction and proper cycling and pedestrian infrastructure which matches the road section through Moodyville, creating a contiguous experience for all modes. Due to the complexity of design required for this section, staff wish to secure City funds early to enable the timely tendering of both design and construction of this section.

#### **FINANCIAL IMPLICATIONS:**

The preliminary cost estimate for the Queensbury to Heywood portion of the corridor improvements is \$3.2M, with \$2.2M coming from CNV and \$1M, or more if required through detailed design refinements to the estimate, coming from TransLink. In other sections of the route the improvements will be predominately funded by TransLink if the designs meet the criteria for funding selection as mentioned above.

The funding proposal for this section of the B-Line, Queensbury to Heywood, is shown in the table below. \$200,000 has previously been approved and appropriated in 2018 for this segment of the B-Line corridor improvements and has not been spent as all efforts have been undertaken by existing in-house staff to date.

<b>Existing Funding</b>	
CNV 2018 Financial Plan	\$0.2M
<b>Requested Funding</b>	
CNV 2018 Revised Financial Plan	\$2.0M
<b>Future Requested Funding</b> (all subject to approval)	
CNV 2019 Draft Financial Plan	\$0M
TransLink B-Line funds	\$1.0M

The funds that are being requested for 3rd Street from Queensbury to Heywood are identified for 2019 in the approved 2018 plan. They are being brought forward as part of the revised 2018 budget so that this project can be tendered for design and construction. This preferred funding strategy will help us achieve substantial completion prior to the launch of the B-Line service planned for fall 2019 and ensure that riders of the new bus service receive the benefit of the completed works and dedicated bus lanes for vastly improved transit reliability and timeliness.

**IMPLICATIONS OF NOT FUNDING:**

Should Council not support this expenditure staff will continue to pursue external funding to support some level of roadway improvement to support bus prioritization. Without available matching funds it is unlikely that much of an improvement can be achieved. The absence of Council approved funds would also likely delay the delivery of improvements to after the B-Line opening in 2019. Without bus prioritization on the 3rd Street hill B-Lines will be stuck in the traffic queue with general purpose traffic which would significantly deter most riders from choosing transit as a viable transportation alternative.

RESPECTFULLY SUBMITTED:



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Karyn Magnusson, P.Eng.  
Deputy Director, Engineering Parks and  
Environment



 Division Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**  
**ENGINEERING, PARKS AND ENVIRONMENT DEPARTMENT**

**INFORMATION REPORT**

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To: Mayor Darrell R. Mussatto and Members of Council

From: David Matsubara, Design Engineer - Infrastructure

SUBJECT: MARINE DRIVE BRIDGE AT MOSQUITO CREEK – ADDITIONAL  
FUNDING FOR BRIDGE CONSTRUCTION

Date: September 19, 2018 File No: 11-5330-20-0042/0001

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**PURPOSE:**

The purpose of this report is to outline the total capital funding needs for the Marine Drive Bridge at Mosquito Creek project, the benefits of the project, and the rationale for a request for additional funding to meet the project needs.

**BACKGROUND:**

The Marine Drive Bridge over Mosquito Creek was constructed in 1952 and was one of the first post-tensioned reinforced concrete structures in North America. The bridge has reached the end of its service life and will be replaced in 2019. In 2016 the City applied to the Federal Build Canada grant program for infrastructure and was successful in the grant application. At that time, the estimate to replace the bridge was \$5.8M with senior government funding of \$3.87M approved in 2017 and the City's \$1.93M share approved in the 2018 Financial Plan.

**DISCUSSION:**

Design work for the bridge began in 2017, and during the design process, several key project needs were identified that were not included or fully considered in the initial project scope. These needs included:

- the provision of dedicated transit lanes on Marine Drive for the B-Line bus service; and

- the opportunity to make a trail connection along the east bank of Mosquito Creek under the new bridge.

The announcement of TransLink’s commitment to provide B-Line bus service along the Marine Drive corridor has fundamentally changed the needs for Marine Drive, whereby two additional lanes are needed for dedicated bus travel on the bridge. The preliminary design of the new bridge has considered the option to include dedicated transit lanes on the new bridge and in July 2018 TransLink approved a funding contribution of \$1.65M to facilitate the added features. Inclusion of the dedicated transit lanes on the Mosquito Creek Bridge is necessary for the future success of the B-Line transit corridor.

Also during the preliminary design exercise for the new bridge, it was determined that it is feasible to construct a new trail connection along Mosquito Creek under the new bridge on the east bank. This is an important pedestrian link that will connect Mosquito Creek Park to the trail network along Mosquito Creek to the south and the Spirit Trail to lower Lonsdale and Harbourside. The existing trail system in the Park is currently interrupted by Marine Drive, where it is not possible to directly cross Marine Drive due to left turn demands from the north and east directions. As a result, pedestrians must cross three legs of the intersection to cross Marine Drive. This connection will substantially improve pedestrian and cycling movement and provide our residents enhanced access to nature within our urban community.

**FINANCIAL IMPLICATIONS:**

The latest estimate from July 2018 for the new bridge with dedicated transit lanes and new trail connection is \$9.0M. The total available funding including the new TransLink funding is \$7.45M, and therefore \$1.55M of additional City funding is being requested to meet the project needs.

<b>Existing Funding</b>	
Build Canada – Small Communities Fund	\$3.87M
TransLink Grant Funding (External)	\$1.65M
CNV 2018 Financial Plan	\$1.93M
<b>Subtotal</b>	<b>\$7.45M</b>
<b>Requested Funding</b>	
Pedestrian Trail Crossing and Extra-width Sidewalks – Funds to Support TransLink Grant	\$1.55M
<b>Subtotal CNV 2018 Revised Financial Plan</b>	<b>\$1.55M</b>
<b>Total</b>	<b>\$9.0M</b>

These funds are being requested as part of the 2018 revised budget so the project can be tendered in December 2018, with construction planned to start in March 2019 in order to meet grant deadlines and substantially complete the bridge prior to the launch of the B-Line service planned for September 2019.

While the additional funding increases the total amount of City funding, approximately 61% of the project is still being funded by external sources for replacement of a 66 year old bridge that has reached the end of serviceable life and is not meeting current seismic standards.

The increase in total project budget also allows the new bridge crossing to best meet future car, bus, cycling and pedestrian needs along the Marine Drive corridor for the foreseeable future, and will create an important north-south trail link that will connect the growing neighbourhoods on either side of Marine Drive. The project will result in significant community enhancement.

**IMPLICATIONS OF NOT FUNDING:**

Should Council not support this additional funding, staff will have to reconsider the project viability, given that Translink funding is based on providing additional travel lanes on the bridge. In the event that external funding is reduced, and no other external funding is available, the entire project may need to be delayed possibly resulting in a loss of the other Federal/Provincial funding which expires in 2020. Given that the Mosquito Creek bridge crossing is nearing end of life, operational restrictions around truck size and structural rehabilitation would need to be considered.

The net effect will be a reduction in level of service associated with the B-Line on Marine Drive, potential limitation to truck traffic on the bridge, and ongoing costs associated with bridge rehabilitation and maintenance.

RESPECTFULLY SUBMITTED:



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David Matsubara, M.Eng., P.Eng.  
Design Engineer - Infrastructure



 Dept. Manager	 Director	 CAO
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The Corporation of **THE CITY OF NORTH VANCOUVER**  
**ENGINEERING, PARKS & ENVIRONMENT DEPARTMENT**

**INFORMATION REPORT**

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To: Mayor Darrell R. Mussatto and Members of Council

From: Adam Vasilevich, Parks and Greenways Planner

SUBJECT: MOODYVILLE PARK MASTER PLAN IMPLEMENTATION

Date: September 19, 2018

File No: 12-6240-20-0056/1

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**PURPOSE:**

The purpose of this report is to present a rationale for funding the remaining components of the park improvements from the Moodyville Park Master Plan.

**BACKGROUND:**

In January 2016, Council directed staff to lead a master plan process that would establish Moodyville Park as a significant community scale park to support the growing Moodyville and Lower Lonsdale neighbourhoods. With initial funding provided by Community Amenity Contributions from the adjacent Qualex development and with the support of the Moodyville Park Master Plan Task Force, the Moodyville Park Master Plan was unanimously endorsed by Council in July 2017.

**DISCUSSION:**

Implementation of the Moodyville Park Master Plan included a detailed design and construction schedule that was to occur over two phases in 2018 and 2019. Phase one includes the playground, washroom pavilion, greenway connection to the Spirit Trail, and pump track, with a preliminary budget of \$2.4M for design and construction approved as part of the 2018 Project Plan.

Phase two was initially proposed for 2019, and includes the entry plaza and sports court on the acquired land at the foot of Queensbury Avenue, Moodyville interpretive signage, a fenced off-leash area, and habitat restoration. The project scope also includes improvements to the newly acquired properties at 665 East 2<sup>nd</sup> Street and 651 East 1<sup>st</sup> Street, including a new view point with seating area, enhanced Spirit Trail entrance and connection to the west, and parking.

The westward expansion of the park made possible by the acquisition of those properties was not secured until after the initial Park Master Plan was completed in 2017, and the costs to improve those lands were therefore not included in the original project scope. The detailed design for all components of the project has now been completed and the phase two cost estimate is \$1.25M (including contingencies).

In order to secure more aggressive pricing ahead of the typically busy spring and summer construction season, and to ensure that the park project can be completed prior to occupancy of the adjacent residential development (scheduled for December 2019), staff recommends advancing the phase two funding and tendering both phases of the project together in late 2018. Staff is therefore seeking Council's approval to fund the second phase of the project as part of the City's Revised 2018 Financial Plan.

Advantages of tendering both phases of the project in the fall/winter of 2018, include:

- More bidders and more aggressive pricing;
- Economies of scale with the larger scope;
- Reduced mobilization costs and overall construction time in the park;
- Reduced potential for conflict with the adjacent condominium development that currently requires access through the park;
- Vegetation removal before the spring bird nesting season;
- Construction can be coordinated to avoid disturbance to the Moodyville bald eagles who moved their active nest from the foot of Moody Avenue to a site approximately 350m east.

#### **IMPLICATIONS OF NOT FUNDING:**

Should Council not support this expenditure at this time the park improvements identified in the master plan would not be completed before the adjacent development is scheduled for occupancy in late 2019. Implementation delays could also result in cost escalations, and would extend the period of construction related disturbance to the surrounding neighbourhood and the park. The project could be retendered with only the existing funding (\$2.2M) but this would require a significant reduction in scope, and would not deliver the suite of amenities originally proposed to the community.

#### **FINANCIAL IMPLICATIONS:**

The total cost of all phases of this project is projected to be \$3.75 million, which includes an initial \$100,000 from Qualex/Landmark to fund the Moodyville Park Master Plan process. A total of \$2.4M in Community Amenity Contributions from the Qualex/Landmark development were also committed to project implementation, including \$200,000 approved in 2017 to fund the detailed design, and \$2.2M in 2018 to fund construction of phase one. As previously noted, the remaining components of the project (the subject of this report) are estimated at \$1.25M. It is anticipated that the requested funds can be sourced from a combination of Community Amenity Contributions from development in the Moodyville area and the Parks Development Cost Charge Reserve.

The requested city funds are outlined in the table below:

<b>2016</b>	<b>\$</b>	<b>100,000</b>	<b>Master Plan</b> (external funding)
<b>2017</b>	<b>\$</b>	<b>200,000</b>	<b>Detailed Design</b>
<b>2018</b>	<b>\$</b>	<b>2,200,000</b>	<b>Phase 1 construction</b> (existing)
<b>2018</b>	<b>\$</b>	<b>1,250,000</b>	<b>Phase 2 construction</b> (proposed for Revised 2018 Budget)
<hr/>			
<b>Total</b>	<b>\$</b>	<b>3,750,000</b>	

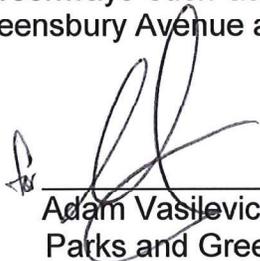
**CORPORATE PLAN AND/OR POLICY IMPLICATIONS:**

This project is consistent with the City's Official Community Plan (OCP) with respect to creating an accessible, walkable community with a variety of transportation options. Specifically, this project supports the OCP's goals and objectives to:

- protecting and maintaining new and existing public infrastructure and amenities;
- enhancing the natural and built environment;
- upgrades to site layout and infrastructure to enhance community safety, accessibility for all ages and abilities, and to help better support the growing neighbourhoods of Moodyville and Lower Lonsdale.

Additionally, this project supports the City's Parks Master Plan and the Long Term Transportation Plan. The Master Plan will be developed to integrate and enhance connections and the experience of existing greenways such as the Spirit Trail and for local future greenways in the area such as Queensbury Avenue and St. David's Avenue.

RESPECTFULLY SUBMITTED:

  
\_\_\_\_\_  
Adam Vasilevich  
Parks and Greenways Planner



		
Department Manager	Director	CAO

The Corporation of **THE CITY OF NORTH VANCOUVER**  
**OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER**

**INFORMATION REPORT**

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To: Mayor Darrell R. Mussatto and Members of Council

From: Barbara Pearce, Director, Strategic Initiatives & Services

SUBJECT: NEW MUSEUM FOR NORTH VANCOUVER  
ADDITIONAL FUNDING REQUEST

Date: September 19, 2018 File No: 02-0800-30-0001/1

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**ATTACHMENTS:**

1. Revised Project Sheet – New Museum for NVMA

**PURPOSE:**

The purpose of this report is to provide a rationale for the request of additional funding.

**BACKGROUND:**

The new Museum will occupy the City owned Community Amenity Space in the Polygon – Promenade at the Quay Development, located at 115 West Esplanade. The construction of the new Museum is being managed by the City and has an approved project budget of \$5.555 million.

Of the \$5.555 million, a total of \$3.0 million is being contributed by Canada Cultural Spaces Fund (CCSF) with the balance of \$2.555 million paid for by the City.

To date, the project team has completed the following scope of work:

- Construction Documents for tenant improvements for the Community Amenity shell space which reflect the future Museum use;
- “Class A” construction estimate for tenant improvements;
- Engaged an exhibit fabricator to assist exhibit designers on detailing and costing of Museum exhibits

In the coming months, the project team will secure a construction manager through a City led public tender process, apply for building permits and begin construction tendering in

early 2019. Construction start is anticipated to start in spring of 2019, contingent on Polygon Base Building Occupancy, with project completion in early 2020.

## **DISCUSSION:**

The existing project budget of \$5.555 million covers Museum tenant improvements, base building tie-in and exhibitory for the permanent gallery. This budget will deliver a “Basic Program” for the new Museum, and a valuable asset to the City-owned Community Amenity space.

The “Basic Program”, included in the approved budget, allows for the delivery of a functional Museum facility including interior walls, mechanical and electrical systems, washrooms and plumbing fixtures, incorporating commercial grade finishes (in lieu of Museum quality), as well as a “Class A”<sup>1</sup> museum industry standards climate control for the Temporary Gallery (as required by the CCSF Agreement).

In addition, the “Basic Program” also includes scope of work such as structural loading upgrades, mechanical and electrical infrastructure, emergency back-up power, an exterior canopy, retractable exterior doors and fibre optic connectivity as part of the base building tie-in.

Costs for the “Basic Program” tenant improvements have been higher than originally estimated at the feasibility stage, but are still within the approved budget. Exhibitory is still on track to be delivered on budget.

Since the project inception, a number of additional items have been identified as key to the Museum’s vision which are currently not included in the scope of work. Items such as motorized blinds, improved interior finishes, moveable partitions, A/V equipment, security systems, IT equipment and appliances for the Community Hub and Temporary Gallery spaces have been *excluded*. It was projected that these items could potentially be incorporated in the future through the use of remaining contingency funds and/or through Museum fundraising efforts; however with the upcoming construction next year, these elements need to be incorporated now as part of tender documents prior to construction. The project estimates discussed below include provision for these additional items.

## **Current Project Estimate & Request for Additional Funding**

A “Class A” estimate (plus/minus 5% accuracy) was completed in late August 2018 by a third party Professional Quantity Surveyor and is in general conformance with the previous “Class B” estimate of costs (plus/minus 10% accuracy) reported to Council in July 2018. The “Class A” Estimate provided a detailed breakdown for both the “Basic Program” elements as well as the requested additional items, identified in the current request for funding. The construction costs reported in the “Class A” Estimate resulted in an overall project budget forecast of \$6.105M, reflecting a \$550,000 increase or 10% above the budget, originally approved in 2016.

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<sup>1</sup> Class A museum collections climate control rating: (good control, some gradients or seasonal changes, but not both) is the minimum standard for a museum to be considered for the sharing of exhibits and artifacts by other institutions, according to the Standard Facilities Report (AAM). (Source: [Government of Canada website](#))

Additional funding, in the amount of \$550,000, is being requested as part of the 2018-2027 Revised Project Plan to allow for the following items: an increase in project contingency to offset anticipated construction cost escalation to the start of construction in mid 2019; additional tenant improvement elements such as technical and security equipment and installation; upgrade of Museum finishes, fixtures and equipment in the Community Hub and Temp Gallery spaces such as moveable partitions, motorized blinds, and A/V equipment.

### **FINANCIAL IMPLICATIONS:**

The Museum project has a total existing budget of \$5.555 million.

The \$5.555 million budget included an original project contingency of approximately \$300,000 (13%), to be applied to the design and construction stages for the Tenant Improvement and base building tie-in scope of work.

Based on a recent Class A estimate the remaining contingency for Tenant Improvement scope is approximately \$150,000, (or 6.5%) available for use during the construction stage of the project. Further, the Class A estimate report, recommended that the project carry an additional 6% contingency to cover anticipated construction cost increases between now and the start of construction in mid-2019. This would bring the total recommended project contingency to 12% for the Museum TI construction scope.

Additional funding in the amount of \$550,000 is being requested as part of the 2018-2027 Revised Project Plan, to bring the total project budget to \$6.105 million.

This added funding would allow for the recommended 12% project contingency as well as for the inclusion of elements needed to improve the overall functionality of the Museum, including moveable partitions, motorized blinds, improved interior finishes, technology and security systems.

Should Council not approve the additional funding request, a “Basic Program” Museum can still be delivered within the current approved budget of \$5.555 million. Under this scenario, the project team would value engineer the current scope of work in order to include high priority items such as technical and security systems and ensure a 12% contingency moving forward into the construction stage of the project.

The NVMA through the Friends of the NVMA Society is currently working to raise additional funds, with a target of \$2.5M. If successful, \$1.0 M will be dedicated to enhancing the Museum space and exhibits, and the remaining balance used to support public programs, temporary exhibits, marketing, branding and launching of the new Museum as well as contributions to a legacy fund.

In regards to anticipated construction cost escalation, the project team will continue to manage the costs vs project scope by engaging a construction manager in the fall to assist with construction pricing and overall project cost monitoring, prior to proceeding to tender.

**CONCLUSION:**

The additional requested funding will provide protection from anticipated construction cost escalation, installation of technical and security equipment, as well as increased functionality of non-gallery / public areas by providing spaces that are attractive and useable by the community.

The added benefit of the improvements to the community will be in the Museum's ability to provide educational activities, public programs, lectures, community events, private events and functions in the Community Hub and Temporary Gallery spaces.

RESPECTFULLY SUBMITTED:



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Barbara Pearce, Director  
Strategic Initiatives and Services



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Dianna Foldi, Project Manager,  
Strategic Initiatives and Services

# Attachment 1: Museum Project Sheet – Revised 2018 – 2027 Plan

Project Name: <b>New Museum for NVMA</b>		2018 - 2027 Project Plan - REVISED										
Department: <b>CAO Office</b>		Project Type: <b>Other Projects</b>										
Project Manager: <b>Dianna Foldi</b>		Date: <b>26-Jul-17</b>										
<b>Description:</b>	Creation of a vibrant and active community museum that explores and celebrates the unique qualities of North Vancouver. NVMA will be a tenant in the 16,000 sq community amenity space at 115 West Esplanade. This funding request is to cover costs above "basic program" Museum scope to allow for window coverings, A/V equipment, security system, moveable walls, reception counter and IT Network installation. NVMA will move from existing facility in Presentation House to new facility in 2019.											
<b>Purpose:</b>	The purpose of the project is to create a modern museum that will strengthen community partnerships with organizations, community groups, businesses and educational institutions. Its intent is to become a COMMUNITY HUB rooted in diversity, creativity, innovation and excellence.											
<b>Alignment With Official Community Plan:</b>	This project aligns with the goals of the "Community Well-Being and Arts", "Culture and Heritage" chapters of the OCP.											
<b>Output: (Project Specifications)</b>	The museum will be situated at the ground floor level of 115 West Esplanade in approximately 16,000 sq of space. The facility will include galleries for permanent and visiting collections, a multipurpose room with catering, kitchen, administrative offices, collection storage and workshop and lobby with the historic North Vancouver streetcar. The temp gallery will be equipped with a Class A mechanical system, will be designed to LEED Silver standards and will be Lower Lonsdale Cultural District, providing locals with a valuable resource to better understand and appreciate their community.											
<b>Impact if Project Does Not Proceed:</b>	Should the project not proceed, an alternate location would need to be explored due to the age and condition of the Presentation House, its current location. Continued use of warehouse space and/or off-site storage will also be required to store existing collections.											
<b>External Funding:</b>	<b>Federal Contribution</b>	<b>Secured Contribution</b>	<b>Specify Funding Agency/Program:</b> Department of Canadian Heritage - Cananda Cultural Spaces Fund									
<b>GHG Implications:</b> Discuss GHG considerations for all projects. Provide figures for Fleet, Facilities and any project with readily available information.												
<b>Milestones:</b>	1) Hire Construction Manager / 2) Permits & Tender - Early 2019 3) Museum T1s and Exhibit Installation - 2019 4) Museum Opening - Early 2020											
<b>Funding Requirements</b>	2008-2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	TOTAL
City Funding (Fund Appropriation)		\$ 550,000	\$ 525,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,075,000
External Funding/Contributions Specify: Canada Cultural Spaces Fund NVMA Fundraising		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Expenditures</b>	\$ 5,030,000	\$ 550,000	\$ 525,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,075,000
<b>Overhead Staffing (Engineering/Facilities)</b> Specify as a percentage of funds appropriated		0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Impact on Operations/Maintenance</b> (Incremental to 2017 Base Year Operating Budget)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenses net of recoveries (include staffing)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Staffing (FTE)</b>												
Regular												
Temporary												
<b>Total Staffing</b>												

\* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

# Attachment 1: Museum Project Sheet – Revised 2018 – 2027 Plan

Project Name: <b>New Museum for NVMA</b>		2018 - 2027 Project Plan - REVISED									
Department: <b>CAO Office</b>		Project Type: <b>Other Projects</b>									
Project Manager: <b>Dianna Foldi</b>		Date: <b>26-Jul-17</b>									
Description:	Creation of a vibrant and active community museum that explores and celebrates the unique qualities of North Vancouver. NVMA will be a tenant in the 16,000 sq community amenity space at 115 West Esplanade. This funding request is to cover costs above "basic program". Museum scope to allow for window coverings, AV equipment, security system, moveable walls, reception counter and IT Network installation. NVMA will move from existing facility in Presentation House to new facility in 2019.										
Purpose:	The purpose of the project is to create a modern museum that will strengthen community partnerships with organizations, community groups, businesses and educational institutions. Its intent is to become a COMMUNITY HUB rooted in diversity, creativity, innovation and excellence.										
Alignment With Official Community Plan:	This project aligns with the goals of the "Community Well-Being and Arts", "Culture and Heritage" chapters of the OCP.										
Output: (Project Specifications)	The museum will be situated at the ground floor level of 115 West Esplanade in approximately 16,000 sq of space. The facility will include galleries for permanent and visiting collections, a multipurpose room with catering kitchen, administrative offices, collector storage and workshop and lobby with the historic North Vancouver streetcar. The temp gallery will be equipped with a Class A mechanical system, will be designed to LEED Silver standards and will be										
Outcome: (Customer Satisfaction)	The public will benefit from an exciting new cultural venue, encouraging new regional and tourist visitation to the waterfront. The museum will contribute to a Lower Lonsdale Cultural District, providing locals with a valuable resource to better understand and appreciate their community.										
Impact if Project Does Not Proceed:	Should the project not proceed, an alternate location would need to be explored due to the age and condition of the Presentation House, it's current location. Continued use of warehouse space and/or off-site storage will also be required to store existing collections.										
External Funding Description:	Federal Contribution	Secured Contribution	\$3M Department of Canadian Heritage - Cananda Cultural Spaces Fund								
GHG Implications:	Reductions in GHG will be achieved by replacing the antiquated museum at Presentation House (containing obsolete, and inefficient building systems) with a new, energy efficient, LEED Silver facility connected to the LEC and with state of the art environmental control system.										
Milestones:	1) Hire Construction Manager / 2) Permits & Tender - Early 2019 3) Museum T1s and Exhibit Installation - 2019 4) Museum Opening - Early 2020										
<b>Director Approval:</b> (to be entered after Draft Project Plan goes to DT)											
Funding Requirements	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	TOTAL
City Funding (Fund Appropriation)	\$ 550,000	\$ 525,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,075,000
External Funding/Contributions Specify: Canada Cultural Spaces Fund NVMA Fundraising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Expenditures</b>	\$ 550,000	\$ 525,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,075,000
Overhead Staffing (Engineering/Facilities) Specify as a percentage of funds appropriated	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Impact on Operations/Maintenance (Incremental to 2017 Base Year Operating Budget)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenues Expenditures net of recoveries (Include staffing)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Staffing (FTE)	-	-	-	-	-	-	-	-	-	-	-
Regular	-	-	-	-	-	-	-	-	-	-	-
Temporary	-	-	-	-	-	-	-	-	-	-	-
<b>Total Staffing</b>	-	-	-	-	-	-	-	-	-	-	-

\* Prior to creating new on-going programs, please contact the Manager, Financial Planning. For on-going programs and maintenance & replacement projects, please attach a list of the projects and funding (appropriation) requirements.

**THE CORPORATION OF THE CITY OF NORTH VANCOUVER**

**BYLAW NO. 8680**

**Financial Plan for the Years 2018 to 2027**

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 “**Financial Plan for the Years 2018 to 2027 Bylaw, 2018, No. 8620, Amendment Bylaw, 2018, No. 8680**” (Revised Financial Plan).
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2018, and ending December 31, 2027.

READ a first time on the 24<sup>th</sup> day of September, 2018.

READ a second time on the 24<sup>th</sup> day of September, 2018.

READ a third time on the 24<sup>th</sup> day of September, 2018.

ADOPTED on the 1<sup>st</sup> day of October, 2018.

“Darrell R. Mussatto”

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MAYOR

“Karla D. Graham”

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CITY CLERK

**SCHEDULE "A" TO BYLAW NO. 8680  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2018 – 2027**

(1) 2018 – 2027 Financial Plan (000's)

<b>For the year ended December 31</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023-2027</b>
<b>Revenue</b>						
Property Value Tax	58,972	60,781	62,640	64,551	66,515	342,660
Parcel Taxes	2,912	3,212	3,478	3,560	3,645	19,842
Revenue from Fees and Services	34,926	35,622	37,495	39,529	42,496	259,550
Revenue from Other Sources	5,072	4,970	5,013	5,056	5,100	25,720
	101,882	104,585	108,626	112,696	117,756	647,772
<b>Transfers</b>						
Collections for Other Governments	46,336	47,263	48,208	49,172	50,155	255,790
Transfer from Reserves	80,383	38,883	26,018	23,403	24,968	126,246
External Contributions	21,375	2,007	4,542	1,866	653	10,599
Depreciation	13,900	14,178	14,462	14,751	15,046	76,735
	161,994	102,331	93,230	89,192	90,822	469,370
<b>Total Revenues</b>	<b>263,876</b>	<b>206,916</b>	<b>201,856</b>	<b>201,888</b>	<b>208,578</b>	<b>1,117,142</b>
<b>Expenditures</b>						
<b>Operating Expenses</b>						
General Government	18,800	19,269	19,751	20,245	20,751	106,350
Transportation and Transit	6,051	6,202	6,357	6,516	6,679	34,230
Health, Social Services, Housing	2,700	2,768	2,837	2,908	2,981	15,280
Development Services	5,423	5,559	5,698	5,840	5,986	30,680
Protective Services	26,784	27,453	28,139	28,842	29,563	151,510
Parks, Recreation and Culture	19,756	20,250	20,756	21,275	21,807	111,760
Water	9,975	13,738	13,601	14,280	15,154	89,290
Sewer	8,809	12,440	13,823	15,843	18,018	118,234
Solid Waste	4,361	4,524	4,660	4,799	4,943	27,001
	102,659	112,203	115,622	120,548	125,882	684,335
Capital Expenditures	94,629	29,068	18,909	13,440	13,432	77,887
<b>Transfers</b>						
Collections for Other Governments	46,336	47,263	48,208	49,172	50,155	255,790
Equity	9,210	7,759	7,953	8,152	8,356	42,825
Reserves	11,042	10,623	11,164	10,576	10,753	56,305
	66,588	65,645	67,325	67,900	69,264	354,920
<b>Total Expenses</b>	<b>263,876</b>	<b>206,916</b>	<b>201,856</b>	<b>201,888</b>	<b>208,578</b>	<b>1,117,142</b>

**SCHEDULE "A" TO BYLAW NO. 8680  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2018 – 2027**

(2) Revenue Proportions by Funding Source  
(Excluding Transfers from Reserves and Collections for Other Agencies)

	(000's)									
	2018	%	2019	%	2020	%	2021	%	2022	%
Property Value Tax	58,972	58	60,781	58	62,640	58	64,551	57	66,515	57
Parcel Taxes	2,912	3	3,212	3	3,478	3	3,560	3	3,645	3
Revenue from Fees	34,926	34	35,622	34	37,495	34	39,529	35	42,496	36
Revenue from other Sources	5,072	5	4,970	5	5,013	5	5,056	5	5,100	4
<b>Total Revenues</b>	<b>101,882</b>	<b>100</b>	<b>104,585</b>	<b>100</b>	<b>108,626</b>	<b>100</b>	<b>112,696</b>	<b>100</b>	<b>117,756</b>	<b>100</b>

**Background:** Property Taxes are the City's major source of revenue. The City's reliance on property tax as a source of revenue has increased gradually over the past several years. This is partially due to the lack of access to other types of revenues. Where feasible, the City charges user fees for services, however this is not possible for many services. In preparing the 2018 Financial Plan, the City's goal has been to maintain the current percentage of revenue coming from property taxes; however the City continues to rely heavily on this source of revenue to fund a large portion of City services and infrastructure.

**Policy:** Under Council's direction, the City will continue to look for ways to reduce the overall percentage of revenue that comes from property tax, by pursuing alternate revenue sources, and remains committed to charging user fees for services where feasible.

(3) Distribution of Property Taxes among the Property Classes

Property Class and Description	Tax Allocation %	
	2017	2018
1 Residential	56.32%	56.60%
2 Utilities	0.95%	1.07%
4 Major Industry - Capped	6.97%	6.95%
4 Major Industry - Non capped	0.68%	0.67%
5 Light Industry	0.81%	0.89%
6 Business	34.24%	33.78%
8 Recreation/Non-Profit	0.03%	0.04%

**Background:** In 2008 City Council adopted a Long Term Property Tax Strategy which will shift taxes from the business and light industrial tax classes, to the residential tax class. 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.

**Policy:** 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.

**SCHEDULE “A” TO BYLAW NO. 8680  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2018 – 2027**

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(4) Use of Permissive Tax Exemptions

**Background:** Council currently allows permissive tax exemptions to organizations within the City, based on eligibility criteria as defined under the Community Charter. This includes religious institutions, not for profit societies, service organizations and providers of social housing whose services and programs align with the City’s goals and objectives.

**Policy:** The City has adopted a policy along with a set of criteria which are based on linking taxation exemptions to desired community outcomes for the services provided. All existing permissive tax exemptions are reviewed each year and staff will continue to work with all organizations who receive a Permissive Tax Exemption to ensure that their services align with the goals and objectives of the City.

Council will continue to carefully consider the total amount of permissive exemptions granted each year, when reviewing the annual Property Tax Exemption bylaw, giving consideration to the equity of shifting the exempted tax burden to other property owners in the City.