



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

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director of Finance

Subject: 2021 FINANCIAL PLAN

Date: February 24, 2021 File No: 05-1700-01-0001/2021

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

RECOMMENDATION

PURSUANT to the report of the Director, Finance, dated February 24, 2021, entitled "2021 Financial Plan":

THAT the 2021-2030 Capital Plan, dated February 24, 2021, be endorsed;

THAT the 2021 Financial Plan be approved;

AND THAT staff bring forward a Financial Plan Bylaw (2021 to 2030) that reflects an overall tax rate increase of 3.98% which includes 3.70% for the Operating Plan, 0% for Infrastructure Reserves and 0.28% for New Items.

ATTACHMENTS

1. 2021 New Items Requests – Additional (CityDocs #2024198)
2. Draft 2021 Operating Plan report dated January 27, 2021 (CityDocs #2024692)
3. 2021-2030 Capital Plan report dated February 10, 2021 (CityDocs #2024691)
4. 2021 Utility Rates report dated November 25, 2020 (CityDocs #2024690)
5. 2021-2030 Capital Plan – Updated February 24, 2021 (CityDocs #2024614)

DISCUSSION

The purpose of this report is to ask for endorsement of the 2021 Financial Plan, and to obtain Council's approval on the proposed tax rate increase for 2021.

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

Thus far, the City's 2021 – 2030 financial planning process has considered the 2021 Draft Operating Plan presented to Council for feedback (February 8, 2021), the 2021-2030 Capital Plan (February 22, 2020) and the 2020 Utility Operations & Rates Model (approved by Council on December 7, 2020), respectively **Attachments 2, 3 and 4**.

The City's updated 2021 Financial Plan totals \$231.7 million which includes the following:

	2020	2021	Increase/ (Decrease)
General Operating Plan	81.2	84.9	3.7
General Capital Plan	80.8	66.3	(14.5)
Utilities Programs (water, sewer, solid waste)	30.2	31.7	1.5
Cemetery (self-funded)	0.4	0.4	-
Collection for Other Government	56.1	48.4	(7.7)
Total Financial Plan (excluding depreciation & non-statutory reserves)	\$ 248.7M	\$ 231.7M	(\$ 17.0M)

General Operating Plan

The Operating plan includes operational expenditures, such as salaries, maintenance, on-going programs, and energy costs, which are relatively continuous. The Operating Plan is funded mainly by property taxation revenue (81%) and partially by other non-tax revenue sources.

The draft 2021 Operating Plan dated February 8, 2021 (**Attachment 2**), reflected a tax rate increase of 3.98%, which included ongoing provisions for increases in City wages and benefits, the Shipyards Operations, reversing COVID-19 related savings, new capital cost impacts, and other cost adjustments.

	\$ (000's)	Tax Impact
2021 General Operating Plan Increase		
Salary and Other Provisions	1,272	2.21%
Shipyards & Waterfront Operations	905	1.57%
Reversal of 2020 COVID-19 Savings	486	0.84%
New Capital Infrastructure Maintenance	277	0.48%
Major Agencies and Core Funded Agencies	17	0.03%
15 Chesterfield vacancy (net)	82	0.14%
Other Items (various)	165	0.29%
RCMP	(11)	(0.01%)
Increase in Non-Tax Revenues	(63)	(0.11%)
Tax Roll Growth	(1,000)	(1.74%)
2021 Net Operating Plan Increase	2,130	3.70%
 New Items – Operating	 159	 0.28%
2021 Proposed Tax Rate Increase (Feb 8, 2021)	2,289	3.98%

(A 1% tax rate increase generates approximately \$575,000 in tax revenue for the City)

2021 New Items Requests – Additional (Attachment 1)

Staff has submitted an additional request to convert an existing and fully-funded Temporary Full-time Environmental Specialist to Regular Full-time.

Item	Department	Description	Annual Amount	2021 Amount	Tax Draw %
Staffing					
1	Planning & Development	RFT Environmental Specialist	-	-	-

General Capital Plan

The Capital Plan is made up of projects having a specific deliverable, and definite beginning and endpoint. The 2021-2030 Capital Plan (**Attachment 5**) includes proposed projects totaling \$455.2 million. The 2021 proposed projects total \$66.3 million and is funded by a combination of City funding (71%) and external contributions (29%). It should be noted that authority to spend these funds will only be provided through funding appropriations which require further Council motions.

The proposed projects are summarized as follows:

	2021 (Only)	Total 2021-2030
Land/Major Investments	26.8	27.7
Buildings	14.1	250.5
Structures	17.7	137.1
Equipment/Block Funding	7.7	39.9
Total Project Plan	\$ 66.3M	\$ 455.2M

* Note that 2021 figures are higher on an annual basis as it includes provisions for potential projects (Parkland Acquisition, External Contributions, various amenity project provisions etc.)

At the February 22, 2021, Regular Meeting, Council provided feedback regarding the 2021-2030 Capital Plan. It was recommended that the \$96,500 allocated to the Library Book Vending & WiFi Kiosk in 2021 be deferred to 2022. This recommendation has been addressed in the attached version of the plan (**Attachment 5**).

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

Utility Programs

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

At the December 7, 2021 Regular Meeting, Council approved the 2021 Utility Rates (**Attachment 4**). The 2021 flat rate utility charge for a single unit dwelling increased from \$1,294 in 2020 to \$1,381 in 2021, which is equivalent to a 6.7% increase. This is an estimate as Storm Drainage and Eco Levies are levied based on taxable assessment.

The 2021 Utility Program expenditure budget totals \$31.7 million. This consists of the following:

	2020	2021	Increase
Water	13.2	13.9	0.7
Sewer & Drainage	13.1	14.2	1.1
Solid Waste (refuse, green can & eco levy)	3.9	3.6	(0.3)
Total Utility Program	\$30.2M	\$31.7M	\$1.5M

Flat Rate Utility Fees for a Single Unit Dwelling:

	2020	2021	Increase (\$)	Increase (%)
Water	489.00	514.00	25.00	5.1%
Sewer & Drainage	518.86	557.25	38.39	7.4%
Solid Waste	285.90	309.80	23.90	8.4%
Total Flat Rate Utility Fee	\$1,293.76	\$1,381.05	\$87.29	6.7%

Cemetery Program

The City's Cemetery operation is a self-funding program funded from sale of plots and cremation niches. Operational costs relate to burials, maintenance, and caretaking, carried out by City staff. The City's 2021 cemetery budget is approximately \$0.4 million.

Collections for Other Governments

The City collects approximately \$48.4 million in taxes on behalf of other governments and agencies which include BC Assessment, Metro Vancouver (GVRD), Transit, Municipal Finance Authority and the Provincial School Levy.

FINANCIAL IMPLICATIONS

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

INTER-DEPARTMENTAL IMPLICATIONS

The 2021-2030 Financial Plan is a reflection of the policies of the City, and the work plans of all City departments. In developing this budget, Finance staff rely on their close working relationship with staff in other departments and the City's shared-cost agencies.

The COVID-19 pandemic is expected to continue well into 2021. The pandemic has impacted the City's budget process and is requiring reconsideration of all that we do. Finance wishes to thank all the members of staff who are contributing so much of their time and effort to provide leadership and cooperation to this ongoing process.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS

The preparation and approval of a Financial Plan is consistent with the requirements of the Community Charter, with the 2021 Financial Plan Objectives, with several of the objectives of the City's 2014 Official Community Plan and was prepared with consideration of the 2018-2022 Council Strategic Plan.

RESPECTFULLY SUBMITTED:



Ben Themens
Director of Finance

NEW ITEM Program Budget Change Request Form
2021 Operating Financial Plan

RFT Environmental Specialist		Department	Planning & Development
Program #	5086	Date	2/18/2021
Program Name	Zero Waste Challenge Utility	Submitted By	Jennifer Draper
Program Manager	Jennifer Draper (previously C. Jackson)	Director Approval Approved By	Michael Epp
Reason for Budget Change: Place an "x" in box		Alignment with Strategic Plan or OCP	
New Staff	☒	Delivery of the Environment Strategy and supportive corporate climate and community action related to zero waste policy and outreach programs will help achieve several CSP Liveable City priority actions.	
New Service	☐		
Greater Cost for Same Service	☐		

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2021 Fringe Benefits rates are 27%	\$
Wages: Environmental Specialist - Outreach pay grade 24, step 4	78,455
Fringe Benefits 27%	21,183
Existing Budget in Solid Waste Utility	(99,638)
	-

Coding					Full Cost	2021 Pro-Rated Cost	2022 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
	51111	Wages			78,500	39,300	39,200
	51103	Fringe Benefits			21,200	10,600	10,600
		Program Operating Budget			(99,700)	(49,900)	(49,800)
							-
							-
Total					-	-	-

[illegible]



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

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director of Finance

Subject: DRAFT 2021 OPERATING PLAN

Date: January 27, 2021 File No: 05-1715-20-0001/2021

RECOMMENDATION

PURSUANT to the report of the Director of Finance, dated January 27, 2021, entitled "Draft 2021 Operating Plan":

THAT Council provide input on the Draft 2021 Operating Plan (Operating Budget) that reflects a baseline tax rate increase of 3.98%, which includes 3.70% for the operating plan, and 0.28% for requested new items;

AND THAT the Draft 2021 Operating Plan be adjusted on the basis of the feedback received and submitted to Council for consideration.

ATTACHMENTS

1. 2021 Draft Operating Plan (CityDoc#[2013225](#))
2. 2021 Planning Review of Core Funding (CityDoc#[2012987](#))
3. 2021 New Items Requests (CityDoc#[1989333](#))

DISCUSSION

The purpose of this report is to provide highlights of the 2021 Draft Operating Plan (Operating Budget) being presented to Council on February 8, 2021.

The City's ten-year Financial Plan includes an Operating Plan, Capital Plan, and a Utility Plan. The City strives to develop a plan that balances the needs of residents, maintains services in light of increasing costs, and keeps taxes at a reasonable level. The Financial Plan is a forecast, addressing current issues, as well as longer term issues and needs. The amount of specificity is greatest for the earliest years, yet the Plan remains a valuable

tool for allowing the City to be proactive in meeting infrastructure maintenance, replacement, and other challenges.

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

Finance and departmental staff have worked together to prepare and review all budgetary forecasts, with the goals of keeping the base tax rate increase at a minimum level, and adhering to the City's budget objectives which emphasize efficiency, accountability, and value for money. Included in this process is a review of all revenue programs to determine best estimates into the future. We have reviewed and held all non-salary operating cost increases to a minimum.

The Draft 2021 Operating Plan (Attachment 1) includes ongoing provisions for increases in City wages and benefits, RCMP contract, agencies, new capital cost impacts, and other cost adjustments. The following table provides a high level summary:

Current Overall Increases and Decreases from 2020 to 2021

	\$ (000's)	Tax Impact
2021 General Operating Plan Increase (1)		
Salary and Other Provisions	1,272	2.21%
Shipyards & Waterfront Operations	905	1.57%
Reversal of 2020 COVID-19 Savings	486	0.84%
New Capital Infrastructure Maintenance	277	0.48%
Major Agencies and Core Funded Agencies	17	0.03%
15 Chesterfield vacancy (net)	82	0.14%
Other Items (various)	165	0.29%
RCMP	(11)	(0.01%)
Increase in Non-Tax Revenues	(63)	(0.11%)
Tax Roll Growth	(1,000)	(1.74%)
2021 Net Operating Plan Increase	2,130	3.70%
 New Items – Operating (2)	 159	 0.28%
2021 Proposed Tax Rate Increase	2,289	3.98%

(A 1% tax rate increase generates approximately \$575,000 in tax revenue for the City)

1. General Operating Plan Increases: 3.70%

Salary Contractual and Other Wage Provisions - \$1,272,000 increase

The Draft 2021 Operating Budget provides for 2021 contractual (settled and unsettled) commitments, benefit premiums and other corporate provisions.

Shipyards & Waterfront Operations - \$905,000 increase

The Shipyards is a significant public destination. With development of Lot 5, Foot of Lonsdale & the Pier development, new public spaces & facilities will be provided and revenue sources secured. In keeping with past practice of funding the first year of operations of major new infrastructure through the Capital Plan, the net amount of Shipyard expenses and revenue forecast is included in the Operating budget for 2021 and going forward.

Reversal of 2020 COVID-19 Savings and Expenditures - \$486,000 increase

In early 2020 the City launched a broad strategy to address the expected significant fiscal challenges brought about by the COVID-19 pandemic. An expense management policy was implemented to offset potential lost revenue in the fiscal year and included items such as:

Salary and Other Provisions ¹	\$ 656,000
Other items (various) ²	(165,000)
Decrease in Non-tax Revenues	<u>(5,000)</u>
Total	\$486,000

¹2020 Vacancy management and deferred wage increments, added back in 2021.

² A provision for borrowing costs associated with "Revenue Anticipation Borrowing Bylaw, 2020, No. 8749" dated March 24, 2020, which has now been removed.

New Capital Infrastructure Maintenance - \$277,000 increase

It is the City's practice to provide funding for substantiated increased maintenance costs to support enhanced infrastructure and equipment, after the projects have been completed and implemented. The 2021 increase can be summarized as follow:

Information Technology Programs	\$ 173,439
Parks Infrastructure	57,690
Streets Infrastructure	<u>45,550</u>
Total	\$276,679

Major Agencies and Core Funded Agencies - \$17,000 increase

The increase in funding is mainly due to contractual wage obligations for City shared-cost and core-funded agencies, which the City has traditionally funded. The net Agencies are summarized as follows:

City Library (net) ¹	\$ 154,200
North Vancouver Museum and Archives	3,300
North Vancouver Recreation and Culture ²	<u>(140,200)</u>
Total	\$17,300

¹ The City Library's net budgeted increase is due to salary obligations, inflationary related expense increases, increased cost of IT services, as well as budgeted lost revenue on room rentals and book sales due to COVID-19.

² The North Vancouver Recreation and Culture Commissions operating costs are split between the City of North Vancouver and the District of North Vancouver as outlined in Bylaw 8380. The bulk of the costs are shared based on City and District resident use of the facilities and services. The City's share of the budgeted increase is \$165,000, which accounts for inflation and other adjustments. This is offset by the removal of a \$305,000 provision for COVID-19 related expenditures, which was added to the operating budget in 2020. The City has identified and ear-marked funds from prior year NVRC surpluses, which may be used to cover unforeseen 2021 operating losses.

Attachment 2 provides information on Core Funded Community Agencies.

15 Chesterfield Vacancy - \$82,000 revenue decrease (net)

The property at 15 Chesterfield was acquired by the City in 2016 for the purposes of a providing a public connection to Waterfront Park. Until such time as the Waterfront Park Master Plan is confirmed, the building will remain in place. The building has continued to be leased to long-term commercial tenants, however, upon expiration, the leases are not renewed. One unit is currently being utilized for Community Policing through a temporary License to Use with the RCMP. Potential short-term, internal uses will be explored

In 2021, the final two occupied commercial units at 15 Chesterfield will become vacant indefinitely resulting in lost budgeted revenue of \$141,400. This decrease will be offset by budgeted expenditure decreases of \$59,600 as the City will no longer be incurring expenses such as property taxes, utilities, contracted services, etc., on the property.

Other Items - \$165,000 increase

The other items include various other areas of inflationary non-wage expenses, summarized below:

Security Services	\$59,900
IT inflationary cost for equipment and programs	58,700
Cost Appraisals on City Owned Buildings	14,980
Other non-wage adjustments	<u>31,500</u>
Total Inflationary non-wage expenses:	\$165,080

RCMP Contract, Administration and Sharing Formula - \$10,600 decrease

The RCMP budget adjustment includes three components:

- a) *RCMP Contract and Integrated Homicide Investigation Team (IHIT) - \$114,900 decrease (net):*

The 2021 RCMP Contract provides for the RCMP member costs, division and administration. The RCMP contract decrease in 2021 is from the removal of an overtime budget for the Crime Reduction Unit in Lower Lonsdale and the transfer of

the Integrated Homicide Investigation Team (IHIT) invoicing to the Province. The RCMP contract decrease is somewhat offset by the fact that IHIT is now invoiced by the Provincial Policing and Security Branch to the City.

The practice of using a Police Contract Reserve to fund part of the contract (thus relieving the tax rate increase) is being continued for 2021. While the City must fully fund the budget request of the RCMP in its annual budget, past invoicing from the RCMP has usually fallen short of the RCMP budget request. If the full amount was to be funded from taxes, this would result in having annual surpluses at the expense of the taxpayers. To minimize the impact of including an amount that is not expected to be incurred during the year, an amount of \$375,000 of the RCMP budget request is funded from the Police Contract Reserve. The reserve is maintained so that part of the RCMP budget request is funded with no impact to the taxpayers which in turn minimizes the likelihood of repeated revenue surpluses.

b) RCMP Cost Sharing Formula - \$27,800 increase:

The RCMP Contract and Civilian costs are split between the City of North Vancouver and the District of North Vancouver based on a 5-year rolling average calculation that incorporates Criminal Code Offences, Calls for Service, and Population. The City's share of costs is set to increase from 44.83% to 44.94%.

c) RCMP Civilian Costs - \$76,500 increase:

Civilian services are the police operations outside of the RCMP Contract. Funds for the services are shared with District of North Vancouver on an agreed sharing formula basis. 2021 cost changes for the City relate mostly to Wages & Benefits.

Non-Tax Revenue - \$63,000 increase

The following table summarizes non-tax revenue adjustments:

Finance ¹	\$ 76,000
City Properties ²	6,900
RCMP Fees for False Alarms ³	<u>(20,000)</u>
Non-Tax Revenue Increase (net):	\$62,900

¹ Finance revenue is budgeted to increase by \$76,000 in 2021 due to grants in lieu from the Federal and Provincial governments (\$40,000 net) and a Provincial grant for Port Properties (\$37,000), Squamish Band Service Agreements (\$3,400) and the 1% Levy relating to FortisBC and BC Hydro charges (\$4,100), offset by a minor decrease for School Tax commission (\$8,500).

² City Properties Revenue is being increased by \$6,900 in 2021 in order to align budgeted revenue with actual seen in recent years.

³ RCMP revenue is budgeted to decrease by \$20,000 due to false alarms no longer being billed for within the City.

Tax Roll Growth: - \$1,000,000 increase

Staff forecast that the City will receive at least \$1.0 million in taxes from new growth in 2021. This is an estimate based on the BC Assessment completed roll, and may change once the City receives the final revised roll in the spring.

2. New Items Listing: 0.28%

The following is a listing of new item requests that have been reviewed and recommended by the City's Leadership Team, summarized by three types of requests:

1. Staffing consists of new position requests that look forward in our five year financial plan and recognize efforts needed to mitigate the effects of several redevelopment projects and growth occurring in the City.
2. Programs requests are made to create new program funding or to increase funding for existing programs.
3. Major Agencies and Core Funded Agencies requests are from our major funded agencies, such as the City Library, as well as requests from our Core Funded Community Agencies. Attachment 2 comments on the requests from the Core Funded Community Agencies.

Attachment 3 provides detailed information on each of the requested items.

2021 NEW ITEMS LISTING

Key:

CPE = Community & Partner Engagement

SCS = Strategic & Corporate Services

Item	Department	Description	Annual Amount	2021 Amount	Tax Draw* %
1. Confirm Existing Positions					
1	CPE <i>Administration</i>	RFT Administrative Coordinator	-	-	0.00%
2	Engineering	RFT Environmental Technician	-	-	0.00%
3	Engineering	RFT (2) Labourers	-	-	0.00%
Sub-Total Existing Positions			-	-	-
2. Staffing					
4	SCS Human Resources	RFT Senior HR Advisor	150,000	125,000	0.22%
6	Fire	RFT Fire Inspector	-	-	0.00%
Sub-Total Staffing			150,000	125,000	0.22%
3. Programs					
7	SCS <i>Human Resources</i>	Career Development	10,000	10,000	0.02%
Sub-Total Programs			10,000	10,000	0.02%
4. Major Agencies and Core Funded Agencies					
8	Planning & Development	Core Funded Agencies - 2% Cost of Living	23,800	23,800	0.04%
Sub-Total Major Agencies and Core Funded Agencies			23,800	23,800	0.04%
Total Requests			183,800	158,800	0.28%

* Tax Draw is calculated where 1% is equal to \$575,000

2022 Incremental Cost is \$25,000 which equals 0.04% tax draw

Tax Rate Options

The City's property tax rate increases for the past 5 years have been the following:

Year	Operating Plan	Capital Plan	Total*
2016	1.9%	2.0%	3.9%
2017	1.4%	2.0%	3.4%
2018	1.5%	1.0%	2.5%
2019	2.3%	2.0%	4.3%
2020	2.0%	0.0%	2.0%
Average	1.8%	1.4%	3.2%

Notes:

2018 included a 1% increase for HJRC

2016 and 2017 included a 1% increase for additional infrastructure and a 1% increase for HJRC

2019 included a 2% increase for additional infrastructure, and a 1.3% increase for the Provincial Employer Health Tax.

The following tax rate increase options for balancing the 2021 Financial Plan are presented for Council's consideration:

Option A	Operating Plan Funding for New Items	3.70% <u>0.28%</u> 3.98%
Option B	Operating Plan Funding for New Items	3.70% <u>0.00%</u> 3.70%

Option A 3.98% overall tax rate increase (3.70% Operating + 0.28% New Items)

The total tax rate increase under this option is 3.98%. This option includes the base tax rate increase that is required to provide for the City's operational increases, and includes funding for new items requested to be added to the operating plan.

Option B 3.70% overall tax rate increase (3.70% Operating + 0.00% New Items)

The total tax rate increase under this option is 3.70%. This option includes the base tax rate increase that is required to provide for the City's operational increases. This option does not include new items requested to be added to the operating plan, but will allow for the confirmation of the 5 positions with no budget impact.

FINANCIAL IMPLICATIONS

Based on the operating revenue and expenditure changes in the report, the City's Draft 2021 Operating Plan Expenditures totals \$84.9 million, including requested new items. This budget is funded mainly by property taxation revenue (81%) and partially by other non-tax revenue sources.

INTER-DEPARTMENTAL IMPLICATIONS

The Draft 2021 Operating Plan is a reflection of the policies of the City, and the work plans of all City departments. In developing this budget, Finance staff rely on their close working relationship with staff in other departments and the City's shared-cost agencies.

2021 is shaping up to be an exciting year for the City, and the challenges facing the City are impacted in the City's budget process, requiring reconsideration of all that we do. Finance wishes to thank all the members of staff who are contributing so much of their time and effort to provide leadership and cooperation to this ongoing process.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

The preparation and approval of an Operating Plan is consistent with the requirements of the Community Charter, with the 2021 Operating Plan Objectives, with several of the objectives of the City's 2014 Official Community Plan and was prepared with consideration of the 2018-2022 Council Strategic Plan.

RESPECTFULLY SUBMITTED:



Ben Themens
Director, Finance

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ALL DEPARTMENTS FINANCIAL SUMMARY

Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
EXPENSES			
CAO, City Clerk's and Mayor's (Legislative)	3,462,100	3,606,600	144,500
Strategic and Corporate Services *	7,524,800	8,576,900	1,052,100
Community and Partner Engagement	3,021,300	4,046,400	1,025,100
Planning and Development	6,322,700	6,436,800	114,100
Finance	13,944,200	14,527,200	583,000
Fire	11,717,700	11,799,800	82,100
Police (RCMP)	15,598,200	15,587,600	-10,600
Engineering, Parks & Environment	8,610,400	9,186,000	575,600
Shared Corporate Training Programs	285,500	285,500	0
Major External Boards & Commissions	10,737,400	10,814,500	77,100
Total Operating Expenses	81,224,300	84,867,300	3,643,000

REVENUES			
CAO, City Clerk's and Mayor's (Legislative)	5,000	5,000	0
Strategic and Corporate Services *	1,323,400	1,813,900	490,500
Community and Partner Engagement	2,267,800	2,267,800	0
Planning and Development	2,623,900	2,623,900	0
Finance	6,685,800	6,765,200	79,400
Fire	187,100	150,000	-37,100
Police (RCMP)	969,000	949,000	-20,000
Engineering, Parks & Environment	1,368,000	1,368,000	0
Major External Boards & Commissions	94,300	94,300	0
Total Operating Revenues	15,524,300	16,037,100	512,800
Net Operating Program Plan	65,700,000	68,830,200	3,130,200

* Strategic & Corporate Services:

A Community Facility Grant of \$625,000 for the new Museum is included in the Revenues and Expenses.

Offices of the Chief Administrative Officer, City Clerk's and Mayor

The Chief Administrative Officer provides organization leadership to all City staff. The various departments within the City provide critical support services for the organization.

The City solicitor provides legal advice to City Council and City staff; drafts and negotiates legal agreements on behalf of the organization.

The City Clerk's office is responsible for the preparation of Council and Committee meeting agendas and minutes, administration and certification of City bylaws, interpreting legislation, administration of local elections and managing corporate records, coordinating Committees of Council, protection of privacy and access for information requests.



The Mayor's office provides administrative, communications and research support for the Mayor.

KEY RESPONSIBILITIES

- Liaison between Mayor, Council and City staff
- Oversee the affairs and operations of the City and its departments
- Advise City Council and City staff on legal obligations, legislative interpretation and the extent of municipal authority
- Provide strategic advice to minimize legal risk to the City of North Vancouver
- Negotiate agreements on behalf of the City to protect the City's interests and maximize contract value
- Deliver information to Council and Council Committees
- Administer and preserve corporate records management services
- Provide information and records to the public regarding Council business
- Respond to requests for information under the *Freedom of Information and Protection of Privacy Act*
- Administer the general local elections
- Coordinate the Mayor's schedule, commitments and speaking engagements
- Conduct research and draft media communications
- Provide administrative support to the Office of the Mayor

Staffing

Approved Complement:

Chief Administrative Office	6.0
City Clerk's	<u>9.0</u>
	15.0

2021 Budget Analysis Administrative & Legislative

CAO, City Clerk's, Mayor & Council

2020 Expenditure Budget	3,462,100	
2021 Salaries Obligation	144,500	
2021 Expenditure Budget	<u>3,606,600</u>	
2021 Expenditure Budget Increase (Decrease)	<u>144,500</u>	4.17%
 2020 Revenue Budget	 5,000	
 2021 Revenue Budget	 <u>5,000</u>	
2021 Revenue Budget Increase (Decrease)	<u>-</u>	0.00%
2021 Net Tax Draw \$ Increase (Decrease)	144,500	
2021 Overall Tax Impact (assuming 1% tax increase = \$575K)	0.25%	

CHIEF ADMINISTRATIVE OFFICER, CLERK'S, MAYOR'S (LEGISLATIVE) EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
CAO MANAGEMENT AND SUPPORT				
Management and Support	1110	873,350	941,150	67,800
Special Administration	1111	40,000	40,000	0
Total Management and Support		913,350	981,150	67,800
CAO CORPORATE PROGRAMS				
Admin CAO Corporate	1120	515,500	515,500	0
Civic Engagement	1125	10,000	10,000	0
Total Other Programs		525,500	525,500	0
Total CAO Expenses		1,438,850	1,506,650	67,800
CLERK'S MANAGEMENT AND SUPPORT				
Management and Support	1310	1,027,416	1,057,916	30,500
Total Management and Support Expenses		1,027,416	1,057,916	30,500
CLERK'S GENERAL PROGRAMS				
Volunteer Appreciation	1341	10,000	10,000	0
Election Administration	1350	40,000	40,000	0
Records Management	1380	18,500	18,600	100
Legal Advertising	1162	44,000	44,000	0
Total General Programs Expenses		112,500	112,600	100
CLERK'S OTHER PROGRAMS				
Board of Variance	2750	2,087	2,087	0
Total Other Programs Expenses		2,087	2,087	0
Total City Clerk's Expenses		1,142,003	1,172,603	30,600
LEGISLATIVE MANAGEMENT AND SUPPORT				
Management and Support	2610	249,397	295,497	46,100
Total Management and Support Expenses		249,397	295,497	46,100
LEGISLATIVE SUPPORT PROGRAMS				
Legislative	2620	611,171	611,171	0
Sister Cities	2631	20,000	20,000	0
Regional Legislative Meetings	3340	643	643	0
Total Support Programs		631,814	631,814	0
Total Legislative Expenses		881,211	927,311	46,100
Total CAO, Clerk's & Legislative Expenses		3,462,064	3,606,564	144,500

CHIEF ADMINISTRATIVE OFFICER, CLERK'S, MAYOR'S (LEGISLATIVE) REVENUES

Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
CLERK'S GENERAL PROGRAMS			
Legal Advertising 1162	5,000	5,000	0
Total General Programs	5,000	5,000	0
Total City Clerk's Revenues	5,000	5,000	0
Total Admin, Clerk's & Legislative Revenues	5,000	5,000	0

Strategic and Corporate Services

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

KEY RESPONSIBILITIES

- Lead large scale public development projects from inception to completion
- Provide a complete range of real estate, facilities management services for City-owned and City-leased properties and building assets
- Provide progressive, client-focused Human Resources services
- Support Council and Corporation with strategic and business planning services
- Deliver customer-focused technology services for solutions that contribute to the City's business objectives



DIVISIONS

- Strategic Initiatives
- Civic Facilities
- Real Estate
- Human Resources
- Information Technology

Staffing

Approved Complement:

Strategic & Corporate Services	53.0
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2021 Budget Analysis Strategic & Corporate Services

2020 Expenditure Budget	7,524,800	
2021 Salaries Obligation	155,600	
Office Administration	4,000	
Facilities/Property inflationary increases to services and utilities	60,500	
IT completed Capital cost impacts	146,400	
IT inflationary costs for software and hardware	60,600	
2021 Expenditure Budget Operating	7,951,900	
2021 Expenditure Budget Increase (Decrease)	427,100	5.68%
<i>Community Facilities Grant, new Museum, offset in Revenue</i>	<i>625,000</i>	
2021 Total Expenditure Budget	8,576,900	
2020 Revenue Budget	1,323,400	
Property Revenue	(134,500)	
2021 Revenue Budget Operating	1,188,900	
2021 Revenue Budget Increase (Decrease)	(134,500)	-10.16%
<i>Community Facilities Grant, new Museum, offset in Expenses</i>	<i>625,000</i>	
2021 Total Revenue Budget	1,813,900	
2021 Net Tax Draw \$ Increase (Decrease)	561,600	
2021 Overall Tax Impact (assuming 1% tax increase = \$575K)	0.98%	

STRATEGIC & CORPORATE SERVICES EXPENSES

Programs		2020 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
STRATEGIC INITIATIVES				
Strategic Initiatives	1140	243,200	253,000	9,800
Management & Support	1210	0	4,000	4,000
Budget Savings	1217	-15,000	-15,000	0
Total Strategic Initiatives		228,200	242,000	13,800
HUMAN RESOURCES				
HR Management & Support	1510	466,900	495,600	28,700
Special Administration	1511	20,450	20,450	0
Recruitment	1520	432,300	455,700	23,400
Benefits Administration	1540	77,400	83,000	5,600
Employee Fitness	1541	4,500	4,500	0
Employee Assistance	1542	23,000	23,000	0
Disability Management	1545	49,500	50,900	1,400
Employee Recognition	1570	25,563	25,563	0
Labour Relations	1580	138,800	144,400	5,600
Health & Safety	1590	183,140	188,440	5,300
Total HUMAN RESOURCES		1,421,553	1,491,553	70,000
FACILITIES MANAGEMENT				
Facilities Management	2140 2135	883,221	921,721	38,500
FM-Janitorial	2148	345,000	351,000	6,000
FM-Security	2149	100,000	162,000	62,000
FM-Capital OH Recovery	2151	-56,300	-60,000	-3,700
Total FACILITIES MANAGEMENT		1,271,921	1,374,721	102,800
PROPERTY MANAGEMENT				
City Lands	1960	265,420	285,300	19,880
Parking	1973	143,500	143,500	0
Property Management	1971	656,800	1,263,300	606,500
Total Property Management		1,065,720	1,692,100	626,380
INFORMATION TECHNOLOGY				
IT Administration	2510	-192,253	-209,169	-16,916
IT Application Services	2530	1,316,300	1,410,800	94,500
IT GIS	2540	565,300	574,800	9,500
IT Client Services	2550	1,848,101	2,000,101	152,000
Total Information Technology		3,537,448	3,776,532	239,084
Total Strategic & Corporate Services Expenses				
		7,524,842	8,576,906	1,052,064

STRATEGIC & CORPORATE SERVICES REVENUES

Programs		2020 Annual Budget	2020 Annual Budget	Variance 2020 Annual to 2019 Annual
REAL ESTATE MANAGEMENT				
Parking	1973	526,500	526,500	0
Property Management	1971	796,900	1,287,400	490,500
Total Real Estate Management		1,323,400	1,813,900	490,500
Total Strategic & Corporate Services Revenues		1,323,400	1,813,900	490,500

Community and Partner Engagement

Community and Partner Engagement takes direction from Mayor and Council, the Official Community Plan, the Economic Development Strategy, and other civic policies in order to provide excellent customer service.

KEY RESPONSIBILITIES

- Media relations and issues management
- Communications & City website
- Public engagement
- Economic development and tourism
- Film and special events
- Business licensing and compliance
- Shipyards skate plaza and splash park
- Shipyards / Waterfront programming
- Community partnerships
- Youth and family community development
- Place-making & public realm activation
- Bylaw and parking enforcement



DIVISIONS

- Communications & Engagement
- Economic Development & Business Services
- Shipyards and Waterfront
- Bylaws
- Administration

Staffing

Approved Complement:

Community & Partner Engagement 26.0

2021 Budget Analysis Community & Partner Engagement

2020 Expenditure Budget Community & Partner Engagement	3,021,300	
2021 Salaries Obligation	120,100	
Shipyards Operating Support	905,000	
2021 Expenditure Budget	<u>4,046,400</u>	
2021 Expenditure Budget Increase (Decrease)	<u>1,025,100</u>	33.93%
2020 Revenue Budget Community & Partner Engagement	2,267,800	
2021 Revenue Budget	<u>2,267,800</u>	
2021 Revenue Budget Increase (Decrease)	<u>-</u>	0.00%
2021 Net Tax Draw \$ Increase (Decrease)	1,025,100	
2021 Overall Tax Impact (assuming 1% tax increase = \$575K)	1.78%	

COMMUNITY & PARTNER ENGAGEMENT (CPE) EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1710	432,155	444,255	12,100
CD Budget Savings	1717	-15,000	-15,000	0
Total Management and Support Expenses		417,155	429,255	12,100
SHIPYARDS				
Shipyards support	1131	0	905,000	905,000
Total Shipyards Expense		0	905,000	905,000
COMMUNICATIONS & PUBLIC RELATIONS				
Comm & Engagement	1160	519,600	570,200	50,600
Design & Production	1161	26,500	26,500	0
Awareness Campaigns	1163	36,100	36,100	0
Photography	1164	8,800	8,800	0
Web Management	1165	0	0	0
Total Communications & Public Relations		591,000	641,600	50,600
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Business Services	1155	377,400	406,500	29,100
Intermunicipal Program	1800	20,700	20,700	0
Business License	1900	102,400	104,400	2,000
Economic Development	1150	88,000	88,000	0
Tourism	1151	20,000	20,000	0
Filming Administration	1360	35,000	35,000	0
Chamber of Commerce	8500	30,000	30,000	0
Total Business License & Economic Dev Expenses		673,500	704,600	31,100
BYLAW MANAGEMENT				
ByLaw Enforcement	1392	1,020,695	1,044,795	24,100
ByLaw Dispute Registry	1396	6,000	6,000	0
Animal Control	8210	137,788	139,988	2,200
VCH-Municipal Services	3350	25,544	25,544	0
Total Bylaw Management Expenses		1,190,027	1,216,327	26,300
Total CPE Programs Expenses		2,871,682	3,896,782	1,025,100

COMMUNITY & PARTNER ENGAGEMENT (CPE) EXPENSES continued

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
SOCIAL PROGRAMS				
School Anti-Violence	8231	20,000	20,000	0
Child Youth & Family Friendly	8300	17,000	17,000	0
Studio in the City	8301	50,000	50,000	0
Youth Services	8305	29,650	29,650	0
Youth Initiatives	8360	20,500	20,500	0
Family Events in Civic Plaza	8370	12,500	12,500	0
Total Social Programs		149,650	149,650	0
Total Other Programs Expenses		149,650	149,650	0
Total CPE Expenses		3,021,332	4,046,432	1,025,100

COMMUNITY & PARTNER ENGAGEMENT (CPE) REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1710	6,000	6,000	0
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Business Services	1155	12,000	12,000	0
Intermunicipal Program	1800	40,000	40,000	0
Business License	1900	1,276,800	1,276,800	0
Pier	1153	10,000	10,000	0
Filming Administration	1360	125,000	125,000	0
Total Business License & Economic Dev Revenues		1,463,800	1,463,800	0
BYLAW MANAGEMENT				
ByLaw Enforcement	1392	750,000	750,000	0
ByLaw Dispute Registry	1396	0	0	0
Animal Control	8210	48,000	48,000	0
Total Bylaw Management Revenues		798,000	798,000	0
Total CPE Revenues		2,267,800	2,267,800	0

Planning and Development

Planning and Development assists Mayor and Council in setting community goals and objectives, creating plans, and implementing these plans through policies, regulations and development.

KEY RESPONSIBILITIES

- Long range and land use planning
- Community and social planning
- Transportation planning
- Environmental planning and sustainability
- Development planning
- Building permits
- Zoning administration
- Code interpretation and regulation
- Construction approvals

DIVISIONS

- Building
- Planning
- Transportation
- Environmental Sustainability
- Administration



Staffing

Approved Complement:

Planning & Development	40.0
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2021 Budget Analysis Planning & Development

2020 Expenditure Budget	6,322,700	
2021 Salaries Obligation	114,100	
2021 Expenditure Budget	<u>6,436,800</u>	
2021 Expenditure Budget Increase (Decrease)	<u>114,100</u>	1.80%
2020 Revenue Budget	2,623,900	
2021 Revenue Budget	<u>2,623,900</u>	
2021 Revenue Budget Increase (Decrease)	<u>-</u>	0.00%
2021 Net Tax Draw \$ Increase (Decrease)	114,100	
2021 Overall Tax Impact (assuming 1% tax increase = \$575K)	0.20%	

PLANNING & DEVELOPMENT (PD) EXPENSES

Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MANAGEMENT AND SUPPORT			
Management and Support 1910	970,610	987,010	16,400
Total Management and Support Expenses	970,610	987,010	16,400
PERMITS & INSPECTIONS			
Inspections 1760	1,810,121	1,853,421	43,300
Total Development Planning Expenses	1,810,121	1,853,421	43,300
DEVELOPMENT PLANNING			
Development Planning 1720	928,900	928,900	0
Heritage Planning 1950	5,250	5,250	0
Total Development Planning Expenses	934,150	934,150	0
COMMUNITY PLANNING			
Community Planning 1920	374,550	408,450	33,900
Total Community Planning Expenses	374,550	408,450	33,900
TRANSPORTATION			
Transportation 1930	329,000	342,100	13,100
Public Transp Alternatives 1543	7,500	7,500	0
Integrated Transp Cmte 2805	8,800	8,800	0
NS Transp Advisory Cmte 2845	700	700	0
Commercial Bike Racks 3260	3,500	3,500	0
Bicycle Promotions 3261	1,970	1,970	0
Traffic & Transp Ops 5180	48,031	48,031	0
School Crossing Guards 8232	93,800	93,800	0
Total Transportation Expenses	493,301	506,401	13,100
ENVIRONMENT			
Environmental Sustainability 1940	221,200	228,600	7,400
Environment Stewardship 5040	53,780	53,780	0
Total Environment Expenses	274,980	282,380	7,400
Total PD Programs Expenses	4,857,712	4,971,812	114,100

PLANNING & DEVELOPMENT (PD) EXPENSES (continued)

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
ADVISORY COMMITTEES				
Advisory Design Panel	2720	6,649	6,649	0
Social Planning Advisory	2730	3,266	3,266	0
Community Services Grant	2731	176,423	176,423	0
Advisory Planning	2740	5,582	5,582	0
Heritage Advisory	2760	3,637	3,637	0
Total Advisory Committees Expenses		195,557	195,557	0
SOCIAL PROGRAMS				
Homeless Prevention Program	8150	76,400	76,400	0
Substance Abuse Committee	3310	5,000	5,000	0
Total Social Programs		81,400	81,400	0
CORE FUNDED AGENCIES				
NSNH Operating & Ed Garden	8140	69,620	69,620	0
NSNH Youth Worker (YW)	8314	117,259	117,259	0
NSNH P & P Teens	8311	11,744	11,744	0
NSNH YW at Youth Lounge	8317	58,634	58,634	0
NSNH Queen Mary School	8312	79,414	79,414	0
NSNH QM Comm Project	8320	17,347	17,347	0
NSNH Comm Schools Prog	8321	21,958	21,958	0
NSNH Youth Lounge Op	8313	9,583	9,583	0
NSNH Golden Circle	8318	3,866	3,866	0
NSNH Learning Together	8319	5,817	5,817	0
NSNH John Braithwaite CC	8604	366,654	366,654	0
Silver Harbour Centre	8130	164,903	164,903	0
Family Services of the NS	8112	51,974	51,974	0
Capilano Community Services	8120	12,485	12,485	0
Capilano Cmty Serv - Youth Worker	8121	71,163	71,163	0
NS Community Resources	8125	55,411	55,411	0
NS Crisis Services Society	8351	10,404	10,404	0
NS Women's Centre	8352	13,005	13,005	0
Harvest Project	8353	10,404	10,404	0
Restorative Justice	3360	36,414	36,414	0
Total Core Funded Agencies		1,188,059	1,188,059	0
Total Other Programs Expenses		1,465,016	1,465,016	0
Total Planning & Development Expenses		6,322,728	6,436,828	114,100

PLANNING & DEVELOPMENT REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
PLANNING REVENUES				
Management and Support	1910	4,000	4,000	0
Permits & Fees	1770	2,400,000	2,400,000	0
Community Service Grants	2731	76,423	76,423	0
Development Approvals	1730	140,000	140,000	0
Total Planning Revenues		2,620,423	2,620,423	0
TRANSPORTATION				
Commercial Bike Racks	3260	3,500	3,500	0
Total Transportation Revenues		3,500	3,500	0
Total Planning & Development Revenues				
		2,623,923	2,623,923	0

Finance

Finance provides financial services to citizens, City departments and City Council.

KEY RESPONSIBILITIES

- Accounting and reporting
- Financial planning
- Internal control and performance
- Payroll
- Purchasing
- Revenue
- Administration



Staffing

Approved Complement:

Finance	31.0
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2021 Budget Analysis Finance Department

2020 Expenditure Budget	13,944,200	
2021 Salaries Obligation	131,500	
Other expense decreases	(900)	
Corporate Provisions for unsettled contracts	240,400	
Eliminate Corporate 2020 COVID reductions	491,000	
2021 Expenditure Budget Operating	14,806,200	
2021 Expenditure Budget Increase (Decrease)	862,000	6.18%
Transfer to Capital reduced for Capital Projects moving to Operating <i>Projects to Operating occurs in Engineering, Parks, & Environment - page 31</i>	(279,000)	
2021 Total Expenditure Budget	14,527,200	
2020 Revenue Budget	6,685,800	
Corporate 2020 COVID reductions	5,300	
Grants in Lieu, Federal and Provincial	40,000	
Provincial Grant for Port Properties	37,000	
Other Revenue decreases	(2,900)	
2021 Revenue Budget	6,765,200	
2021 Revenue Budget Increase (Decrease)	79,400	1.19%
2021 Net Tax Draw \$ Increase (Decrease)	503,600	
2021 Overall Tax Impact (assuming 1% tax increase = \$575,000)	0.88%	

FINANCE EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2110	442,129	490,129	48,000
Fin Budget Savings	2117	-15,000	-15,000	0
Total Management and Support Expenses		427,129	475,129	48,000
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	264,600	288,400	23,800
Vehicle Fleet Admin	2160	34,900	34,900	0
Risk Liability and Insurance	2150	308,300	305,900	-2,400
Total Purchasing & Risk Management Expenses		607,800	629,200	21,400
ACCOUNTING & TAXATION				
Financial Accounting	2170	287,044	291,844	4,800
Accounts Payable	2180	130,676	138,276	7,600
Treasury	2192	246,000	81,000	-165,000
Taxation	2302	607,900	638,700	30,800
Total Accounting & Taxation Expenses		1,271,620	1,149,820	-121,800
FINANCIAL PLANNING & PAYROLL				
Financial Planning	2400	583,000	605,600	22,600
Payroll	2200	338,875	347,875	9,000
Total Financial Planning & Payroll Expenses		921,875	953,475	31,600
Total Finance Programs Expenses		3,228,424	3,207,624	-20,800
FINANCE CORPORATE PROGRAMS				
Finance Corporate	2120	-76,800	-96,600	-19,800
Internal Controls	2195	153,900	160,100	6,200
Financial Plan Contingency	2401	1,000,000	1,000,000	0
Planning	2420	9,520,202	10,137,615	617,413
Council Grants	8401	50,000	50,000	0
Travel Grants	8410	2,500	2,500	0
Public Art Admin	8031	6,000	6,000	0
Public Art Maintenance	8032	20,000	20,000	0
Community Art Program	8040	15,000	15,000	0
District Energy Coordination	2450	25,000	25,000	0
Total Finance Corporate Programs Expenses		10,715,802	11,319,615	603,813
Total Finance Expenses		13,944,226	14,527,239	583,013

FINANCE REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	16,000	16,000	0
Risk Liability and Insurance	2150	48,800	48,800	0
Total Purchasing & Risk Management Revenues		64,800	64,800	0
ACCOUNTING & TAXATION				
Treasury	2192	1,808,000	1,808,000	0
UTILITY REVENUE LEVY	41210	734,500	738,600	4,100
GRANTS IN LIEU FEDERAL	41302	90,000	80,000	-10,000
GRANTS IN LIEU PROVINCIAL	41306	1,100,000	1,150,000	50,000
GRANT PROV FOR PORTS PROPERTY	41308	1,579,000	1,616,000	37,000
COMMISSION SCHOOL TAX	43304	43,500	35,000	-8,500
INTEREST TAXES	45102	40,000	40,000	0
PENALTIES TAXES	45201	210,000	210,000	0
TAX CERTIFICATES	46106	80,000	80,000	0
SQUAMISH BAND	46118	30,000	30,000	0
SQUAMISH BAND FIRE SERVICE AGR	46131	88,600	92,000	3,400
TFR FROM STAT RES TO OP	49309	4,500	2,600	-1,900
Other Taxes	2302	4,000,100	4,074,200	74,100
Other Revenue	2303	75,900	75,900	0
Total Accounting & Taxation Revenues		5,884,000	5,958,100	74,100
Total Finance Programs Revenues		5,948,800	6,022,900	74,100
FINANCE CORPORATE PROGRAMS				
Financial Planning Contingency	2401	1,000,000	1,000,000	0
Planning	2420	-263,000	-257,740	5,260
Total Finance Corporate Programs Revenues		737,000	742,260	5,260
Total Finance Programs Revenues		6,685,800	6,765,160	79,360

Fire Department

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

KEY RESPONSIBILITIES

- Administration
- Operations and Support
- Fire prevention and public education
- Emergency management and planning
- Public Safety and Community Service



Staffing

Approved Complement:

Fire and Rescue	74.0
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2021 Budget Analysis Fire Department

2020 Expenditure Budget	11,717,700	
2021 Salaries Obligation	112,700	
Surrey Dispatch Agreement	11,000	
Utilities - Heat, Hydro, Gas, Water & Sewer	5,600	
North Shore Emergency Management (NSEM)	(10,100)	
NSEM Special Project (expired 2020)	(37,100)	
2021 Expenditure Budget	11,799,800	
2021 Expenditure Budget Increase (Decrease)	82,100	0.70%
2020 Revenue Budget	187,100	
NSEM Special Project (expired 2020)	(37,100)	
2021 Revenue Budget	150,000	
2021 Revenue Budget Increase (Decrease)	(37,100)	-19.83%
2021 Net Tax Draw \$ Increase (Decrease)	119,200	
2021 Overall Tax Impact (assuming 1% tax increase = \$575K)	0.21%	

FIRE DEPARTMENT EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MANAGEMENT AND SUPPORT				
Management and Support	4010	1,260,742	1,502,842	242,100
Fire Budget Savings	4017	-15,000	-15,000	0
Total Management and Support Expenses		1,245,742	1,487,842	242,100
SUPPORT PROGRAMS				
Fire Apparatus	4020	365,200	365,200	0
Fire Operations	4030	8,511,629	8,368,829	-142,800
Fire Prevention	4040	815,563	834,563	19,000
Dispatch Services	4044	343,410	354,364	10,954
Total Support Programs Expenses		10,035,802	9,922,956	-112,846
CORPORATE EMERGENCY PROGRAMS				
General Preparedness	3010	30,000	30,000	0
North Shore Emergency Management	8205	386,850	339,674	-47,176
North Shore Rescue	8208	19,301	19,301	0
Total Corporate Emergency Programs		436,151	388,975	-47,176
Total Fire Department Expenses		11,717,695	11,799,773	82,078

FIRE DEPARTMENT REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
SUPPORT PROGRAMS				
Fire Prevention	4040	187,083	150,000	-37,083
Total Support Programs Revenues		187,083	150,000	-37,083
Total Fire Department Revenues		187,083	150,000	-37,083

Police, RCMP

The RCMP serves and protects citizens of the City.

KEY RESPONSIBILITIES

- Municipal traffic enforcement
- Investigative services
- Crime reduction and prevention
- Community policing
- Youth intervention



Staffing

Approved Complement:

RCMP Approved Members	73.0
Civilian Staff	<u>84.0</u>
	157.0

2021 Budget Analysis, Police

2020 Expenditure Budget		15,598,200	
Net Shared Civilian costs		76,300	
<i>Shared Civilian (44.94% CNV 55.06% DNV)</i>			
Crimestoppers Grant		200	
Total Civilian Programs		76,500	
RCMP - Member shift		27,800	
City RCMP Contract (IHIT shifted to Province, below)		(392,000)	
City RCMP Contract eliminate LL Crime Reduction Unit		(140,000)	
Province of BC - IHIT		417,100	
Total Police (RCMP/IHIT) Programs		(87,100)	
2021 Expenditure Budget		15,587,600	
2021 Expenditure Budget Increase (Decrease)	0.6%	(10,600)	-0.1%
2020 Police Civilian Revenue		594,000	
2020 Operating Reserve		375,000	
		969,000	
False Alarms no longer billed - no bylaw		(20,000)	
2021 Revenue Budget		949,000	
2021 Revenue Budget Increase (Decrease)	-3.4%	(20,000)	-3.4%
2021 Net Tax Draw \$ Increase (Decrease)		9,400	
2021 Overall Tax Impact (assuming 1% tax increase = \$575K)		0.02%	

POLICE (RCMP) EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MUNICIPAL SHARED PROGRAMS				
BUILDING				
GBB Facility Operations	4600	612,070	637,570	25,500
Total Building Expenses		612,070	637,570	25,500
ADMINISTRATION				
Administration	4610	1,216,085	1,233,785	17,700
Total Administration Expenses		1,216,085	1,233,785	17,700
RECORDS AND INFORMATION				
Records & Information	4615	1,355,500	1,373,800	18,300
Total Records and Information Expenses		1,355,500	1,373,800	18,300
TELECOM				
Telecom	4620	2,811,300	2,859,800	48,500
North Shore Dispatch	4621	183,800	183,800	0
Total Telecom Expenses		2,995,100	3,043,600	48,500
CLIENT SERVICES				
Client Services Support	4640	1,303,700	1,332,500	28,800
Keep of Prisoners	4630	381,900	391,000	9,100
Victim Services	4641	334,280	346,280	12,000
Crime Prevention	4642	101,410	93,010	-8,400
Block Watch	4643	85,350	86,850	1,500
Auxiliary Police	4644	88,300	89,400	1,100
False Alarm Reduction	4646	8,000	8,000	0
NV Citizen Patrol	4647	0	0	0
Total Client Services Expenses		2,302,940	2,347,040	44,100
POLICE PROGRAMS				
Bicycle Patrol	4645	15,000	15,000	0
D.A.R.E.(Drug Resistance)	4653	7,250	7,250	0
Spurs Cadet Program	4655	10,000	10,000	0
Fleet Vehicles	4660	114,300	116,200	1,900
Total Police Programs Expenses		146,550	148,450	1,900
Total Shared Programs		8,628,245	8,784,245	156,000
Recovery for Shared Costs	4701	-4,760,179	-4,836,605	-76,426
Administration Non-Shared	4710	-319,700	-324,600	-4,900
Total Recoveries for Shared Programs Expenses		-5,079,879	-5,161,205	-81,326
Net City Shared Programs Expenses		3,548,366	3,623,040	74,674

POLICE (RCMP) EXPENSES (continued)

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
NON-SHARED (CITY ONLY) PROGRAMS				
CNV Community Policing	4720	125,745	127,345	1,600
Crimestoppers	8220	6,000	6,200	200
Total Non-Shared (City Only) Expenses		131,745	133,545	1,800
POLICE CONTRACT				
Police Contract	4700	11,918,100	11,831,000	-87,100
Total Contract (City Only) Expenses		11,918,100	11,831,000	-87,100
Total City Only Programs Expenses		12,049,845	11,964,545	-85,300
Total Police (RCMP) Expenses		15,598,211	15,587,585	-10,626

POLICE (RCMP) REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
NON-SHARED (CITY ONLY) PROGRAMS				
Admin Police Non-Shared	4710	594,000	574,000	-20,000
Total Non-Shared (City Only) Programs Revenues		594,000	574,000	-20,000
POLICE CONTRACT				
Transfer from Reserves	4700	375,000	375,000	0
Total Police Contract		375,000	375,000	0
Total City Only Programs Revenues		969,000	949,000	-20,000
Total Police (RCMP) Revenues		969,000	949,000	-20,000

Engineering, Parks and Environment

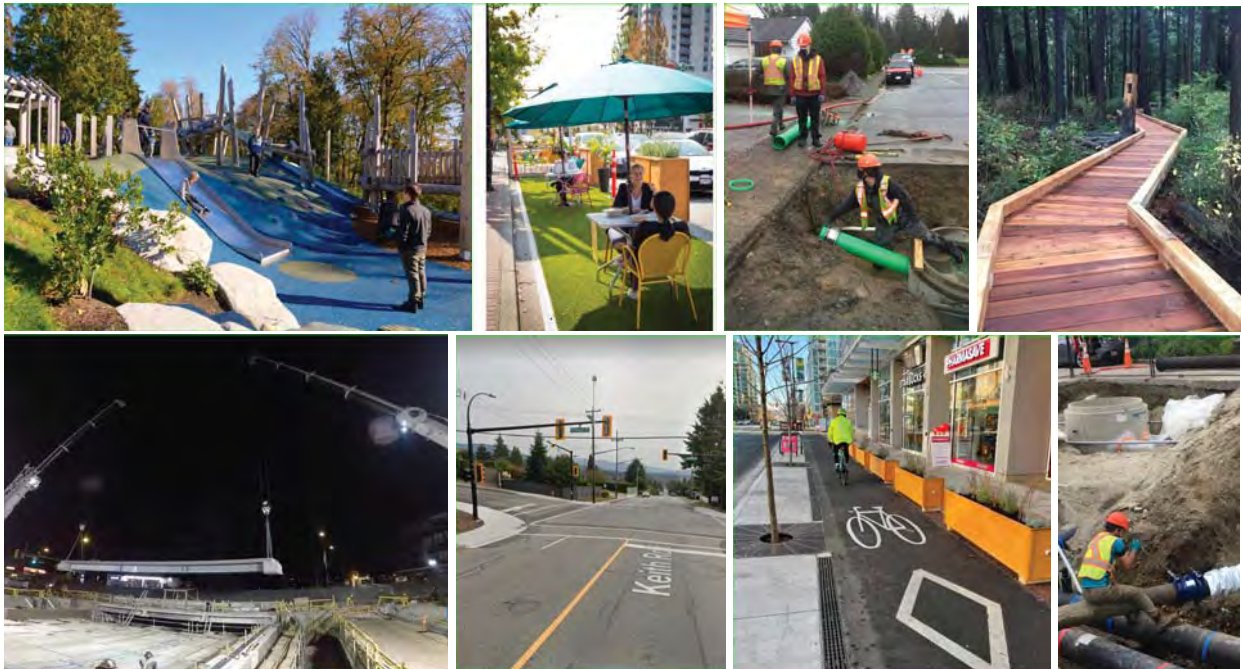
Engineering, Parks and Environment department provides and maintains essential municipal services, public spaces and infrastructure.

KEY RESPONSIBILITIES

To create safe, resilient, inviting and cost effective public infrastructure that supports our community and enables it to thrive.

DIVISIONS

- Engineering Planning, Design
- Public Realm Infrastructure and Project Delivery
- Operations
- Development Services
- Parks and Environment
- Administration



Staffing

Approved Complement:

City Hall	38.0
Operations	<u>88.0</u>
	126.0

2021 Budget Analysis Engineering Parks and Environment

2020 Expenditure Budget	8,610,400	
2021 Salaries Obligation	193,300	
Completed Capital cost impacts	103,300	
2021 Expenditure Budget Operating	<u>8,907,000</u>	
2021 Expenditure Budget Increase (Decrease)	<u>296,600</u>	3.44%
<i>Annual Capital Projects moving to Operating Programs</i>	279,000	
<i>Offsetting Transfer to Capital occurs in Finance - page 20</i>		
2021 Expenditure Budget	<u><u>9,186,000</u></u>	
2021 Expenditure Budget Increase (Decrease)	<u>575,600</u>	
 2020 Revenue Budget	 1,368,000	
 2021 Revenue Budget	 <u><u>1,368,000</u></u>	
2021 Revenue Budget Increase (Decrease)	<u>-</u>	0.00%
 2021 Net Tax Draw \$ Increase (Decrease)	 575,600	
2021 Overall Tax Impact (assuming 1% tax increase = \$575K)	1.00%	

ENGINEERING, PARKS & ENVIRONMENT EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	343,119	359,519	16,400
Engr Budget Savings	5017	-30,000	-30,000	0
Total Management and Support Expenses		313,119	329,519	16,400
DEPUTY ENGINEER				
Design				
Survey	5170	26,031	26,031	0
Total Design Expenses		26,031	26,031	0
Development				
Development Services	1725	0	0	0
Public Process	1315	4,854	4,854	0
Total Development Expenses		4,854	4,854	0
Total Deputy Engineer Expenses		30,885	30,885	0
OPERATIONS DIVISION				
Streets				
Streets Operations	5160	2,204,861	2,397,762	192,901
Streets Admin	5165	1,418,108	1,473,508	55,400
Total Streets Expenses		3,622,969	3,871,270	248,301
Parks & Environment				
Parks Operations	5070	2,370,226	2,607,026	236,800
Special Events Support	5071	80,351	81,251	900
Sport Field Users	5073	231,992	236,415	4,423
Streetscapes & Greenways	5074	804,017	828,221	24,204
Parks Admin	5075	1,224,606	1,269,606	45,000
Total Parks Expenses		4,711,192	5,022,519	311,327
Yard Operations				
Yard	5120	400	0	-400
Total Operations Division Expenses		8,334,561	8,893,789	559,228
COMMITTEES				
Advisory Cmte Disability Issues	3120	6,267	6,267	0
Joint Use	2910	500	500	0
Total Committees Expenses		6,767	6,767	0
OVERHEAD CAPITAL				
Parks Overhead Capital	5077	-15,000	-15,000	0
Streets Overhead Capital	5167	-60,000	-60,000	0
Total Overhead Capital		-75,000	-75,000	0
Total Engineering General Expenses		8,610,332	9,185,960	575,628

ENGINEERING, PARKS & ENVIRONMENT REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	4,000	4,000	0
Total Management and Support Revenues		4,000	4,000	0
DEPUTY ENGINEER				
Development Services	1725	351,000	351,000	0
Total Deputy Engineer		351,000	351,000	0
OPERATIONS DIVISION				
Streets				
Streets Operations	5160	422,000	422,000	0
Streets Admin	5165	400,000	400,000	0
Total Streets Revenues		822,000	822,000	0
Parks				
Parks Operations	5070	100,000	100,000	0
Sport Field Users	5073	56,000	56,000	0
Parks Admin	5075	35,000	35,000	0
Total Parks Revenues		191,000	191,000	0
Total Operations Division Revenues		1,013,000	1,013,000	0
Total Engineering General Revenues		1,368,000	1,368,000	0

Major External Boards and Commissions

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

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



MAJOR EXTERNAL BOARDS AND COMMISSIONS EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MAJOR EXTERNAL BOARDS AND COMMISSIONS				
City Library	8601	4,222,037	4,425,963	203,926
Museum & Archives	8602	594,969	608,353	13,384
NV Recreation and Culture	8603	5,615,442	5,780,248	164,806
Covid-19 Provisions (NVRC)	8603	305,000		(305,000)
Total Boards and Commissions		10,737,448	10,814,564	77,116
Total Major Ext Boards/Commissions Exp		10,737,448	10,814,564	77,116

MAJOR EXTERNAL BOARDS AND COMMISSIONS REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MAJOR EXTERNAL BOARDS AND COMMISSIONS				
Rent Cultural Facilities		94,252	94,252	0
Total Boards and Commissions		94,252	94,252	0
Total Major Ext Boards/Commissions Rev		94,252	94,252	0

North Vancouver City Library

The North Vancouver City Library is an inclusive and welcoming space for everyone, supporting lifelong learning and community development with free and equitable access to information and ideas in all their forms.

KEY RESPONSIBILITIES

- Programming and resources to support literacy development and lifelong learning
- Robust physical and digital collections
- Access to technology, public technology support and digital literacy
- Provision of spaces for study, collaboration, creation and discovery

Staffing

Full Time Equivalents:

Full Time & Part Time FTE total 36.6



2021 Budget Analysis Library

2020 City Contributions for Operations

4,222,037

Expenditure Changes

2021 Salaries Obligation

137,000

Inflationary increases to Services and Utilities

45,926

Total Expenditure Increase (Decrease)

182,926

4.3%

Revenue Changes

Revenue reductions

(21,000)

Total Revenues Increase (Decrease)

(21,000)

0.5%

2021 City Contribution for Operations

4,425,963

2021 City Contribution Increase (Decrease)

203,926

4.83%

2021 Net Tax Draw \$ Increase (Decrease)

203,926

2021 Overall Tax Impact (assuming 1% tax increase = \$575K)

0.35%

LIBRARY EXPENSES

Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
ADMINISTRATION			
Total Administration Expenses	529,490	531,881	2,391
OPERATIONS			
Total Operations Expenses	611,363	627,643	16,280
SUPPORT SERVICES			
Total Support Services Expenses	724,550	768,250	43,700
COLLECTIONS & TECHNICAL SERVICES			
Total Collections & Technical Services Expenses	823,345	849,100	25,755
PUBLIC SERVICES			
Total Public Services Expenses	1,725,900	1,820,700	94,800
Total Library Expenses	4,414,648	4,597,574	182,926

LIBRARY REVENUES

Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MUNICIPAL CONTRIBUTION			
City of North Vancouver 48101	4,222,037	4,425,963	203,926
Total Municipal Contribution	4,222,037	4,425,963	203,926
LIBRARY GRANTS			
GRANTS PROVINCIAL 48301	115,811	115,811	0
Total Grants Revenues	115,811	115,811	0
LIBRARY PROGRAMS			
Total Library Programs Revenues	76,800	55,800	(21,000)
Library Revenues (excluding municipal contribution)	192,611	171,611	-21,000
Total Library Revenues	4,414,648	4,597,574	182,926

North Vancouver Museum and Archives Commission

The Museum and Archives Commission is the sole custodian of the City's cultural, archival and museum collections.

KEY RESPONSIBILITIES

- Manages and preserves artifacts and records of municipal, historical and cultural significance to the community
- Develops and delivers engaging and compelling interpretative, educational programs and exhibits
- Works with the local community to identify, document and preserve local history and bring it to life



Staffing

Full Time Equivalents:

Full Time	7.0
Part Time	<u>2.2</u>
	9.2

2021 Budget Analysis Museum and Archives

	<i>Museum Budget</i>	<i>City Share</i>	
2020 Municipal Contribution	1,189,938	594,969	
Expenditure Changes			
2021 Salaries	20,200	10,100	
Inflationary increases to Service and Utilities	6,568	3,284	
2021 Municipal Contribution	1,216,706	608,353	
2021 Municipal Contribution Increase (Decrease)	26,768	13,384	2.25%
2021 Net Tax Draw \$ Increase (Decrease)	26,768	13,384	
2021 Overall Tax Impact (assuming 1% tax increase = \$575K)		0.02%	

MUSEUM AND ARCHIVES EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
ADMINISTRATION				
Administration Operations	Various	431,726	455,217	23,491
Premises - Museum	7816	93,188	203,000	109,812
Premises - Lynn Valley	7817	77,420	79,297	1,877
Total Administration		602,334	737,514	135,180
COLLECTIONS				
Collections	7820	140,904	114,046	(26,858)
Museum	7830	3,810	0	(3,810)
Total Collections		144,714	114,046	(30,668)
ARCHIVES				
Archives	7840	201,731	205,700	3,969
Total Archives		201,731	205,700	3,969
EXHIBITS AND PROGRAMS				
Museum Programs	7850	252,469	278,912	26,443
School Programs	7851	5,570	8,200	2,630
Public Programs	7852	9,165	11,800	2,635
Exhibitis	7853	18,310	29,703	11,393
Extension Exhibits	7854	9,460	0	(9,460)
Total Administration		294,974	328,615	33,641
Total Museum Expenses		1,243,753	1,385,875	142,122

MUSEUM AND ARCHIVES REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MUNICIPAL CONTRIBUTION				
City of North Vancouver	48101	594,969	608,353	13,384
District of North Vancouver	48501	594,969	608,353	13,384
Total Municipal Contribution		1,189,938	1,216,706	26,768
GRANTS				
Total Grants Revenues		40,000	46,000	6,000
EARNED INCOME				
Total Earned Income Revenues		9,565	73,169	63,604
DONATIONS				
Total Donations		4,250	50,000	45,750
Museum Revenues (excluding municipal contrib)		53,815	169,169	115,354
Total Museum Revenues		1,243,753	1,385,875	142,122

North Vancouver Recreation and Culture Commission

The Recreation and Culture Commission improves the health and well-being of all North Vancouver individuals, families and communities and inspires residents through quality recreation and culture opportunities.

KEY RESPONSIBILITIES

- Community recreation and culture service, program and event planning and delivery
- Community recreation and culture facility management, operations and maintenance and facility planning
- Management of the public art programs and oversight of community arts grants
- Capacity building of relevant recreation and culture organizations



Staffing

Approximately 306 Full Time Equivalents (FTEs) including full-time, auxiliary, and contract employees.

2021 Budget Analysis North Vancouver Recreation and Culture Commission

	NVRC Budget (000s)	City Share ⁽³⁾ (000s)
2020 Municipal Contribution	16,252	5,615
Changes from 2020 Budget		
New: Lionsgate Community Recreation Centre⁽¹⁾	226	
Expense Changes - Increase (Decrease)		
Building Utilities	29	9
Salaries and Benefits <i>(Decline due to Covid Impact)</i>	(4,405)	(1,495)
Program & Operations <i>(Decline due to Covid Impact)</i>	(447)	(149)
	<u>(4,823)</u>	<u>(1,635)</u>
Revenue Changes - Decrease		
Membership, Programs, Rentals, Other <i>(Decline due to Covid Impact)</i>	6,313	2,143
	<u>1,716</u>	<u>508</u>
2021 Requested Municipal Contribution	17,968	6,123
<i>Includes One-Time Covid-19 Contingency Provision of \$1,010</i>		
2021 Total Increase in Municipal Contribution	1,716	508 9.0%
<i>Less: 2021 Covid Provision, CNV to be funded from Reserves</i>		<i>(343)</i>
Total Budget Increase, CNV		165
2021 CNV Funded Budget		5,780
2021 City of North Vancouver Budget Increase		<u>165 2.9%</u>
2021 Overall Tax Impact (assuming 1% tax increase = \$575K)		0.03%

Notes

(1) CNV - Lionsgate Community Recreation Centre omitted

(2) 2020 Financial Plan included a Covid-19 provision of \$305,000 for NVRC, which has been reversed in 2021

(3) CNV Share

- CNV contribution for Recreation Services is 33.94%

- CNV contribution for Pinnacle Pool is 100%

- CNV contribution for Cultural Services is 50%

- CNV contribution for Building Utilities is by building ownership

NORTH VANCOUVER RECREATION AND CULTURE COMMISSION

Programs	2020 Annual Budget (000)	2021 Annual Budget (000)	Variance 2021 Annual to 2020 Annual (000)	Covid Provision Included in 2021 Annual Budget (000)
OPERATING				
Expenditures <i>(includes Lionsgate Recreation Centre)</i>				
Administration	3,738	3,580	(158)	(129)
Maintenance	6,025	5,732	(293)	(557)
Operating	9,595	9,147	(448)	(780)
Programs	11,624	7,994	(3,630)	(4,131)
Total Expenditures	30,982	26,453	(4,529)	(5,597)
Revenues				
Memberships	3,174	1,621	(1,553)	(1,620)
Other	741	340	(401)	(416)
Programs and Lessons	8,644	5,415	(3,229)	(3,463)
Rentals	2,171	1,109	(1,062)	(1,108)
Total Revenues	14,730	8,485	(6,245)	(6,607)
Net Total	16,252	17,968	1,716	1,010
MUNICIPAL CONTRIBUTIONS				
City of North Vancouver (from above)	5,615	6,192	577	343
<i>Omit Lionsgate Recreation Centre</i>		(69)	(69)	
City of North Vancouver	5,615	6,123	508	343
District of North Vancouver	10,637	11,776	1,139	667
Total Municipal Contributions	16,252	17,899	1,647	1,010

City of North Vancouver
Staff Count by Department

2021 Approved Complement

Chief Administrative Officer	6
City Clerk's	9
Strategic and Corporate Services	53
Community & Partner Engagement	26
Planning & Development	40
Finance	31
Fire Department	74
Police Department - Civilian	84
RCMP Members - City	73
Engineering Parks & Environment (including Utilities Staff)	126
Total Staff by Department	522

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

Community Agencies Core Funding Summary

The City's Core Funded Agencies are requested to annually submit a financial plan that meets the requirements of the City of North Vancouver Core Funding Policy. Annual funding and reporting requirements are specified in section 4.0, which is partially excerpted here:

“...the agency being considered for core funding designation will also be required to provide the following:

- description of target population;
- evidence of ongoing, active volunteer involvement;
- proof of financial responsibility and accountability”...

Below is a financial summary of the financial plans received and reviewed by Finance, which include a 2% cost of living increase for each agency. Requests for additional funding must be requested separately as a New Item, also listed below.

The following memo (next page) from Planning provides a detailed review and analysis of the Core Funded Agencies, and their work in the community. It also provides commentary and recommendations related to the additional funding requested as New Items.

Agencies	2020 Total Funded	2021 Increase	2021 Total Funded	2021 New Item Funding Requested	Total 2021 Funding Requested	2021 % Increase Funded
North Shore Neighbourhood House (includes JBCC)	\$ 761,896	\$ -	761,896		761,896	0.0%
Silver Harbour Centre	164,903	-	164,903		164,903	0.0%
Family Services of the North Shore	51,974	-	51,974		51,974	0.0%
Capilano Community Services	83,648	-	83,648		83,648	0.0%
North Shore Community Resources	55,411	-	55,411		55,411	0.0%
North Shore Crisis Services	10,404	-	10,404		10,404	0.0%
North Shore Womens Centre	13,005	-	13,005		13,005	0.0%
Harvest Project	10,404	-	10,404		10,404	0.0%
North Shore Restorative Justice Society	36,414	-	36,414		36,414	0.0%
Cost of Living 2% Requested by Staff				23,800	23,800	0.0%
Total	\$ 1,188,059	\$ -	1,188,059	23,800	1,211,859	0.0%

New Items Requested:		% incr of base bgt
Cost of Living 2% - Requested by Staff	23,800	2.0%
Total New Items Requested	\$ 23,800	



PLANNING DEPARTMENT

CITY OF NORTH VANCOUVER
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Memo

To: Debbie Cameron, Budget Analyst II, Finance Department
From: Heather Evans, Community Planner, Planning and Development Department
Cc: Renée De St. Croix, Manager of Community and Long Range Planning,
Planning and Development Department
Date: December 16, 2020
Re: Planning Review of 2021 Core Funding Requests

Attachment

1. July 26, 2020 Information report to Council – Information from Core Funded Agencies related to COVID-19 ([#1916058](#))

Introduction and Purpose

Core funding is provided to non-profit agencies based on a principle of partnerships. Core funding is one way in which the City seeks to meet the long range goals and objectives of the Official Community Plan, Social Plan, CNV4ME, the priorities of the Council Strategic Plan ("A City for People"), and other policies and objectives that work toward maintaining, improving and building the City's social infrastructure and well being. The City of North Vancouver provides annual funding to nine core funded non-profit agencies that deliver a range of community social services to City residents:

- North Shore Neighbourhood House
- Silver Harbour Seniors Activity Centre
- Capilano Community Services
- North Shore Community Resources
- North Shore Crisis Services
- North Shore Women's Centre
- North Shore Restorative Justice
- Harvest Project

As outlined in the Core Funding Policy, Planning staff review the annual funding applications from core funded agencies and provide comments in this memo to summarize key information in the submissions regarding the goals, trends and use of the funds, and to offer comments and recommendations related to the submissions.

Overall Comments

From a City staff perspective, core funding is an efficient and effective support for community service agencies that are contributing to meeting the City's social needs. The benefits of core funding from a receiving agency's perspective include the reduction in administrative costs and staff resources that would otherwise be required to make multiple applications for different streams of City funding. It also provides a stable funding base from which they are able to develop and deliver their programs, as well as to leverage additional financial support from additional funders.

The total 2021 base funding for the core agencies is \$1,188,059, which is the same amount as 2020 none of the agencies requested additional new items or increases for cost of living, and negotiated wage settlements have not been automatically added. Instead, a New Items sheet for 2% increase for all of the core funded agencies has been submitted to the Finance Department for consideration in the budget discussions and deliberations.

Impacts of COVID-19 on Core Funded Agencies

As directed by Council in April 2020, staff contacted the City's core-funded agencies regarding their annual budgets to confirm if funds are allocated for 2020 service programming or COVID-19 related activities. The information report containing this information (dated July 26, 2020) is attached for reference.

In the core funded agencies submissions to the City for 2021, the agencies have noted the challenges, community trends, and adaptations in their operations, programs and services that are related and attributed to COVID-19. These elements are summarized in the Core Funded Agencies Summary Profiles below. The table includes the 2021 Service Goals and Noted Community Needs, Challenges, and Trends columns in the summary table for each agency.

Staff have been working alongside the core funded agencies through ongoing multi-agency working groups to coordinate COVID-19 impacts and response in various areas including food security, homelessness, seniors, and child care.

Core Funded Agencies' New Item Requests for 2021 Budget

Staff are supportive of the City including a 2% increase to each core funded agency's 2021 base budget for negotiated wage settlements and other cost of living increases (approximately 2%). The 2% increase would be consistent with the City's practice last year and the negotiated wage increase for City staff. This 2% increase would equate to \$23,800 (sum of 2% increase for all nine agencies).

Upcoming Core Funding Policy Review

A Core Funding Policy review, under the umbrella of the Community Well Being Strategy is included in staff's 2021 work program. This review will seek to clarify the areas where the City's

investments are most effective to achieve desired community outcomes, and to review the procedural elements of the policy.

Core funded agencies will be included in the policy review process to ensure that their experience, needs and voice are understood. Once the policy review is approved by Council, staff will work with agencies to make sure they are aware of any revisions to the process or their submissions to the City.

Core Funded Agencies Summary Profiles

The following pages provides a high level overview of the planned services, target populations and community impacts that each of the core funded agencies plans to deliver in 2021. The source of this information is core funded agencies' detailed submissions to the City for 2021.

North Shore Neighbourhood House

North Shore Neighbourhood House base budget for 2021 core funding is \$761,896.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs, Challenges, Trends	Noted Partnerships and Collaboration
North Shore Neighbourhood House – Youth Outreach Workers, Youth Lounge			
2021 Goals: • Focus on COVID-19 issues for clients and their families – mental health will be a significant focus with youth and will involve the outreach workers' connection to The Foundry. • Food security and nutrition – youth outreach worker will distribute food to clients/families • Addressing family issues: financial issues, school and education, and distribution of youth card. These goals are also identified in the CNV Youth Services Work Plan. Grant will be used to support the Youth Outreach Workers and their work to support youth as described above.	Youth, ages 13 to 24	• COVID-19 impacts have included significant issues involving mental health and well being of youth. • Challenges include family financial issues and stress, education/school stress, food security and food quality, awareness of resources.	• Foundry North Shore (VCH) • School District 44 • North Shore Multicultural Society • Capilano Services • Parkgate Community Services • West Vancouver Community Services • Committee participation includes: Connect for Kids, ,IYOS, steering, Youth Coalition, Safe House Advisory

North Shore Neighbourhood House – Preteen Youth Worker

2021 Goals: • Focus on COVID-19 issues for clients and their families. • Mental health is a significant focus with the Pre-Teen Outreach Workers connections to The Foundry. • Other focus areas include financial issues, school and education, and youth card distribution. These goals are also identified in the CNV Youth Services Work Plan. Grant provides opportunity for the Pre-Teen Outreach Worker to support 10-13 year olds with support, programs, outreach, and partnerships such as the Foundry.	Pre-teens (10 to 13 years old)	• COVID-19 has raised significant issues involving mental well being of pre-teens • Challenges include family financial issues and stress, education/school stress, food security and food quality, awareness of resources.	• Foundry North Shore (VCH) • North Vancouver Recreation Commission • City Library • North Shore Multicultural Society • School District 44 • District of North Vancouver • Collaboration with Queen Mary Community Coordinator
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North Shore Neighbourhood House – Community School Program

2021 Goals: • Outreach and support to Queen Mary, Westview and Ridgeway Schools and Parent Advisory Councils on initiatives to build healthy and inclusive communities • Connect people to resources that promote programs, foster social connection, empower families, reduce isolation • Foster existing relationships with stakeholders Grant will be used for programming that provides support to 100+ school age children and 1000+ parents	School age children and parents, targeting vulnerable populations	• Multicultural presence and many languages spoken in neighbourhoods the program is involved in • With COVID-19 there is an increased level of stress in families identified by parents. • Common issues of stress are child care, physical health, mental wellness, affordability and access to quality child care. • Increase in grandparents providing care. • Multicultural population and languages • Limited space and storage at the schools for after school programs.	• North Vancouver City Library • John Braithwaite Community Centre • North Vancouver Recreation and Culture Commission • St. John's Church • School Parent Advisory Committees • Capilano University • North Shore Multicultural Society • North Shore Community Resources • Red Fox Society
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North Shore Neighbourhood House – Edible Garden Project

2021 Goals: • Increase sustainability of farming practice. • Distribution of vegetables to vulnerable populations • Education about land and food systems, gardening and farming • Deepen	Low income residents – food distribution and All residents – community connection, education	• With COVID-19, increased challenges with food security and increasing cost of living – many people having increased difficulty obtaining safe and healthy foods. • Increased interest in good growing and homesteading by city residents for healthy outdoor activity and food	• Harvest Project • Greater Vancouver Food Bank • Turning Point Recovery House • Sage Women's House • Lookout Shelter • Vancouver Coastal Health • Lynn Valley Ecology Centre • North Shore Community Garden Society • Table Matters
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partnerships with community stakeholders Grant funds program manager and support staff, who deliver workshops (virtual and in person), host farmers markets, and partner with schools for garden based education to students.		security.	Network • City Library • Evergreen • Environmental Youth Alliance • North Vancouver School District • Farm to School BC
<i>North Shore Neighbourhood House – Young Parents Program and Learning Together Mountainside (Mountainside Daycare)</i>			
2021 Goals: • Support young parents to complete high school education • Provide child care and programming for young families • Support youth who are pregnant or parenting to meet ongoing needs Grant supports this program that supports parents to complete high school education, and child care support. Also food security, referrals, other supports. Both In person and online support.	Young parents that have not completed high school education	• COVID-19 has increased food security issues, and housing and mental / emotional health continues to be a significant issue. Isolation is also an increased challenge.	• Ministry for Children and Family Development • The Foundry • North Vancouver and West Vancouver School Districts • Kiwanis Club • Lions Club • Soroptimist • VanCity • Greater Vancouver Food Bank • Vancouver Coastal Health • YWCA Housing and BC Housing

**North Shore Neighbourhood House – John Braithwaite Community Centre (JBCC)
Community Programs**

2021 Goals: • Complementary programming at JBCC • Accessible, inclusive and creative programming for youth, seniors, families Grant will provide services at JBCC for target populations – youth, families, seniors.	Youth, families, seniors	• Developing creative and safe ways to ensure that space is being used in a functional way that is adhering to social distancing and safe environments.	• North Vancouver Recreation and Culture Commission with regards to the operation of JBCC • Middle Childhood Matters • WECAN • Seniors Coalition • Inter-agency • Homelessness Task Force • Local law enforcement agencies • North Shore Restorative Justice Society • North Shore Multicultural Society • NSNH staff participation on many committees pertaining to social issues
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North Shore Neighbourhood House – Golden Circle (Seniors)

2021 Goals: • In-person and on-line programs for seniors that are relevant to current and anticipated needs of seniors population, with focus on older adults who are frail and at risk of social isolation. • Support healthy aging of older adults, increase accessibility to services, and provide excellent services • Outreach activities	Seniors especially frail, at risk of social isolation. Generally residents of lower and central lonsale within walking distance of the programs.	• Aging seniors vulnerable to frailty (cognitive and physical) • Increase in social isolation and caregiving burden from COVID-19 due to limited or no contacts. • Shifting of the caregiving burden away from residential care settings onto family members. • Increasing risk of seniors social isolation due to: technical and transportation	• Vancouver Coastal Health • North Vancouver Recreation and Culture Commission • North Vancouver Libraries • Alzheimer's Society • Silver Harbour Centre • Family Services of the North Shore • North Shore Multicultural Services • Neighbourhood House • Gordon Neighbourhood House • Older Adult Mental Health • Greater Vancouver Foodbank • Presentation House
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to raise the profile of services available Funding is for a coordinator, any other facilitators, supplies and food		barriers, health concerns, housing and food insecurity, fragmented home support system.	Theatre • United Way of the Lower Mainland • IGA • BC Gaming • Quest • Stroke Recovery • Keep Well Society
North Shore Neighbourhood House – Operating			
2021 Goals Core operating funds are used for the operation and administration of the North Shore Neighbourhood House. 2021 projects include • Outdoor lighting to accommodate food bank in evening • Sanitation of building particularly related to partnership with the emergency weather response (EWR) shelter. • Upgrade building lighting with LED lights. Funding will be used for adjustments to accommodate the food bank, protocols to keep clients safe, and supporting staff and volunteers for sanitation and distancing protocols.	Multiple target groups use NSNH facility	• COVID-19 has brought demand for emergency space and service	• Highlands Church • Greater Vancouver Food Bank • Family Services of the North Shore • Keep Well Society • Lower Lonsdale Community Garden •

Silver Harbour Seniors Activity Centre

Silver Harbour Seniors Activity Centre's base budget for 2021 core funding is \$164,903.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
Silver Harbour Seniors Activity Centre			
2021 Goals: • Provide a well functioning building • Programs and services to meet seniors needs¹ • Develop human resources – paid and volunteer • Stability and growth of financial resources • Leadership on seniors issues in community and region • Assess environmental responsibility in operations Grant is for staffing, building operations, program expenses, office expenses, and promotion. Have included programming support for seniors needs that have been more exposed by COVID-19: food security, technology skills, mental health.	Adults 55 years and older	• Focus on practical services such as food security and technology skill development, as well as support for mental health and social connectedness, including for seniors from diverse cultural backgrounds and with low incomes.	• BC Alzheimer's Society • Lionsview Seniors Planning Society • Lynn Valley Seniors Association • North Shore Multicultural Society • SFU • Vancouver Community College • United Way • North Vancouver City Library • Vancouver Coastal Health • West Vancouver Seniors' Activity Centre

¹ Silver Harbour submission notes that they will revise, restart and develop in-person and online programming within COVID-19 protocols and considerations prioritizing social connectedness wherever safe.

Family Services of the North Shore

Family Services of the North Shore base budget for 2021 core funding is \$51,974.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
<i>Family Services of the North Shore</i>			
2021 Goals: • Trauma informed counselling for women in CNV (low cost/no cost) who are dealing with gender based violence which has escalated during COVID-19. Also men's violence groups. • Individual, couple and family counselling (people in community facing additional financial, housing, mental health risks during COVID-19) • Child and youth counselling to high risk children including LGBTQ2S+ community (risks increased during COVID-19) Grant funds counselling to 600+ DNV residents	Various target groups including children, youth, adults and seniors, couples, families	COVID-19 trends are expected to continue for 1-3 years and include: • Declining mental health for the next 2 years as pandemic continues • 30% increase in post-traumatic stress disorder due to impact of disconnection from support systems • Declining mental health of seniors due to isolation and lack of caregiver supports • Children living in struggling families will struggle even more if parents do not get supports they need • Economic impact means that families have less resources to meet basic life needs	• School District • Business community • Squamish Nation • Community groups Particularly noted partnerships during COVID-19: • North Shore Neighbourhood House (Food bank and Family Services of the North Shore's food delivery program) • Silver Harbour Seniors Activity Centre (food delivery to seniors and caregiver support) • North Shore Multicultural Society (parent support groups, anti-racism work, early years work)

Capilano Community Services

Capilano Community Services base budget for 2021 core funding is \$83,648.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
Capilano Community Services			
2021 Goals: Youth Outreach Program: - Continue online programs to keep youth connected - Plan youth in-reach programs at the new Lions Gate Community Centre - Purchase capital assets to assist with program delivery at Lions Gate that meet the needs of CNV Youth Seniors' Hub Outreach Program: - Support seniors with programs that enhance social connectedness and belonging – telephone support where in person support is not possible. - Provide transportation to seniors – grocery, medical trips, etc. - Plan in-reach programs for seniors at the new Lions Gate Community Centre Red Cross Medical Equipment Loan Program goals:	Youth ages 10 to 24 Seniors	- During COVID-19 youth isolation has resulted in increased stress, anxiety and depression. Vulnerable youth need support even more including LGBTQ2S+ - During COVID-19 has increased loneliness and isolation among seniors. Other acute issues include housing (fear of homelessness and lack of affordable housing), lack of transportation and absence of caregiver and family support. - Red Cross program is essential service and has stayed open during the pandemic with reduced hours and protocols to protect volunteers.	- School District 44 - North Shore Neighbourhood House - Hollyburn Family Services - Highlands United Church - Woodcroft - Ustlahn Social Society - Kiwanis - Lions Club - North Shore Restorative Justice - Youth Safe House - West Vancouver Ambleside Youth Centre - Kids Up Front - Work BC - Youth Coalition - Libraries - NVRC - North Shore Multicultural Society - Vancouver Coastal Health - Silver Harbour Seniors Activity Centre - Parkgate Community Centre - Keep Well - North Shore Community Resources - Lionsview Seniors - Silver Harbour - Lions Gate Hospital - Pacific Arbour Group Retirement Communities (PARC) Note: the above is a summary and not an exhaustive list of partners.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
• Equipment loan service • Transition to computer documentation for when program moves to Lions Gate Community Centre • Recruit and train new volunteers to assist clients in multiple languages Grant funds seniors outreach, youth programs in community, and continuation of Red Cross equipment loan program.			

North Shore Community Resources

North Shore Community Resources base budget for 2021 core funding is \$55,411.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
North Shore Community Resources			
2021 Goals: Administration • Strategic Plan for 2021 and beyond • Enhanced IT system Interagency Network • Virtual network meetings for non-profits, and ongoing clearing house for local program and service information, especially critical during Pandemic Housing • Below market housing provider list, and comparative study of North Shore municipal housing policy • Submissions to City Council, public education, research, and meetings Parent and Child Program • Integrate pedagogists into licensed child care programs	Various groups aligned with the focus of NSCR programs: Seniors, families, children, etc.	COVID-19 impacts include: • Many clients face barriers to participation and access due to lack of access to digital technology • Clients with low incomes have exacerbated challenges to access service and assistance • High costs of living puts pressure on people who are out of work or have low wages • Unaffordable housing is a key issue exacerbated by the pandemic and programs like CHAC provide a critical voice • Assistance programs (such as Seniors One Stop) are responding to more complex and multi-faceted needs • Provincial commitment to quality,	• Family Services of the North Shore • John Braithwaite Community Centre • Lions View Seniors' Planning • Homelessness Task Force • North Shore Neighbourhood House • North Shore Multicultural Society • North Shore Immigrant Inclusion Partnership • North Shore Seniors Coalition • North Shore Disability Resource Centre • Parkgate Community Services • North Shore Women's Centre • North Vancouver Recreation and Culture Commission • Capilano University • University Women's Club • Vancouver Coastal Health • Canadian Mental Health Association • School Districts 44 and 45 • BC Centre for Elder Advocacy and Support • Public libraries • Neptune Terminals • North Shore Chamber of Commerce • Landlord BC • Darwin • VanCity • Arc'Teryx

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
• Maintain COVID-19 response communication and coordination of early years and child care community • Offer enhanced early years programming to licensed child care providers Information North Shore • Review Green Book navigational tool for community resources and services, • Enhance seniors and youth directories • Increase knowledge about programs available to seniors Volunteer North Shore • Volunteer Outreach Specialist position • Support to non-profit sector re volunteering in COVID-19 • New web platform for volunteer opportunities • New volunteer resource management system – tripled		accessible child care is positive, and the role of the municipal child care consultant is important at the local level	• Organizations outside N. Shore (e.g. UBC Centre for Study of Democratic Institutions, West Coast Child Care Resource & Referral, CityHive, etc.) Note: the above is a summary and not an exhaustive list of partners.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
volunteer base during COVID-19 Community Legal Services Program • Integrate new staff (family law and legal advocate) • Public legal education and outreach Democracy Café • Young Citizens Forum cohorts • Education workshops to Grade 12 students and voter engagement work			

North Shore Crisis Services

North Shore Crisis Services base budget for 2021 core funding is \$10,404.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
North Shore Crisis Services			
2021 goals: • Two additional units of second stage housing • Alternate service delivery and safe environment for transition house residents during COVID-19 • Pursue additional second stage housing Grant funds administrative and operating costs for direct services.	• Vulnerable women and children who are at risk from or fleeing abusive situations	• Housing for women in acute need is a high priority • Women and children who are leaving an abusive relationship need safe and affordable housing; many clients struggle with poverty, mental health, addictions and they need a variety of resources • Waitlists continue to be a huge challenge for many women and children leaving abusive relationships	• Good Stuff Connection Clothing program (includes 15 agencies) • North Shore Homelessness Task Force • Violence Against Women in Relationships • North Shore Connect Day

North Shore Women's Centre

North Shore Women's Centre base budget for 2021 core funding is \$13,005.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
North Shore Women's Centre			
2021 Goals: - Restructure programs and services to balance online and remote programming with in-person service for urgent needs. - Respond to COVID-19 needs by re-developing the food and toiletries program - New mechanisms and assistance to participants with access to technology and digital literacy, and digital transportation within the organization. Grant funds are used for the core operations and service goals – due to COVID-19 a greater proportion toward technological improvements, physical protective measures, and operating demands during pandemic.	North shore women and their children, particularly those facing socio-economic barriers	With Covid19 pandemic, particular needs for the following: - Basic needs – safety, food, shelter (e.g. doubled demand for food/toiletry requests) - Technology to connect people who do not have phones, tablets, laptops - Separation support group, as COVID-19 has exacerbated difficult and abusive intimate partner relationships	- North Shore Neighbourhood House - Family Services of the North Shore - North Shore Law - NS VAWIR Committee – 20 criminal justice and social service organizations (hosted by North Shore Women's Centre) - Canadian Cancer Society's Look Good Feel Better Program - Harvest Project - Cause we Care Foundation - Capilano University, North Shore RCMP, North Vancouver City Library for the Expanding Tech Access Group (Mayor's Social Resiliency Collective) - UBC School of Social Work

North Shore Restorative Justice

North Shore Restorative Justice base budget for 2021 core funding is \$36,414.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
North Shore Restorative Justice			
2021 goals include: • Expand metrics and data collection in Restorative Response Program (including client recidivism) • Enhance accessibility to Police diversion program (translation of materials, enhanced partnerships e.g. North Shore Immigrant Inclusion Partnership) • Bridge education and policy programs to address systemic issues that see BIPOC youth negatively impacted by punitive response to behaviours Funds are used for program delivery and operations.	• Many files involve youth • Strengthening relationships with Squamish Nation, Tsleil-Waututh Nation, and Musqueam Nation.	• Receiving more complex assault files including sexual assault files, which places new demands on staff. • Police are being required to look at alternative measures such as restorative justice when youth commit a crime	• North Vancouver RCMP • Integrated First Nations Unit • Youth Intervention Unit • North Shore Multicultural Society • North Vancouver School District • Mountainside Secondary School • Equitas • The Foundry • Squamish Nation

Harvest Project

Harvest Project base budget for 2021 core funding is \$10,404.

2021 Service Goals & Use of CNV Funds	Target Population Groups	Noted Community Needs Challenges, Trends	Noted Partnerships and Collaboration
Harvest Project			
2021 goals: • Coordinate coaching, mentoring, social and health improvements through case management to at risk individuals and their families • Create a robust, sustainable ecosystem for the agency • Build stability and cohesion on the North Shore with the agency's 'relational' work with at risk residents Grant funds are used to operate programs that benefit clients.	Marginalized North Shore residents who are experiencing challenging life circumstances and desire to improve their situations; mostly lone-parent families and new Canadians	• Food insecurity • Concurrent social, financial and health challenges within family units • Need for local job opportunities • Lack of affordable housing and child care Number of people served in 2020 and 2021 are expected to increase due to the COVID-19 pandemic.	• North Shore municipalities • Port Gala supporters • North Shore Table Matters • Edible Garden Project • Local grocery retailers • Financial case worker has been visiting other agencies to educate about the North Shore Rent Bank (referral partnerships)

2021 NEW ITEMS LISTING

Key:

CPE = Community & Partner Engagement

SCS = Strategic & Corporate Services

Item	Department	Complement	Description	Annual Amount	2021 Amount	Tax Draw* %
Confirm Existing Positions						
1	CPE <i>Administration</i>	1.0	RFT Administrative Coordinator	-	-	0.00%
2	Engineering	1.0	RFT Environmental Technician	-	-	0.00%
3	Engineering	2.0	RFT (2) Labourers	-	-	0.00%
	Sub-Total	4.0		-	-	0.00%
Staffing						
4	SCS <i>Human Resources</i>	1.0	RFT Senior HR Advisor	150,000	125,000	0.22%
5	Fire	1.0	RFT Fire Inspector	-	-	0.00%
	Sub-Total	2.0		150,000	125,000	0.22%
Programs						
6	SCS <i>Human Resources</i>		Career Development	10,000	10,000	0.02%
	Sub-Total	n/a		10,000	10,000	0.02%
Major and Core Funded Agencies						
7	Planning & Development		Core Funded Agencies - 2% Cost of Living	<i>rounded</i> 23,800	<i>rounded</i> 23,800	0.04%
	Sub-Total	n/a		23,800	23,800	0.04%
Total Requests		6.0		183,800	158,800	0.28%

2021 Incremental Cost for Total Requests is \$25,000 which is 0.04% tax impact

* Tax Draw is calculated where 1% is equal to \$575,000

NEW ITEM Program Budget Change Request Form

2021 Operating Financial Plan

TFT to RFT Administrative Coordinator Conversion		Department	Community & Partner Engagement
Program #	1710	Date	9/22/2020
Program Name	Administration	Submitted By	Robert Skene
Program Manager	Robert Skene	Director Approval Approved By	Robert Skene

Reason for Budget Change: Place an "x" in box	Alignment with Strategic Plan or OCP
New Staff ☒ X New Service ☐ Greater Cost for Same Service ☐ X 	The request is consistent with the long range implementation as outlined in Chapter 9 of the OCP.

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2021 Fringe Benefits rates are 27%	
RFT Administrative Coordinator II - Pay Grade 21.3	\$ 63,900
Fringe Benefits 27%	17,300
Use Existing Funds	(81,200)
Total	-

Coding					Full Cost	2021 Pro-Rated Cost	2022 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages			63,900	32,000	31,900
101	51103	Fringe Benefits			17,300	8,600	8,700
		Use Existing Funds			(81,200)	(40,600)	(40,600)
							-
Total					-	-	-

Explanation/Justification
This TFT position was originally created in late 2017 to support the newly created Planning Department. Funding for the position was provided from program 1910. In March 2019, the position shifted to the more recently created Community & Partner Engagement Department and is now funded entirely through program 1710.
This position is responsible for department administration including but not limited to calendar management, meeting organization, establishing/amending dept office procedures and functions, budget building and tracking, staff communications, staff supervision, payroll administration, council report coordination and submission, and other departmental project work as assigned by Director or Division Managers. Due to the operational needs of the department this position needs to be considered as a part of the RFT complement.
It is proposed that this position be shifted from TFT to RFT and continue to be funded through program 1710.

NEW ITEM Program Budget Change Request Form

2021 Operating Financial Plan

RFT Environmental Technician (Solid Waste)		Department	Engineering, Parks and Environment
Program #	5085	Date	9/16/2020
Program Name	Recycling and Yard Trim Admin	Submitted by	Mike Hunter
Program Manager	Jeff Klochnyk	Director Approval Approved By	Doug Pope / Karyn Magnusson

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff X New Service Greater Cost for Same Service	Goal 4.3: Engage the community to promote more sustainable behaviour. Goal 8.1: Provide the community with public infrastructure that protects the natural environment at an affordable cost.

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2021 Fringe Benefits rates are 27%	\$
Wages Environmental Tech pay grade 24, step 3	72,300
Fringe Benefits 27%	19,500
This position is already funded through the Solid Waste Utility - Fund 105	(91,800)
	-

Coding					Full Cost	2021 Pro-Rated Cost	2022 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
105	51113	Wages			72,300	36,200	36,100
105	51103	Fringe Benefits			19,500	9,700	9,800
					(91,800)	(45,900)	(45,900)
							-
							-
Total					-	-	-

[illegible]

NEW ITEM Program Budget Change Request Form

2021 Operating Financial Plan

RFT Parks Operations Labourer (X 2)		Department	Engineering, Parks and Environment
Program #	5070/5074	Date	9/9/2020
Program Name	Park Operations/Streetscapes	Submitted By	Derek Priestley
Program Manager	Derek Priestley	Director Approval Approved By	Doug Pope / Karyn Magnusson

Reason for Budget Change: Place an "x" in box	Alignment with the Official Community Plan
New Staff ☒ New Service ☐ Greater Cost for Same Service ☐	OCP Goal 8.2 Employ a proactive approach to infrastructure maintenance and upgrades.

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2021 Fringe Benefits rates are 27%	\$
2 x RFT Labourer 2 Positions (at 2019 rates)	119,000
Wages Overhead (55%)	65,500
Total Position	184,500
Auxiliary Wages - existing	(119,000)
Wages Overhead - existing	(65,500)
	-

Coding					Full Cost	2021 Pro-Rated Cost	2022 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
		Budgets are existing					-
							-
							-
							-
							-
Total					-	-	-

[illegible]

NEW ITEM Program Budget Change Request Form

2021 Operating Financial Plan

RFT Senior HR Advisor		Department	Human Resources
Program #	1510	Date	9/18/2020
Program Name	Human Resources	Submitted By	Corinne Nichols
Program Manager	Corinne Nichols	Director Approval Approved By	Barbara Pearce

Reason for Budget Change: Place an "x" in box		Alignment with Strategic Plan or OCP
New Staff	☒	Aligned with Council Strategic Plan - City for People
New Service	☐	
Greater Cost for Same Service	☐	

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2021 Fringe Benefits rates are 27%	\$
RFT Senior HR Advisor	118,000
Fringe Benefits	32,000
	150,000

Coding					Full Cost	2021 Pro-Rated Cost	2022 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51103	Fringe Benefits			32,000	26,700	5,300
101	51111	Wages			118,000	98,300	19,700
							-
							-
							-
Total					150,000	125,000	25,000

[illegible]

NEW ITEM Program Budget Change Request Form

2021 Operating Financial Plan

RFT Fire Inspector		Department	Fire
Program #	4040	Date	9/15/2020
Program Name	Fire Prevention	Submitted By	Greg Schalk
Program Manager	Dave Owens	Director Approval Approved By	Greg Schalk

Reason for Budget Change: Place an "X" in box	Alignment with the Official Community Plan
New Staff ☒ X New Service ☐ Greater Cost for Same Service ☐	3.2: Safeguard the community and protect life, property and the environment.

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2021 Fringe Benefits rates are 27%	
	\$
Fire Inspector - Wages - Annual Cost	84,600
Benefits - Calculated at 30%	25,400
Total Position Annual Cost	110,000
Increased Revenue generation due to position	(10,000)
Existing non-wage funds to be applied to position	(45,000)
Operating Project	(55,000)
	-

Coding					Full Cost	2021 Pro-Rated Cost	2022 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	51111	Wages - Start Date July 1			84,600	42,300	42,300
101	51103	Fringe Benefits - 30%			25,400	12,700	12,700
		Revenue			(10,000)	(10,000)	-
		Non-wage funds			(45,000)	(45,000)	-
		Operating Project			(55,000)		(55,000)
							-
Total					-	-	-

Explanation/Justification This request is funding and compliment for 1.0 Fire Prevention Inspectors to start in July. The position will be an FTE funded through the current operational budget. It is anticipated that with an extra FTE the fire prevention division will increase their revenue by \$10,000. The additional funding will be supported through operational, non-wage funds. The work of the Fire Prevention Inspectors will entail conducting routine fire inspections, responding to complaints, conducting fire investigations, preparing and delivering public education, reviewing fire safety plans and construction fire safety plans, conducting planning and building permit reviews for new development, conducting new building occupancy inspections, conducting business licence inspections, enforcement of building and fire code requirements, implementation of community firesmart initiatives, and reviewing exposure protection reports for new construction. The workload in the Fire Prevention Division has been increasing at a steady rate as a result of the significant amount of new development within the City of North Vancouver. Since 2012, the number of inspectable properties has increased by over 18% (an increase of 671 inspectable properties for a current total of 3655) with no change in staffing levels. As a result of both the increase in the number of new buildings and the complexity of the fire protection systems, the inspection frequency rate has increased from 12 to 18 months (current). One of the primary functions of our Fire Inspectors is to reduce the overall fire related risk in our properties through our regular inspection program. Additionally, the important role of the Fire Prevention Division in both the planning and permit phases of the City's development process has increased significantly. This increased demand and attention has also contributed to the reduced resources for conducting routine inspections.

NEW ITEM Program Budget Change Request Form

2021 Operating Financial Plan

Career Development		Department	Strategic & Corporate Services Human Resources
Program #	1564	Date	9/21/2020
Program Name	Career Development	Submitted By	Corinne Nichols
Program Manager	Corinne Nichols	Director Approval Approved By	Barbara Pearce

Reason for Budget Change: Place an "x" in box	Alignment with Strategic Plan or OCP
New Staff New Service Greater Cost for Same Service	Aligned with Council Strategic Plan - City for People

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2021 Fringe Benefits rates are 27%	\$
Career Development Program	10,000
	10,000

Coding					Full Cost	2021 Pro-Rated Cost	2022 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	52002	Corporate Training			10,000	10,000	-
							-
							-
							-
							-
Total					10,000	10,000	-

[illegible]

NEW ITEM Program Budget Change Request Form

2021 Operating Financial Plan

Core Agencies (Social Programs)		Department	Planning & Development
Program #	Various	Date	10/26/2020
Program Name	Core Funded Agencies	Submitted By	Heather Evans
Program Manager	Heather Evans	Director Approval Approved By	Michael Epp

Reason for Budget Change: Place an "x" in box	Alignment with Strategic Plan or OCP
New Staff ☐ New Service ☐ Greater Cost for Same Service ☒ ☐ ☐ ☒	OCP Goal 3.1 and Policy 3.1.7 "Assist organizations and individuals that provide community supports through reasonable allocation of City resources."

Full Cost	
List Wages, Benefits, Contracts, etc.; subtract and list savings or revenue if expected.	
Please note: 2021 Fringe Benefits rates are 27%	
\$	
2% Cost of Living increase	23,761
- applied to funding of all Core Agencies	
23,761	

Coding					Full Cost	2021 Pro-Rated Cost	2022 Incremental
Fund	Account #	Account Name	Op Unit #	Op Unit Name			
101	54001	Grant			23,761	23,761	-
							-
							-
							-
							-
Total					23,761	23,761	-

Explanation/Justification
Established in 2019, a 2% cost of living increase was allowed across our nine Core Funded Agencies.
The program was continued for 2020.
Due to 2020 to 2021 uncertainties, the 2% was not automatically built into the 2021 budgets.
Six of the nine agencies have forwarded requests for a continuation of the 2% cost of living increase.
To support all Core Funded Agencies equitably, if a 2% increase is granted, it is requested that it be granted to all nine.
The difference between what has been requested and funding the whole group is \$2,281.
This request is submitted for consideration at the full value of 2% across the board.
Covid-19 context:
Expenses: cleaning and facilities costs, technology needs for virtual service, and meeting additional vulnerable clients' need
Revenue: challenged to meet funding and fundraising goals, and decreased program revenue



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

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director - Finance

Subject: 2021-2030 CAPITAL PLAN

Date: February 10, 2021 File No: 05-1705-30-0019/2021

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

RECOMMENDATION

PURSUANT to the report of the Director of Finance, dated February 10, 2021, entitled "2021-2030 Capital Plan":

THAT the 2021-2030 Capital Plan for the City of North Vancouver be endorsed;

AND THAT resolutions or bylaws to appropriate funding for the projects included in the 2021 Capital Budget be brought forward by staff in a timely manner.

ATTACHMENTS

1. 2021-2030 Capital Plan dated February 10, 2021 (CityDoc#[2020292](#))
2. 2021-2030 Capital Plan – Project Change Summary (CityDoc#[2020274](#))
3. New and Adjusted Project Sheets (CityDoc#[2020283](#))

PURPOSE:

This report is a follow up to the Draft 2021-2030 Preliminary Capital Plan presented to Council January 25, 2021 and provides details of the adjustments that have been made since the January 25, 2021 Regular Council Meeting.

BACKGROUND:

At the January 25, 2021 Regular Meeting, Council received a copy of the 2021-2030 Draft Preliminary Capital Plan for review and comment. Council provided feedback on the Plan including directing Staff to remove several initiatives.

DISCUSSION

The 2021-2030 Draft Preliminary Capital Plan was a draft, working document. The 2021-2030 Preliminary Capital Plan, included as **Attachment 1**, incorporates Council feedback, adjustments to provisions from dedicated funds, changes as a result of revised departmental requests and other adjustments. The requested funding in the 2021-2030 Capital Plan varies from the Draft 2021-2030 Preliminary Capital Plan presented to Council January 25, 2021, as follows:

Project Categories	2021 (Only)	Change	Total 2021-2030	Change
Land/Major Investments	\$ 26.8 m	(\$ 2.0 m)	\$ 27.7 m	(\$ 2.0 m)
Buildings	\$ 14.1 m	(\$ 0.1 m)	\$ 250.5 m	\$ 4.5 m
Structures	\$ 17.7 m	(\$ 1.2 m)	\$ 137.1 m	(\$ 1.1 m)
Equipment/Block	\$ 7.8 m	(\$ 1.3 m)	\$ 39.9 m	(\$ 5.8 m)
Total Requested	\$ 66.4 m	(\$ 4.6 m)	\$ 455.2 m	(\$ 4.4 m)

Changes from the 2021-2030 Draft Preliminary Capital Plan:

The 2021-2030 Draft Preliminary Capital plan had an overall shortfall of \$1.3 million. After the adjustments requested by Council on January 25, 2021, staff have made a net reduction to projects of \$4.37 million. **Attachment 2** details the changes that have been made to the Plan.

Funding Request Changes from the Draft Preliminary Capital Plan (000's)		
Department	2021	10 year
Community and Partner Engagement	(1,151)	(3,041)
Engineering, Parks & Environment	(1,195)	(1,090)
Finance	66	66
North Vancouver Recreation and Culture	(266)	(1,005)
Planning & Development	(175)	(3,700)
Strategic & Corporate Services	(160)	(100)
Harry Jerome Park & Provision	(1,700)	4,500
Total Funding Request	(4,581)	(4,370)

This net decrease to funding eliminates the funding shortfall of \$1.3 million in the 2021-2030 Draft Preliminary Capital Plan resulting in a balanced 2021-2030 Capital Plan. However, while the \$25.6 million combined shortfall in Years 2 (2022), 3 (2023), 4 (2024) and 5 (2025) of the 10 year Plan has been reduced, it remains significant at \$21.0 million.

Funding Appropriations and Plan Modifications

Support for the current Plan is part of an ongoing process; Council will have many more opportunities to make modifications to funding provisions to projects in the 10-Year plan.

Council must also adopt funding resolutions (or bylaws in the case of DCC funding) before spending can take place.

FINANCIAL IMPLICATIONS:

Financial implications are addressed throughout the report and additional materials provided.

INTER-DEPARTMENTAL IMPLICATIONS

The 2021-2030 Capital Plan is a reflection of the policies of the City and the work plans of all City departments. Finance staff relies on their close working relationship with staff in other departments and the City's shared-cost agencies, in developing this Plan. Finance wishes to thank all the members of staff who contribute so much of their time and effort to this process.

The Plan presented here has been reviewed by the Leadership Team.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The preparation and approval of a Capital Plan is consistent with the requirements of the Community Charter, the 2021 Capital Plan Objectives, and several of the objectives of the City's 2014 Official Community Plan. The Plan was also prepared taking into consideration the 2018-2022 Council Strategic Plan

RESPECTFULLY SUBMITTED:



Ben Themens
Director - Finance



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

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Ben Themens, Director of Finance

Subject: 2021 UTILITY RATES

Date: November 25, 2020 File No: 05-1820-01-0001/2021

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

RECOMMENDATION

PURSUANT to the report of the Director of Finance, dated November 25, 2020, entitled "2021 Utility Rates":

THAT the following bylaws be considered:

- "Water Utility Bylaw, 1994, No. 6417, Amendment Bylaw, 2020, No. 8811";
- "Sewerage and Drainage Utility Bylaw 1995, No. 6746, Amendment Bylaw, 2020, No. 8812"; and
- "Solid Waste Management Service, Bylaw 1997, No. 6920, Amendment Bylaw, 2020, No. 8813".

ATTACHMENTS

1. Rates and Levies Summary (CityDoc#[1987677](#))
2. 2021 Water Budget (CityDoc#[1987681](#))
3. 2021 Sewerage and Drainage Budget (CityDoc#[1987681](#))
4. 2021 Solid Waste Budget (CityDoc#[1987681](#))
5. Water Utility Bylaw, 1994, No. 6417, Amendment Bylaw, 2019, No. 8811 (CityDoc#[1991419](#))
6. Sewerage and Drainage Utility Bylaw 1995, No. 6746, Amendment Bylaw, 2019, No. 8812 (CityDoc#[1991432](#))
7. Solid Waste Management Service, Bylaw 1997, No. 6920, Amendment Bylaw, 2019, No. 8813 (CityDoc#[1991499](#))

SUMMARY

The purpose of this report is to provide Council with the financial impact and recommended bylaw amendments for the 2021 Utility Rates.

BACKGROUND

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

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

DISCUSSION

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

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

The proposed 2021 flat rate utility fees for a **single unit dwelling** are as follows:

Flat Rate Utility Fees Single Unit Dwelling	2021	2020	Net Change	Net Change %
Water	\$514.00	\$489.00	\$25.00	5.1%
Sewerage & Drainage				
Sewer	444.00	411.00	33.00	7.4%
Storm Drainage (average)*	<u>113.25</u>	<u>107.86</u>	<u>5.39</u>	
Net Sewerage & Drainage	557.25	518.86	38.39	
Solid Waste				
Refuse	119.00	115.00	4.00	8.4%
Green Can	138.00	125.00	13.00	
Eco Levy (average) *	<u>52.80</u>	<u>45.90</u>	<u>6.90</u>	
Net Solid Waste	309.80	285.90	23.90	
Total Flat Rate Utility Fee	\$1,381.05	\$1,293.76	\$87.29	6.7%

The proposed 2021 flat rate utility fees for a **multi-unit dwelling** are as follows:

Flat Rate Utility Fees Multi-Unit Dwelling	2021	2020	Net Change	Net Change %
Water	\$301.00	\$286.00	\$15.00	5.2%
Sewerage & Drainage				
Sewer	277.00	256.00	21.00	8.2%
Storm Drainage (average)*	<u>51.27</u>	<u>48.83</u>	<u>2.44</u>	5.0%
Net Sewerage & Drainage	328.27	304.83	15.44	7.7%
Solid Waste				
Eco Levy (average) *	25.30	22.00	3.30	15.0%
Total Flat Rate Utility Fee	\$654.57	\$612.83	\$41.74	6.8%

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

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

2016	2017	2018	2019	2020	Average
2.8%	2.9%	2.9%	4.9%	4.0%	3.5%

Attachment #1 provides a summary of the proposed 2021 utility rates and levies by dwelling types. The summary also includes current year comparisons between the North Shore municipalities. It should be noted that the City's utility rates are the lowest on the North Shore and continue to be competitive through the region.

Water Utility Fund

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

The City's 2021 Water budget is \$13.8 million, a \$0.65 million increase over 2020.

	2020	2021	Change	%
Water Operations	\$573,000	\$585,000	\$12,000	2.1%
Water Admin	1,901,600	1,915,400	13,800	0.7%
Water Purchases	7,274,000	7,427,700	153,700	2.1%
Capital Projects	1,535,000	1,930,000	395,000	25.7%
Ongoing Capital Programs	766,000	771,000	5,000	0.7%
Transfers to Reserves	183,500	694,700	511,200	278.6%
Other	957,700	514,700	(443,000)	(46.3%)
	\$13,190,800	\$13,838,500	\$647,700	4.9%

Bulk Water purchases from the Greater Vancouver Water District (GVWD) account for approximately 55% of total and 70% of operating expenses of the water utility. The price of bulk water is set to increase 3.5% over 2020, but due to forecast reduced volumes and a shift between peak and non-peak water purchases, the budgeted cost of water is estimated to increasing by only 2.1%.

Significant capital projects included in the plan include:

- \$680,000: Watermain Replacement: 100-200 Block East 13th
- \$665,000: Watermain Replacement: 200-300 Block West 27th
- \$320,000: Watermain Replacement: 2500-2600 Block Jones Avenue
- \$180,000: Watermain Replacement: 200-400 Block Gladstone

The City's 2021 Water revenue sources consist of flat rate utility fees, metered charges, use of reserves and other fees (intergovernmental, connection fees, severance fees etc.). The \$0.65 million increase in funding requirement will be provided by:

	2020	2021	Change	%
Flat Rate Sales	\$7,561,400	\$8,084,500	\$523,100	6.9%
Metered Sales	4,320,400	4,567,200	246,800	5.7%
Other	1,284,300	841,900	(442,400)	(34.4%)
Transfers from Reserves	24,700	344,900	320,200	1296%
	\$13,190,800	\$13,838,500	\$647,700	4.9%

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

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

The 2021 proposed seasonal rates are the following:

Period	Rate per cubic meter
Jan1 to May 31	1.2823
June 1 to Sept 30	1.6029
Oct 1 to Dec 31	1.2823
2021 Blended Rate	1.3945
2020 Blended Rate	1.3281
Annual Net Change %	5.0%

Attachment #2 provides a summary of the 2021 Water Utility Budget.

Sewerage & Drainage Utility Fund

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

The City's 2021 combined Sewerage & Drainage budget is approximately \$14.2 million, a \$1.1 million increase over 2020. The Sewerage & Drainage Utility includes a provision for the new North Shore Wastewater Treatment Plant (NSWWTP) of \$400,000 which is equal to the amount from 2020. This provision aims to set aside funds to smooth out future rate increases associated with the construction of the NSWWTP. The current amount of funds set aside to date for the NSWWTP is \$3.4 million. Beginning in 2022, the City will draw from the funds put aside to smoothen the impact of future GVS&DD Levy increases.

	2020	2021	Change	%
Sanitary & Drainage Operations	\$516,000	\$568,000	\$52,000	10.1%
Sanitary & Drainage Admin	2,123,000	2,152,000	29,000	1.4%
GVS&DD Levy	6,771,700	7,513,100	741,400	10.9%
Capital Projects	1,560,000	1,213,000	(347,000)	(22.2%)
Ongoing Capital Programs	636,000	1,306,000	670,000	105.2%
Transfer to Reserves for NSWWTP	400,000	400,000	0	0%
Transfer to Reserves	276,500	156,000	(120,500)	(43.6%)
Other	855,100	932,100	77,000	9.0%
	\$13,138,300	\$14,240,200	\$1,101,900	8.4%

The Greater Vancouver Sewer and Drainage District (GVS&DD) levy accounts for approximately 50% of total and 70% of operating expenses of the sewerage and drainage utility. The levy is budgeted to increase 10.9% over 2020.

Significant capital work included in the plan includes:

- \$440,000 – Stormmain – Development Supported Infill
- \$225,000 – Stormwater – Treatment Facilities
- \$175,000 – Stormmain – Lonsdale at Keith Road

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

- \$400,000 – Sanitary Renewal/Replacement by Area
- \$235,000 – Sanitary Main Capital Renewal - Relining
- \$100,000 – Sanitary IC and Connection Rehab Program

The City's 2021 Sewer and Drainage revenue sources consist of sanitary sewerage flat rate and metered charges, storm drainage levy, use of reserves and other fees (intergovernmental, connection fees, severance fees etc.). The \$1.1M additional funding requirement will be provided by:

	2020	2021	Change	%
Flat Rate Sales	\$6,660,300	\$7,322,500	\$662,200	9.9%
Metered Sales	2,953,900	3,256,700	302,800	10.3%
Storm Drainage Levy	2,430,500	2,481,500	51,000	2.1%
Transfers from Reserves	75,000	79,200	4,200	5.6%
Other	1,018,600	1,100,300	81,700	8.0%
	\$13,138,300	\$14,240,200	\$1,101,900	8.4%

The City uses a single rate billing system for metered sewer, which is consistent with user pay pricing strategy. The proposed metered sewer rate for 2021 is \$1.8123 per cubic meter, which is an 8.0% increase over the 2020 rate of \$1.6781 per cubic meter.

Attachment #3 provides a summary of the 2021 Sewerage & Drainage Budget.

Solid Waste Utility Fund

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

As of July 1st, 2020, Recycle BC has taken responsibility for the delivery of residential recycling services on the North Shore. As a result, the cost of the recycling collection program, contract administration, and community education programs are no longer funded directly by City residents through a Recycling Levy in the Solid Waste Utility.

Utility expenses are summarized as follows:

	2020	2021	Change	%
Refuse Operations and Admin	\$837,150	\$960,200	\$123,050	14.7%
Green Can Operations	777,200	730,000	(47,200)	(6.1%)
Recycling Operations	649,670	45,000	(604,670)	(93.1%)
Green Can Admin	340,050	339,000	(1,050)	(0.3%)
Eco Levy Ops and Admin	1,001,800	1,210,500	208,700	20.8%
Zero Waste Challenge	250,000	345,800	95,800	38.3%
Transfers to Reserve	4,282	0	(4,282)	(100%)
	\$3,860,152	\$3,630,500	\$(229,652)	(5.9%)

The additional funding will be increasing revenue as follows:

	2020	2021	Change	%
User Fees	\$1,717,432	\$1,827,000	\$109,568	6.4%
Eco Levy	1,100,000	1,265,000	165,000	15.0%
PPP Program Incentive	335,000	-	(335,000)	(100%)
Transfers from Reserve	707,720	538,500	(169,220)	(23.9%)
	\$3,860,152	\$3,630,500	\$(229,652)	(5.9%)

The City's 2021 combined Solid Waste budget is approximately \$3.6 million. The 2021 recommended rates increase Refuse, Green Can and Eco Levy rates by 3.5%, 10.4%, and 15.0% respectively, resulting in overall solid waste fee increases of 8.4% for single unit dwellings and 15.0% for multi unit dwellings. It should be noted that multi unit dwellings are responsible for their own Refuse and Green Can disposal through third party entities.

Single Unit Rates	2020	2021	Change	%
Refuse	\$115.00	\$119.00	\$4.00	3.5%
Green Can	125.00	138.00	13.00	10.4%
Eco Levy (average)*	45.90	52.80	6.90	15.0%
Net Solid Waste	\$285.90	\$309.80	\$23.90	8.4%

Multi Unit Rates	2020	2021	Change	%
Eco Levy (average)*	\$22.00	\$25.30	\$3.30	15.0%

For 2021, the Eco Levy has been increased by 15% as a result of increasing operational costs from collecting larger volumes of litter. Since the onset of the COVID-19 pandemic, the use of City parks, streetscapes and plazas has increased significantly. The additional funding will also be used to increase the number of multi-stream refuse and recycling receptacles in the public realm to help address the litter volume increases and to support the City's waste diversion goals. As for the 10.4% increase of the Green Can rate, it is the result of a 23.9% decrease in reserve use as the use of reserve funding is becoming financially unsustainable.

The provision of solid waste services in the City of North Vancouver operate under the auspices of the Solid Waste Management Service Bylaw. The current bylaw was adopted in 1997 and has been amended a number of times in recent years with the significant changes to services and delivery models, such as the introduction of the Eco Levy, residential Green Can program, bi-weekly garbage collection, and most recently, Recycle BC's responsibility for residential recycling. Given these changes, Staff are proposing amendments to the current bylaw as an interim measure, but will be drafting a new Solid Waste bylaw for consideration by Council in early 2021.

The proposed interim bylaw amendments (attachment #7) include the annual updates to the rates as well as a proposed six can (or bag/bundle) weekly limit for curbside Green Can collection, ending the City's limited commercial tag garbage collection program, and deleting the reference to the residential recycling collection program, which is now provided by Recycle BC. Additional details concerning the 2021 Solid Waste Budget are provided in attachment #4.

FINANCIAL IMPLICATIONS

To summarize, the proposed 2021 flat rate utility fees by dwelling type are the following:

Dwelling Type	2021 Net Flat Rate (proposed)	2020 Net Flat Rate	Net Change \$
Single Unit	\$1,381.05	\$1,293.76	\$87.29
Duplex	\$1,160.33	\$1,085.57	\$74.76
Multi-Unit	\$654.57	\$612.83	\$41.74

This translates in a total annual utility charge increase of 6.7% for single unit dwellings and 6.8% for multi-unit dwellings. The City's utility rates continue to be among the lowest in the region.

It should be noted that significant regional cost increases are anticipated in the coming years, driven predominately by Metro Vancouver's expanding capital programs. The following table indicates the latest forecasted percentage increases to regional rates over the next four years.

	2022	2023	2024	2025
Bulk Water	5.2%	6.4%	8.9%	10.8%
GVS&DD Levy	19.7%	20.6%	18.6%	17.1%
Tipping Fees	3.4%	5.8%	5.5%	4.7%

While the City has been planning to buffer the impacts of the NSWWTP coming on-line, if the above increases materialize it is likely that significant future rate increases, estimated at 6% to 10%, will be required in order for the City to reach the capital renewal and rehabilitation goals discussed in the accompanying information reports from the City Engineer.

Option:

The current recommendation proposes rate adjustments that provide for all programs/projects listed in EPE's 2021 budget request. The request translates in a total annual utility rate increase of 6.7% for single unit dwellings and 6.8% for multi-unit dwellings.

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

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

INTER-DEPARTMENTAL IMPLICATIONS

This report has been prepared with the input and participation of the EPE department and should be read in conjunction with the information reports provided by EPE regarding each utility. The Leadership Team reviewed and commented on the report at its November 24, 2020 meeting.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS:

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

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

STRATEGIC PLAN IMPLICATIONS:

The proposed utility rates support Council's commitment to being "fiscally responsible" through rates that balance operational and capital renewal needs with the impact on the ratepayer.

RESPECTFULLY SUBMITTED:



Ben Themens
Director of Finance

The City of North Vancouver
Rates and Levies Summary

	2021 **DWV	2021 ***DNV	2020 CNV	2021 CNV	Increase \$	%
SINGLE UNIT DWELLING						
Flat Rate Water	\$ 764.00	\$ 772.00	\$ 489.00	\$ 514.00		
5% Discount			-	-		
Single Unit Net Water	764.00	772.00	489.00	514.00	25.00	5.1%
Flat Rate Sanitary Sewer	659.04	735.80	411.00	\$ 444.00		
5% Discount			-	-		
Single Unit Net Sewer	659.04	735.80	411.00	444.00	33.00	8.0%
Storm Drainage Levy (estimate)	526.96		107.86	113.25 *	5.39	5.0%
Total Single Unit Water/Sanitary/Storm	\$ 1,950.00	\$ 1,507.80	\$ 1,007.86	\$ 1,071.25	\$ 63.39	6.3%
Other Rates						
Refuse	\$ 204.38	\$ 295.90	\$ 115.00	\$ 119.00	4.00	3.5%
Green Can			125.00	\$ 138.00	13.00	10.4%
Recycling - Single Unit	-	23.70	-	\$ -	-	0.0%
Eco Levy (estimate)	48.05		45.90	\$ 52.80 *	6.90	15.0%
Total Single Unit Solid Waste	\$ 252.43	\$ 319.60	\$ 285.90	\$ 309.80	\$ 23.90	8.4%
TOTAL SINGLE UNIT ALL LEVIES	\$ 2,202.43	\$ 1,827.40	\$ 1,293.76	\$ 1,381.05	\$ 87.29	6.7%
DUPLEX Including Infills & Strata SFD)						
Flat Rate Water	\$ 611.20	\$ 657.60	\$ 410.00	\$ 431.00		
5% Discount						
Duplex Net Water	611.20	657.60	410.00	431.00	21.00	5.1%
Flat Rate Sanitary Sewer	565.65	\$ 612.20	380.00	\$ 411.00		
5% Discount						
Duplex Net Sewer	565.65	612.20	380.00	411.00	31.00	8.2%
Storm Drainage Levy (estimate)	526.96		97.78	102.67 *	4.89	5.0%
Total Duplex Water/Sanitary/Storm	\$ 1,703.81	\$ 1,269.80	\$ 887.78	\$ 944.67	\$ 56.89	6.4%
Other Rates						
Refuse	\$ 204.38	\$ 295.90	77.00	\$ 80.00	3.00	3.9%
Green Can			75.00	83.00	8.00	10.7%
Recycling - Duplex	-	23.70	-	-	-	0.0%
Eco Levy (estimate)	48.05		45.79	52.66 *	6.87	15.0%
Total Duplex Solid Waste	\$ 252.43	\$ 319.60	\$ 197.79	\$ 215.66	\$ 17.87	9.0%
TOTAL DUPLEX ALL LEVIES	\$ 1,956.24	\$ 1,589.40	\$ 1,085.57	\$ 1,160.33	\$ 74.76	7.0%
MULTI-UNIT DWELLING						
Flat Rate Water	\$ 328.52	\$ 657.60	\$ 286.00	\$ 301.00		
5% Discount			-	-		
Multi-Unit Net Water	328.52	657.60	286.00	301.00	15.00	5.2%
Flat Rate Sanitary Sewer	392.22	\$ 612.20	256.00	\$ 277.00		
5% Discount			-	-		
Multi-Unit Net Sewer	392.22	612.20	256.00	277.00	21.00	8.2%
Storm Drainage Levy (estimate)	526.96		48.83	51.27 *	2.44	5.0%
Total Multi Unit Water/Sanitary/Storm	\$ 1,247.70	\$ 1,269.80	\$ 590.83	\$ 629.27	\$ 38.44	6.5%
Recycling - Multi Unit	-	14.60	-	-	-	0.0%
Eco Levy (estimate)	48.05		22.00	25.30 *	3.30	15.0%
Total Multi Family Solid Waste	\$ 48.05	\$ 14.60	\$ 22.00	25.30	3.30	15.0%
TOTAL MULTI-UNIT ALL LEVIES	\$ 1,295.75	\$ 1,284.40	\$ 612.83	\$ 654.57	\$ 41.74	6.8%

* Average storm and eco levy based on average property assessment, plus overall increase for 2021

** DWV is fully metered; therefore, the water and sewer rates are estimates based on expected usages

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

2021 WATER BUDGET

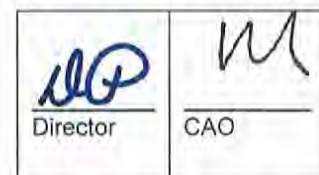
Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual	% Variance	Notes
WATER REVENUE					
PERMITS SPRINKLER	1,000	1,000	0		
FEES CONNECTION-WATER/SANITARY	990,700	547,700	-443,000		Updated to reflect projected actuals - offset against expenses
FEES CONSTRUCTION SITE	20,700	12,000	-8,700		Updated to reflect projected actuals
FEES SEVERANCE	61,800	63,700	1,900		
WATER CONNECTION REUSE	49,200	50,900	1,700		
Water Operations	1,123,400	675,300	-448,100	-39.9%	
FLAT RATE SALES	7,561,391	8,084,501	523,110		Consistent with proposed rate increase
METERED SALES	4,320,362	4,567,200	246,838		Consistent with proposed rate increase
PENALTIES FLAT RATE	13,900	14,400	500		
TRANSFER FROM DNV	147,000	152,100	5,100		
Water Admin	12,042,653	12,818,201	775,548	6.4%	
TRANSFER FROM STATUTORY RESERVE	24,750	345,000	320,250		DCC reserve used for Capital project
Transfers	24,750	345,000	320,250	1293.9%	
Total Water Revenue	13,190,803	13,838,501	647,698	4.9%	
WATER EXPENSES					
WAGES AND BENEFITS	0	0	0		
GOODS AND SUPPLIES	0	0	0		
SERVICES	0	0	0		
FINANCIAL SERVICES	0	0	0		
Water Operations	573,000	585,000	12,000	2.1%	
WAGES AND BENEFITS	955,434	960,300	4,866		
GOODS	5,000	5,000	0		
WATER PURCHASES DNV	245,100	252,500	7,400		
WATER PURCHASES GVWD	7,028,900	7,175,200	146,300		3.5% increase in regional cost of bulk water - 50% of total utility budge
SERVICES	105,500	90,500	-15,000		Decreased water studies scheduled in 2021
FINANCIAL SERVICES	835,700	859,600	23,900		
Water Admin	9,175,634	9,343,100	167,466	1.8%	
Sub Total Water Operating	9,748,634	9,928,100	179,466	1.8%	
OHead Water Capital	-33,000	-33,000	0	0.0%	
TRANSFER TO CAPITAL	2,301,000	2,701,000	400,000		Planned increase for replacement of aging infrastructure
THIRD PART CONNECTIONS	990,700	547,700	-443,000		Updated to reflect projected actuals - offset against revenue
RESERVE FOR FUTURE EXPENDITURES	50,000	400,000	350,000		Increased reserve to offset future Metro costs
TRANSFER TO STATUTORY RESERVE	120,000	120,000	0		
TRANSFER TO UN/APPROPRIATED EQUITY	13,469	174,701	161,232		Increased to bring reserve to appropriate range of 5-10% of Water Expenditures.
Transfers	3,475,169	3,943,401	468,232	13.5%	
Total Water Expenses	13,190,803	13,838,501	647,698	4.9%	

2021 SEWERAGE AND DRAINAGE BUDGET

Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual	% Variance	Notes
SEWER AND STORM REVENUES					
FEES CONNECTION-WATER/SANITARY	384,000	430,600	46,600		Increased to reflect projected actuals - offset against expenses
FEES SEVERANCE	57,800	60,700	2,900		
MISCELLANEOUS	15,500	16,000	500		
Sanitary Operations	457,300	507,300	50,000	10.9%	
FLAT RATE SALES	6,660,300	7,322,500	662,200		Consistent with proposed rate increase
METERED SALES	2,953,908	3,256,700	302,792		Consistent with proposed rate increase
PENALTIES FLAT RATE	9,300	9,600	300		
Sanitary Admin	9,623,508	10,588,800	965,292	10.0%	
FEES STORM CONNECTION	515,200	544,800	29,600		Increased to reflect projected actuals - offset against expenses
FEES SEVERANCE STORM	36,800	38,600	1,800		
Storm Operations	552,000	583,400	31,400	5.7%	
STORM DRAINAGE LEVY	2,430,500	2,481,500	51,000		Consistent with proposed rate increase
Storm Admin	2,430,500	2,481,500	51,000	2.1%	
Sub-Total Operating Revenues	13,063,308	14,161,000	1,097,692	8.4%	
TRANSFER FROM APPROPRIATED EQUITY	75,000	60,000	-15,000		\$75K from Capital Reserves for future expenditures
TRANSFER TO STATUTORY RESERVE	0	19,200	19,200		
Sewer and Storm Transfers	75,000	79,200	4,200	5.6%	
Total Sewer and Storm Revenue	13,138,308	14,240,200	1,101,892	8.4%	
SEWER AND STORM EXPENSES					
WAGES AND BENEFITS	122,600	148,140	25,540		Due to increased maintenance requirements on aging infrastructure
CONFERENCES, EDUCATION, TRAVEL	0	0	0		
GOODS AND SUPPLIES	17,980	21,730	3,750		
SERVICES	52,540	63,490	10,950		
FINANCIAL SERVICES	22,880	27,650	4,770		
Sanitary Operations	216,000	261,000	45,000	20.8%	
WAGES AND BENEFITS	482,664	485,300	2,636		
GOODS AND SUPPLIES	5,300	5,600	300		
SERVICE EXPENSES AND FEES	145,000	150,000	5,000		
GVS&DD LEVY	6,771,696	7,513,070	741,374		9.8% GVS&DD Sewer levy increase - 50% of total utility budget
GVRD GEOSPATIAL LEVY	7,900	8,700	800		
FINANCIAL SERVICES	476,250	522,950	46,700		
Sanitary Admin	7,888,810	8,685,620	796,810	10.1%	
WAGES AND BENEFITS	153,870	157,460	3,590		Increase due to addition of Spill Response
GOODS AND SUPPLIES	23,600	24,150	550		
SERVICES	91,330	93,460	2,130		
FINANCIAL SERVICES	31,200	31,930	730		
Storm Operations	300,000	307,000	7,000	2.3%	
WAGES AND BENEFITS	505,206	507,600	2,394		Decrease due to changes made to allocation from internal re-org
GOODS AND SUPPLIES	5,300	5,600	300		
SERVICES	195,000	140,000	-55,000		Decreased drainage studies scheduled in 2021
FINANCIAL SERVICES	308,250	334,950	26,700		
Storm Admin	1,013,756	988,150	-25,606	-2.5%	
Sub-Total Sewer and Storm Expenses	9,418,566	10,241,770	823,204	8.7%	
FINANCIAL SERVICES	-29,000	-29,000	0		
OHead Sewer Capital	-29,000	-29,000	0		
FINANCIAL SERVICES	-23,000	-23,000	0		
OHead Drainage Capital	-23,000	-23,000	0		
Sub-Total Sewer and Storm Recoveries	-52,000	-52,000	0	0.0%	
TRANSFER TO CAPITAL	2,196,000	2,519,000	323,000		Planned increase for replacement of aging infrastructure
THIRD PARTY CONNECTIONS	899,200	975,400	76,200		Adjusted to reflect projected actuals - offset against revenues
TRANSFER TO STATUTORY RESERVE	218,000	18,000	-200,000		
TFR SAME FUND TO PROJ TRKG	0	0	0		
TRANSFER TO APPROPRIATED EQUITY	58,542	138,030	79,488		
RESERVE FOR FUTURE EXPENDITURES	400,000	400,000	0		Reserve contribution for LGWWTP
Sewer and Storm Transfers	3,771,742	4,050,430	278,688	7.4%	
Total Sewer and Storm Expenses	13,138,308	14,240,200	1,101,892	8.4%	

2021 SOLID WASTE BUDGET

Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual	% Variance	Notes
SOLID WASTE REVENUE					
GREEN CAN	876,000	966,100	90,100		Consistent with proposed rate increase
PPP PROGRAM INCENTIVE	335,000	0	-335,000		Reduced due to transition to Recycle BC for Recycling services
Recycling & Green Can	1,211,000	966,100	-244,900	-20.2%	
REFUSE TAGS COMMERCIAL	3,500	3,500	0		
REFUSE TAGS RESIDENTIAL	9,000	9,000	0		
Refuse	12,500	12,500	0	0.0%	
REFUSE LEVY	828,932	848,400	19,468		Consistent with proposed rate increase
Refuse Admin	828,932	848,400	19,468	2.3%	
ECO LEVY	1,100,000	1,265,000	165,000		Consistent with proposed rate increase
Eco Levy Programs	1,100,000	1,265,000	165,000	15.0%	
TRANSFER FROM APPROPRIATED EQUITY	707,720	538,500	-169,220		Reduced use of reserves as a funding source
Transfers	707,720	538,500	-169,220	-23.9%	
Total Solid Waste Revenue	3,860,152	3,630,500	-229,652	-5.9%	
SOLID WASTE EXPENSES					
SERVICES	649,670	45,000	-604,670		Reduced due to transition to Recycle BC for Recycling services
Recycling	649,670	45,000	-604,670	-93.1%	
WAGES AND BENEFITS	221,600	208,100	-13,500		Cost allocation updated between Refuse and Green Can, net increase of 6%
SERVICES	555,600	521,900	-33,700		Additional truck/staff added to collection route in 2020
Green Can	777,200	730,000	-47,200	-6.1%	
WAGES AND BENEFITS	71,200	160,700	89,500		
GOODS AND SUPPLIES	127,200	126,100	-1,100		
SERVICES	70,000	36,100	-33,900		
FINANCIAL SERVICES	196,650	189,000	-7,650		
Recycling & Green Can Admin	465,050	511,900	46,850	10.1%	
WAGES AND BENEFITS	157,100	198,950	41,850		Cost allocation updated between Refuse and Green Can, net increase of 6%
SERVICES	231,500	293,170	61,670		Additional truck/staff added to collection route in 2020
FINANCIAL SERVICES	69,400	87,890	18,490		
Refuse	458,000	580,000	122,010	26.6%	
WAGES AND BENEFITS	158,400	165,900	7,500		
GOODS AND SUPPLIES	2,000	2,000	0		
FINANCIAL SERVICES	218,750	212,300	-6,450		
TRANSFER TO APPROPRIATED EQUITY	4,282	0	-4,282		
Refuse Admin	383,432	380,200	-3,232	-0.8%	
WAGES AND BENEFITS	960,600	1,179,200	218,600		Increase due to the growth of the Eco Levy Program
GOODS AND SUPPLIES	125,000	126,100	1,100		
SERVICES	0	36,100	36,100		
FINANCIAL SERVICES	41,200	42,000	800		
Eco Levy Programs	1,126,800	1,383,400	256,600	22.8%	
Total Solid Waste Expenses	3,860,152	3,630,500	-229,652	-5.9%	



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

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Douglas Pope, Director, Engineering, Parks and Environment

SUBJECT: 2021 WATER UTILITY UPDATE

Date: November 25, 2020 File No: 11-5600-01-0001/2021

PURPOSE

The purpose of this report is to provide Council with information related to the operation and infrastructure management of the Water Utility. This report is a companion document to the rate setting report.

BACKGROUND

The Water Utility represents the cooperative effort of the City of North Vancouver and the Greater Vancouver Water District (GVWD) to provide a reliable supply of safe, high-quality drinking water to our businesses and residents and to meet the needs for fire protection. Implicit in this is a capital program for both organizations that reflects the best choices in rehabilitation, replacement and new construction in managing aging infrastructure and increased demands.

The City's Engineering, Parks and Environment Department (EPE) provides for the operation and management of the water distribution system. The City receives water from the Greater Vancouver Water District (Metro Vancouver) and distributes it for domestic, commercial and industrial use as well as for fire protection. The primary functions within EPE are the construction, maintenance, renewal and repair of mains, connections, valves, hydrants and related facilities.

DISCUSSION

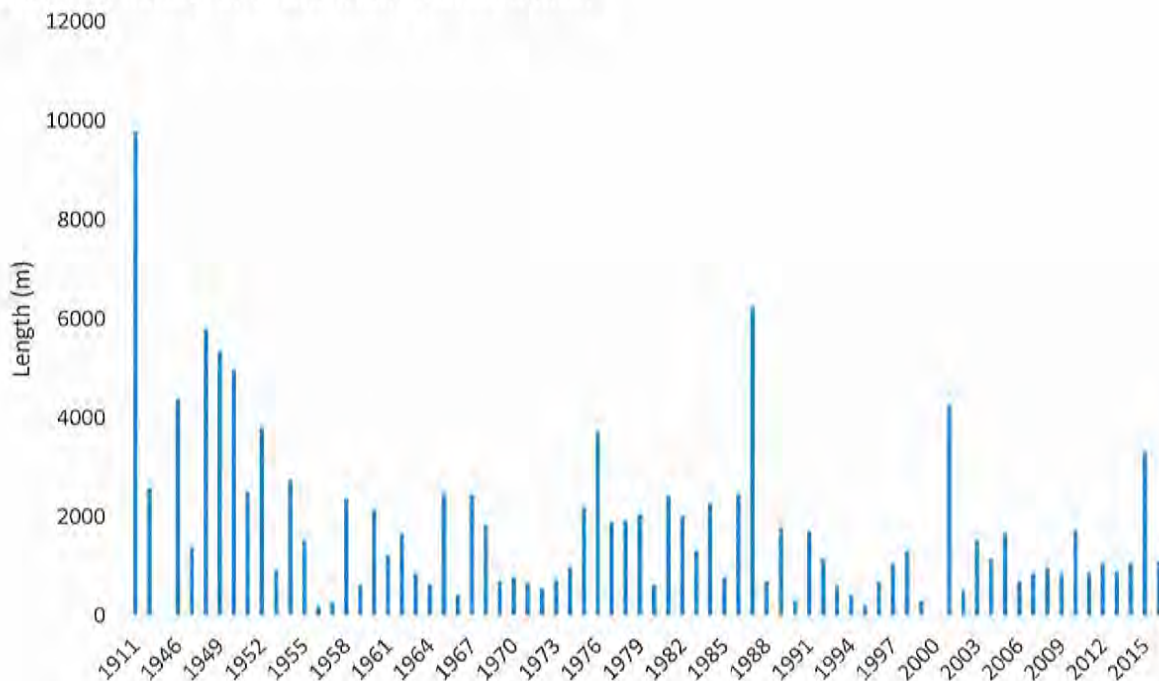
The average age of the City's water system is approximately 51 years old (by pipe length) and generally comprises the following primary components:

- 129 kilometres of watermains;

- 6,600 water service connections;
- 730 fire hydrants;
- 12 pressure reducing stations; and,
- 20 water quality sample stations.

The first segments of the City's water system were constructed in the 1910s and some are still in service today. This includes watermain running along Lonsdale, areas east and west of Lower Lonsdale, and Moodyville.

Figure 1: History of Watermain Construction



Water Utility Infrastructure Renewal

For long-term financial planning of overall water system replacement, an average annual replacement target of 0.8% (1,000 metres per year) is included in the Official Community Plan (OCP). This annual target provides a simplistic approach to plan how much of the total system should be replaced each year and is based on the assumption that the average economic life of a watermain is 125 years.

The actual period of time a watermain can provide reliable service varies based on a variety of factors such as material, ground conditions, installation practices and system demands. For example, smaller diameter cast iron pipes in corrosive ground may last 60 years or less, while large diameter, thick-walled cast iron pipes may last well over 125 years. Similarly, land-use changes create different system demands that may trigger system upgrades to increase capacity.

Looking ahead to the next 10-15 years, a large quantity of small diameter cast iron watermain will require replacement. To avoid a significant portion of the system requiring replacement all at once, staff have recommended that we gradually increase the annual

replacement rate to 1.2% (1,500 metres per year). This increases system performance and reliability, improves water quality and helps get ahead of the impending spike or backlog in renewals. Staff anticipate this rate of replacement will be needed until about 2030. Beyond 2030, the replacement rate can be adjusted to meet the needs of the system at that time. Taking these steps now proactively helps maintain high water quality, as well as reducing the risk of service interruptions caused by watermain breakages.

The 2020 project plan targeted replacement of about 0.7% (860 metres) of the system at a cost of \$1.4 million. The 2020 project plan was slightly less than typical following higher and more costly watermain construction in 2019 along the East 3rd Street and Cotton Road corridor. In 2020, a total of 790 metres of watermain was completed. For 2021, 1,230 metres of watermain replacement is proposed, representing approximately 0.95% of the system and a total capital cost of \$1.85 million.

In addition to watermain replacement, EPE administers ongoing proactive programs to replace aging water service connections, add new and replace old hydrants, and on-going capital replacement of pressure regulating stations. In the next decade, the Water Utility will need to consider larger capital upgrades or additional pressure regulating stations to meet system needs, add redundancy to improve reliability, and meet future safety regulations.

The budget also provides funding for technical studies and planning tools for the water system. Highlights for 2021 include an updated capital plan which would support the asset management plan process.

2021 Water Utility Budget

The following section summarizes the total new construction (capital) and operational budget for the Water Utility. The budget is separated into four main areas:

- Water Studies: annually funded, periodic studies, or updates to planning tools;
- Water Capital Projects: one time large construction projects for new or replacement of existing watermains and structures;
- Ongoing Capital Projects: annually funded construction of small components in the water system; and,
- Water Operations: funding for daily activities to support water utility reliability.

The overall Water Utility Operations budget has been kept constant from 2020 to 2021. The largest typical operational (or non-replacement) cost is the repair of watermain breaks. This represents about 25% of the overall budgeted operational effort for the water utility, which typically experiences about 10 watermain breaks per year. Other larger efforts include watermain flushing, water valve maintenance, and fire hydrant maintenance.

The following table presents the breakdown of the proposed 2021 water utility budget:

Table 1: 2021 Water Utility Budget

Utility Area	Description	Pre-Design Budget
Water Studies	Water Model	\$20,000
	Record Keeping/As Built Project	\$25,000
	Utility Benchmarking	\$20,000
	Water Conservation Plan	\$20,000
	Water Studies Total:	\$85,000
Water Capital Projects	Watermain Replacement - 100-200 Block East 13th	\$680,000
	Watermain Replacement - 200-400 Block Gladstone	\$180,000
	Watermain Replacement - 2500-2600 Block Jones	\$320,000
	Watermain Replacement -200-300 Block West 27th	\$665,000
	Water Projects Total:	\$1,845,000
Ongoing Capital Programs	Water Service Connection	\$300,000
	Water Valve Replacement Program	\$100,000
	Water Meter Replacement Program	\$140,000
	Water Pressure Reducing Station Capital Upgrades	\$50,000
	Water Hydrant Replacement Program	\$25,000
	Water System Sampling Stations	\$15,000
	Redundant Watermain Decommissioning	\$50,000
	Mainline Trench Restoration	\$45,000
	TFT Infrastructure Engineer	\$30,000
	Water Programs Total:	\$755,000
Water Maintenance	Watermain Repair	\$150,000
	Watermain Flushing	\$51,000
	Water Sampling	\$21,000
	Water Valve Inspection and Maintenance	\$51,000
	Water Service Installation	\$0
	Water Service Repair	\$41,000
	Water Service On/Off	\$21,000
	Water Service Inquiries	\$41,000
	Water Service Severance	\$0
	Backflow Device Inspection & Maintenance	\$26,000
	Water Meter Repairs	\$26,000
	Water Meter Reading	\$46,000
	Hydrant Repair	\$15,000
	Hydrant Preventative Maintenance	\$67,000
	PRV Station Inspection	\$29,000
	Water Maintenance Total:	\$585,000
Water Equipment	Small Tools and equipment	\$10,000
	Water Equipment Total:	\$10,000
Water Utility Total:		\$3,280,000

Connection and Severance Fees

Staff is proposing an increase in fixed fee costs of standard water connection and severance fees for single dwelling units. The 2021 servicing costs are as follows:

- \$5,300 for a new 19 millimetre diameter water service connection; and,
- \$1,200 for a 19 millimetre water severance.

The proposed water connection fee has an increase of \$200 over 2020 rates for connections and an increase of \$100 over 2020 rates for severance fees, which were not increased in 2020. These fee increases are intended to ensure the fee covers the actual cost of the work. All larger diameter sanitary sewer services are charged at cost, and all other fees remain unchanged.

Water Utility Efficiency and Incentives

The City of North Vancouver consumes approximately 450 litres per person per day which is also the regional average for Metro Vancouver. While this per capita rate of consumption is lower than our neighbouring communities on the North Shore and slightly lower than the City of Vancouver, it is higher than similar communities such as New Westminster, or metered communities such as Richmond or Surrey.

The City adopted a Water Conservation Strategy in 2015 and implementation of the strategy continues to raise awareness around water use and conservation. In 2020, the City will continue with several actions in the plan, including:

- Expanding the leak detection program to actively monitor and correlate leak locations on both the public and private systems with leak listening equipment;
- Continuing the “meter ready” program, where all new service connections and developments are required to install water meters; and,
- Supporting water and energy conservation programs, such as the BC Hydro appliance rebate program.

Given that the region can have limitations in drinking water supply, especially in the summer months, anticipated future climate change factors may require that we seek additional conservation opportunities. One potential opportunity could be to use reclaimed and treated wastewater from the North Shore Wastewater Treatment Plant (NSWWTP), currently under construction. This concept is being explored for the Harbourside neighbourhood which is the closest proposed site in the development process.

The plant will produce high quality treated and disinfected water that could be readily used for non-potable applications. The City could consider a non-potable water system sourced from the NSWWTP to supply the commercial and new residential development south of Marine Drive and in Harbourside. This type of system could be very effective in limiting outdoor water use in the summer months, which is typically 70% higher than indoor winter water use.

FINANCIAL IMPLICATIONS

The information provided in this report is intended to demonstrate the need for adequate funding for current operating and maintenance requirements, replacement and renewal projects, and that the Water Utility remains self-financing.

Details of the actual rate increase impacts are specified in the companion utility rate report.

INTER-DEPARTMENTAL IMPLICATIONS

The development of the financial plans for the Water Utility is a coordinated effort between Engineering, Parks and Environment and Finance Departments. The Major Projects Team has reviewed the report.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The 2018-2022 Council Strategic Plan identifies a vision to create the Healthiest Small City in the World, through five key priorities. Provision of an affordable, safe, and sustainable water utility to meet the needs of future residents supports the priorities of:

- A City for People; and
- A Liveable City.

The annual water utility project plan provides sustainable funding for ongoing operation, asset management and renewal of our water system. The utility is fundamental for all residents and businesses in the City with overarching goals for public health and safety.

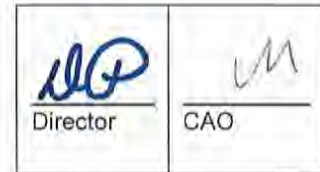
The 2014 Official Community Plan includes the guiding principles to serve the community vision for infrastructure management, which reads as follows:

- Goal 8.1 Provide the community with public infrastructure that protects the natural environment at an affordable cost;
- Goal 8.2.1 Maintain or improve service levels related to water supply, sewers, transportation, communication and energy infrastructure;
- Goal 8.2 Employ a proactive approach to infrastructure maintenance and upgrades;
- Goal 8.2.2 Identify and monitor the condition of our infrastructure on a regular basis in order to identify the remaining operation life of individual elements, and to identify and rectify weaknesses before failure, thereby optimizing capital and maintenance program expenditures;
- Goal 8.3 Use innovative planning and design to ensure infrastructure longevity.

RESPECTFULLY SUBMITTED:



Douglas T. Pope, P. Eng.
Director, Engineering, Parks and Environment



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

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Douglas Pope, Director, Engineering, Parks and Environment

SUBJECT: 2021 SEWERAGE AND DRAINAGE UTILITY UPDATE

Date: November 25, 2020 File No: 11-5340-01-0001/2021

PURPOSE

The purpose of this report is to provide Council with information related to the operation and infrastructure management of the Sewerage and Drainage Utility for the upcoming 2021 Sewerage and Drainage Utility Project Plan review. This report is a companion document to the rate setting report.

BACKGROUND

The Sewerage component of the Utility provides for the collection and conveyance of sewage from individual properties within the City of North Vancouver to Metro Vancouver's trunk sewers that lead to the Lion's Gate Waste Water Treatment Plant. The City's conveyance system is made up of service connection pipes, main pipes, manholes and lift stations.

The Drainage component of the Utility provides for the collection and conveyance of rainstorm water run off from individual properties and City streets to discharge locations into creeks and Burrard Inlet. The system is similarly comprised of service connections, mains and manholes, but also includes infiltration areas (wherever possible) as well as culverts, ditches, catch basins, and oil and sediment removal systems.

DISCUSSION

The Engineering Planning and Design staff work in cooperation with Operations staff to create the optimal approach for operating, maintenance and repair of these assets as well as capital replacement and renewal efforts to maximize their life and minimize the system cost impacts on the ratepayer. For each asset component to have the longest possible operational life, it must be maintained and repaired and then at end of life, be replaced.

The Sewerage and Drainage Utility was formed by Bylaw in 1995 (Bylaw 6746). It is a combined Utility for legal purposes but operated and accounted for as two separate components: one being Sewerage, the other Drainage.

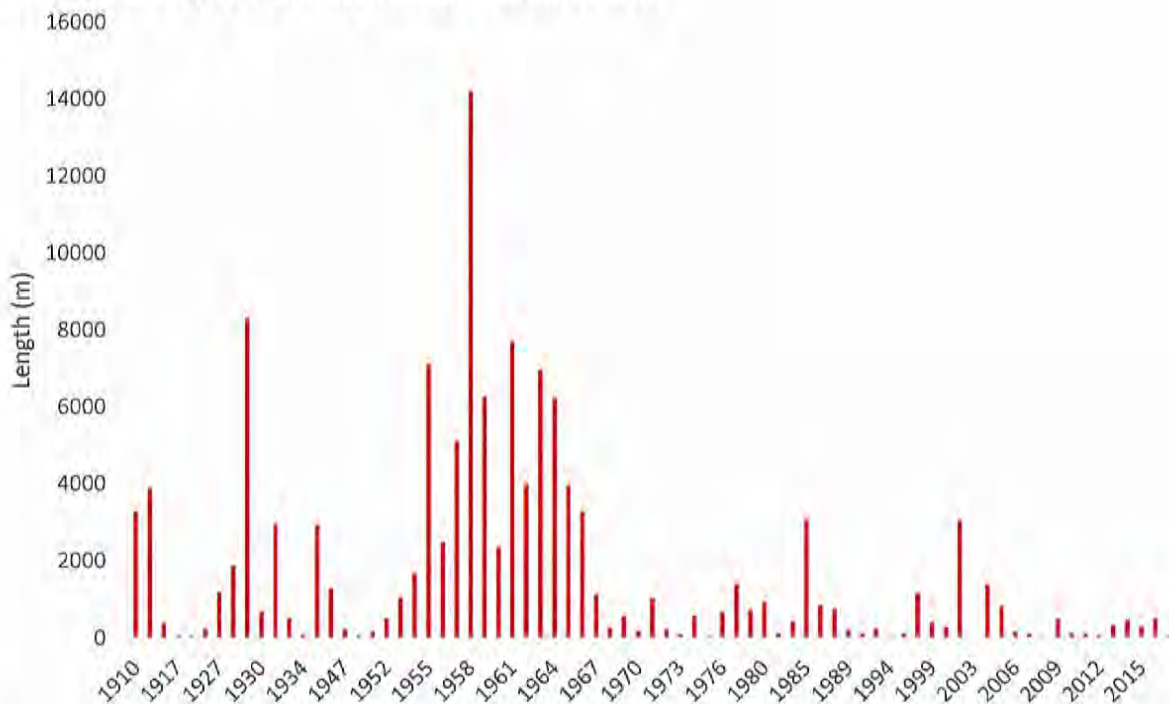
Sanitary Sewer System

The average age of the City's sanitary sewer system is approximately 62 years old, based on total pipe length, and was constructed between 1910 and the present, as shown in the following Figure 1. The peak period of sanitary sewer construction occurred during the 1960s, when many of the City's subdivisions were constructed.

Overall, the sanitary sewer system is comprised of the following primary components:

- 124 kilometres of sanitary sewer main;
- 1,800 manholes;
- 6,800 sanitary service connections; and,
- Four lift stations.

Figure 1: History of Sanitary Sewer Construction



The majority of the sanitary sewer mains are vitrified clay pipe, which was used extensively until the early 1980s. Since then, PVC pipe has been used almost exclusively.

Sanitary System Condition Assessment

In 2015, staff initiated a methodical condition assessment program of the system, with the goal of inspecting between 5-10% of the system each year starting with the oldest areas. About 6% (7,400 metres) of sanitary sewer mains are at least 100 years old.

Over the past five years, approximately 22% (27,600 metres) of the sanitary system has been inspected using CCTV to assess pipe condition, the findings of which can be summarized as follows:

- 13,000 metres are in good condition with no or marginal structural defects;
- 7,600 metres are in fair condition with low or moderate structural defects; and,
- 7,000 metres are in poor condition with poor or very poor structural defects.

The current 2020 will be starting shortly, as CCTV is best done in the wet winter months to identify and locate leaks and improper connections. It is projected that about 7% to 8% of the network will be inspected in the winter 2020 season.

Sanitary System Infrastructure Renewal

For long-term financial planning of overall sanitary system replacement, an annual replacement target of 1.0% (1,240 metres) is included in the Official Community Plan (OCP). There are two main ways to extend the life of sewer mains: to excavate and replace them, or to reline them in place without any digging. The cost to reline sewer mains is about 20% of the cost to excavate and replace them, and the goal is to structurally reline mains where possible. Relining is possible if the sewer main is in sufficiently good condition and has enough capacity for the future.

The capital renewal and upgrade program for 2020 projected approximately 550 metres of sanitary sewer relining in the Moodyville neighbourhood. To date, about 430 metres have been relined with about 450 metres planned for January 2021. A portion of the work had to be postponed due to limitations during the spring in the early months of the COVID-19 pandemic closures. The total length of sewer relined or replaced under the 2020 program will be about 0.7%.

For 2021, about 950 metres of sewer main relining (0.7%) is projected based on the current funding in the Project Plan. As asset management plans are updated in 2021 and 2022 and additional sewer inspection is completed, an increase in sewer relining is foreseen to provide a reliable sewer system and reduce leaks in the system.

2021 Proposed Sewerage Budget

Table 1 on the following page presents the breakdown of the sewerage portion of the proposed 2020 budget. The budget is comprised of four main areas: studies, one-time capital projects, annual capital projects, and operations.

Studies are capital projects that may occur annually or less frequently to support utility planning and asset management. The largest study item is the annual condition assessment and CCTV program, which is core to ongoing sewer asset management. This represents about two-thirds of sewerage study funding and was increased over 2020 levels to accelerate condition assessment.

In 2021, the capital projects focus on relining efforts and include funding for a new vehicle to support additional capacity in the sewer maintenance, inspection, and inflow and infiltration management work.

Table 1: 2021 Sewerage Budget

	Description	Pre-Design Budget
Sewerage Studies	Sanitary Model Update and Calibration	\$ 10,000
	Annual CCTV and Sanitary Sewer Condition Assessment Reporting	\$ 100,000
	Record Keeping/As Built Project	\$ 20,000
	Sewer Utility Benchmarking	\$ 20,000
	Sewerage Studies Total:	\$150,000
Sewerage Capital Projects	Sanitary Main Capital Renewal - Relining	\$235,000
	Crew Vehicle	\$100,000
	Sewerage Projects Total:	\$335,000
Ongoing Capital Programs	Sanitary Sewer System - Renewal / Replacement by Area	\$400,000
	Sanitary Sewer IC and Connection Program	\$100,000
	Sanitary Sewer Private Side - I&I Management	\$100,000
	Trench Restoration Contingency	\$45,000
	Sanitary Sewer Manhole Replacement	\$25,000
	TFT Infrastructure Engineer	\$15,000
	Sewerage Programs Total:	\$685,000
Sewerage Maintenance	Sanitary Sewer Flow Monitoring Program	\$30,000
	Capital Paving	\$5,000
	Concrete Sidewalk Construction	\$5,000
	Pump Repairs - Pump Station Maintenance	\$20,000
	Pump Station Monitoring	\$10,000
	Sanitary Main Cleaning	\$15,000
	Sanitary Main Inspection	\$10,000
	Sanitary Main Repair or Grouting	\$50,000
	Sanitary Manhole Adjust / Repair / Inspection	\$10,000
	Sanitary Service (Connection)	\$0
	Sanitary Service Repair / Blockage Assistance / Video	\$90,000
	Sanitary Severance	\$0
	Small Equipment Service	\$1,000
	Wet Well Cleaning	\$15,000
	Sewerage Maintenance Total:	\$261,000
Sew/Drge Equipment	Small Tools and equipment	\$15,000
	Sewerage & Drainage Equipment Total:	\$15,000

Sewerage Utility Total: \$1,446,000

Budget Provision for New North Shore Wastewater Treatment Plant

Over the past six budget cycles, Council has approved budget allocations to the sewer and drainage reserve to reduce future rate shock for the North Shore Waste Water Treatment Plant (NSWWTP). Council approved a \$600,000 contribution to the reserve in 2018, \$600,000 in 2019, \$400,000 in 2020, and a proposed \$400,000 in 2021. While

construction of the new NSWWTP is underway, the construction site conditions are proving to be difficult and final completion of the project is delayed. It is foreseen that the total cost of the treatment plant will be higher than estimated and that higher costs to the sewer utility rate will be needed in the coming 3-5 years.

Sanitary Sewer Connection and Severance Fees

Staff is proposing the following increase in fixed fee costs of standard sanitary sewer connection installation and removal:

- \$5,300 for standard 100 millimetre diameter sanitary service connection installation; and,
- \$1,200 for a sanitary sewer severance.

The proposed sanitary sewer connection fee has an increase of \$200 over 2020 rates for connections and an increase of \$100 over 2020 rates for severance fees. These fee increases are intended to ensure the fee covers the actual cost of the work. All larger diameter sanitary sewer services are charged at cost, and all other fees remain unchanged.

Sanitary Sewer Efficiency and Incentives

The City's sewer system is one of the older systems in the region. Many municipalities with very old sewer systems have been aggressively replacing sewers to improve performance and capacity and reduce groundwater infiltration and rainwater inflow (inflow and infiltration) into sewers that results in regional overflows. The City of North Vancouver along with the District of North Vancouver and a number of other Metro Vancouver municipalities have chronic inflow and infiltration where the peak sewer flow could be many times higher due to rain.

This inflow and infiltration into the sewer system consumes excess capacity in the City's and Metro Vancouver's sewer mains, as well as in the treatment plant. Consequently, the cost of sewer treatment is much higher than it should be and there may be a premature need to upgrade sewer pipes and increase capacity to prevent untreated sewage being released to Burrard Inlet during large rainfall events.

The City occasionally finds private properties where rainwater pipes are intentionally or unintentionally connected to the sanitary sewer. This is in contravention to the Sewer Use Bylaw and is a leading contributor to inflow and infiltration. While property owners are required to repair these issues, there is no real incentive to do so.

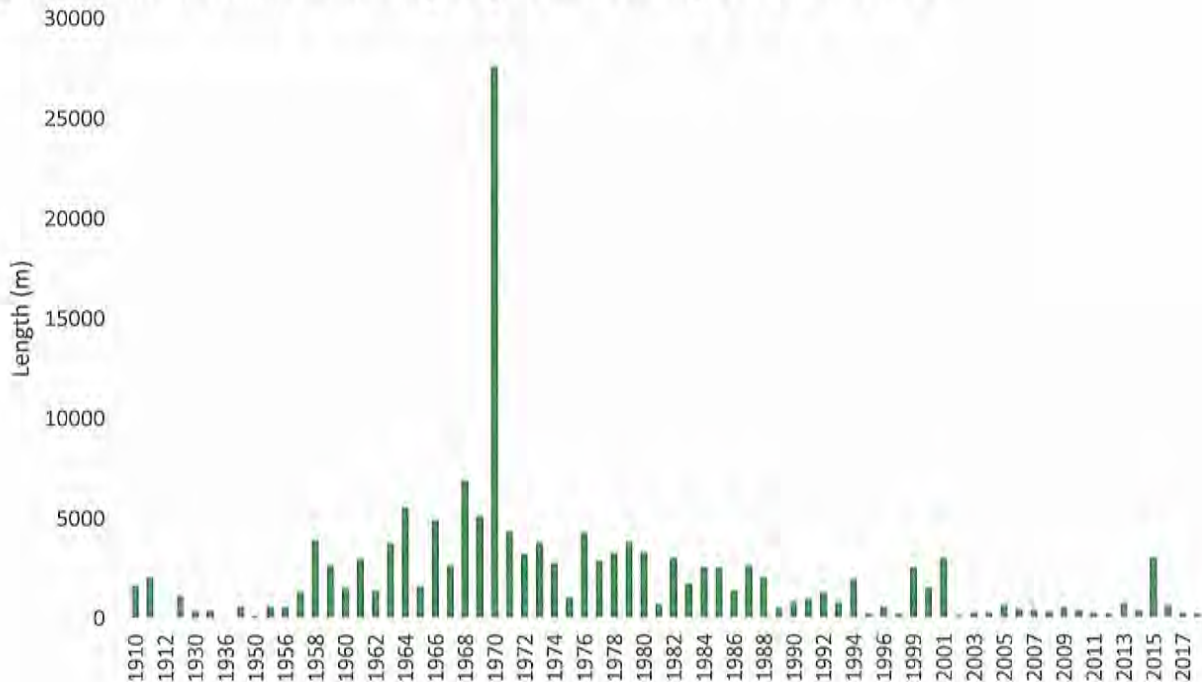
A revision to the bylaw is being proposed that would add a surcharge fee for any property with a found source of inflow from a clear combined rainwater connection. The surcharge is proposed to be 100% of the annual or metered fee, and would be applied until the issue is resolved. The property owner would have a minimum period of 6 months to repair the issue before the rate surcharge would be in effect.

This is similar to other fines currently in place in the bylaw for tampering with City facilities or unpermitted connection or severance work.

Storm Sewer and Drainage System

The average age of the City's storm sewer and drainage system is approximately 46 years, based on pipe length. While some storm sewers in Lower Lonsdale date back to the 1910s, much of the storm sewer system was constructed during the 1960s and 1970s. Figure 2 shows the history of storm sewer construction.

Figure 2: Storm Sewer & Drainage System – History of Construction



Storm sewers constructed in the late 1960s and early 1970s were often not well documented. Where the specific date was unknown, sewers were assigned a construction year of 1970, explaining the spike for that particular year.

The storm sewer system generally comprises the following primary components:

- 148 kilometres of storm sewer main;
- 1,550 manholes;
- 5,300 storm service connections;
- 3,200 catch basins; and,
- Two detention ponds (Wagg and Tempe).

The majority of the storm sewer mains are concrete pipe, but since the mid-1980s, most storm sewers have been constructed using PVC pipe, which is more efficient for construction.

The system collects precipitation and groundwater and transports it to the following receiving waters:

- Lynn Creek;
- Keith Creek;
- Mackay Creek;
- Mosquito Creek;
- Mission Creek;
- Wagg Creek;
- Thain Creek; and,
- Burrard Inlet.

Storm Sewer System Condition Assessment

Similar to the sanitary system, in 2015 staff initiated a methodical condition assessment program of the storm sewer system. Since then, approximately 12% (17,400 metres) of the storm system has been inspected using CCTV to assess pipe condition, with findings being summarized as follows:

- 10,800 metres are in good condition with no or marginal structural defects;
- 4,000 metres are in fair condition with low or moderate structural defects; and,
- 2,500 metres are in poor condition with poor or very poor structural defects.

The pipes rated in poor condition are high priority candidates to be relined or replaced in the near future.

In 2020, City Operations increased its ability to conduct pipe inspection with more capable pipe inspection cameras, and will be completing the 2020 storm sewer inspection program.

Storm Sewer and Drainage System Infrastructure Renewal

For long-term financial planning purposes, the recommended economic life of storm sewer mains, like sanitary sewers, is 100 years. However, due to land use changes and increasingly impervious urban areas, parts of the existing storm sewer system may not have the capacity to meet future system demands and will require upgrades before reaching the end of their economic lives. Conversely, some parts of the system may reach the end of their economic lives but continue to perform well and meet current demand, allowing replacement to be deferred.

Future storm system capacity planning considers the anticipated increase in total impervious (hard surface) area contained in the OCP as well as potential increased precipitation due to climate change. In March 2017, Council endorsed the Integrated Stormwater Management Plan (ISMP) which is primarily an approach to improve overall watershed health, but also serves to extend the service-capacity life of the storm sewer system. Environmental monitoring is conducted every two years in accordance with the City's Environmental Protection Plan (2000). This program has been adapted in recent years to meet regulatory requirements from Ministry of Environment and Climate Change, and is showing that ecological health of City of North Vancouver streams is either improving or is not be degraded by current development patterns.

In addition to capacity concerns of the existing system due to increased development and climate change, there are also about 30 blocks of the City that do not have storm sewers. On these blocks, drainage has historically been provided by a combination of ditches and small diameter “back-of-walk” perforated pipes or clay tiles. This combination of ditches and back-of-walk pipes does not provide an adequate level of service; therefore, new storm sewers are required. Starting in 2015, the annual budget has included funding to incrementally extend the storm sewer system to unserved blocks. In 2020, more than 1,000 metres of storm sewer has been constructed under the program in conjunction with development funding. Future project locations will be coordinated with private developments to provide service to new buildings on unserved blocks. Continuing this approach will extend service to all blocks over the next 20 to 30 years, and will also limit the rainwater inflow into the sanitary sewer.

In addition to areas with no or insufficient storm sewer servicing, 2,500 metres of the 17.4 kilometres inspected were found to have poor or very poor pipe condition rating. These sections of storm main represent almost 2% of the storm system and should be also funded for replacement.

2021 Drainage Budget

The Drainage budget, like the Sewerage budget, has a studies component for non-construction related capital costs. These costs include pipe inspection and condition assessment as well as programs for operational review and consulting services. In 2021, the studies component is primarily for pipe condition inspections and assessment.

In 2021, the Drainage Capital Plan includes the provision of additional funding for the construction of a new storm sewer at Lonsdale Avenue and Keith Road to reduce the demand on the aging Lonsdale storm sewer and direct more flow to West Keith Road and Wagg Creek. The remainder of the new drainage capital project plan is directed to the construction of smaller storm sewers in blocks that do not currently have drainage mains. This project cost shares with development contribution for detached homes and coach home type development.

Table 2 on the following page presents the breakdown of the drainage portion of the proposed 2021 budget.

Table 2: 2021 Proposed Drainage Budget

	Description	Pre-Design Budget
Drainage Studies	Record Keeping/As Built Project	\$20,000
	CCTV Inspection and data management	\$100,000
	Infrastructure Benchmarking	\$20,000
	Drainage Studies Total:	\$140,000
Drainage Capital Projects	Stormmain - Lonsdale at Keith Road	\$175,000
	Stormmain Development Supported Infill	\$440,000
	Drainage Projects Total:	\$615,000
Ongoing Capital Programs	Storm Service IC Installation and Connection Replacement	\$51,000
	Storm Manhole Installation	\$26,000
	Catch Basin Installation	\$51,000
	Driveway Culvert Installation	\$10,000
	Creek - Hazard Management	\$0
	Trench Restoration for Mainline Projects	\$45,000
	Stormwater Treatment Facilities	\$225,000
	Creek Environmental Improvements	\$100,000
	Culvert Capital Improvements	\$50,000
	TFT Infrastructure Engineer	\$15,000
	Drainage Programs Total:	\$573,000
Drainage Maintenance	Storm Main Repair	\$31,000
	Storm Main Blockage Response	\$21,000
	Storm Main Inspection	\$10,000
	Storm Main Cleaning	\$26,000
	Storm Service - New Connection	\$0
	Storm Service - Severance	\$0
	Storm Connection Blockage Assistance / Video / Clear	\$51,000
	Storm Manhole Adjust / Repair / Inspection	\$15,000
	Catchbasin Adjust / Repair / Inspection	\$26,000
	Catchbasin Cleaning	\$41,000
	Culvert Repair / Clean	\$10,000
	Ditch Maintenance	\$15,000
	Water Course Maintenance	\$10,000
	Spill Response	\$51,000
	Drainage Maintenance Total:	\$307,000

Drainage Total: **\$1,635,000**

Storm Sewer Connection and Severance Fees

Staff is proposing the following increase in fixed fee costs of standard storm sewer connection installation and removal:

- \$5,100 for standard 150 millimetre diameter sanitary service connection installation;
- \$1,200 for a sanitary sewer severance; and,
- \$2,500 for a new storm sewer inspection chamber.

The proposed sanitary sewer connection fee has an increase of \$300 over 2020 rates for connections and an increase of \$100 over 2020 rates for severance fees. These fee increases are intended to ensure the fee covers the actual cost of the work and are aligned with sanitary sewer increases.

A new fee for the installation of a storm sewer inspection chamber is proposed for 2021 to provide the same flexibility as the fees currently provided for sanitary connections. Inspection chambers are added to new connections but exist for older connections. This fee may be applied for a large renovation to allow inspection and maintenance of storm sewer connections proactively or in an emergency.

The City also has a storm sewer extension fee for single unit detached homes. In parts of the City, modern storm sewers were not constructed during the 1960s. These areas drain to shallow ditches or shallow segmental clay pipe and are not suitable for servicing modern homes with deep foundations and intensive site coverage. To support this development, the City created a fixed fee for storm extensions in 2016 to provide some cost certainty for homeowners, which was \$1,100/metre based on the width of property frontage in 2020. This rate is being proposed to be increased to \$1,300/metre to more closely reflect the cost of installation.

All larger diameter storm sewer services are charged at cost and all other fees remain unchanged.

Storm Sewer Efficiency and Incentives

The City's storm sewer system is a combination of old and new infrastructure with a range in size and condition. As part of the City's ISMP, a number of initiatives have been developed to improve the utility efficiency, environmental performance, and longevity. The approach of the plan is to introduce rainwater source controls to lessen the impact of development and climate change on the City's storm water utility and the natural receiving waters of Mosquito Creek, Mackay Creek, Lynn Creek, and Burrard Inlet. The strategy includes:

- All new private construction shall include rainwater infiltration or detention facilities to limit the water released from new development;
- All new City hardscape shall include opportunities to mitigate and treat the hard surfaces at the source with storage and infiltration works;
- City stormwater outfalls will incrementally be upgraded to include stormwater quality treatment works through underground treatment filters; and,
- Instream habitat and barriers to fish passage shall be incrementally improved and barriers removed.

Through implementing private and public rainwater source controls, the City can extend the useful life of the storm sewer in the face of increased intensity of land use and precipitation associated with climate change. Upgrades will be used strategically to address chronic capacity problems or sections of poor condition.

FINANCIAL IMPLICATIONS

The information provided in this report is intended to demonstrate the need for adequate funding for current operating and maintenance requirements, replacement and renewal projects, and that the Sewerage and Drainage Utility remains self-financing.

Details of the actual rate increase impacts are specified in the companion utility rate report.

INTERDEPARTMENTAL IMPLICATIONS

The development of financial plans for the utility has been a co-ordinated effort between the Engineering, Parks and Environment and Finance Departments.

The 2018-2022 Council Strategic Plan identifies a vision to create the Healthiest Small City in the World, through five key priorities. Provision of an affordable, safe, and sustainable sewer and drainage utility to meet the needs of future residents supports the priorities of:

- A City for People; and
- A Liveable City.

The annual sewer and drainage utility project plan provides sustainable funding for ongoing operation, asset management and renewal of our sanitary and storm sewers. The utility is fundamental for all residents and businesses in the City with overarching goals for public health and safety.

The 2014 Official Community Plan includes the guiding principles to serve the community vision for infrastructure management, which reads as follows:

- Goal 8.1 Provide the community with public infrastructure that protects the natural environment at an affordable cost;
- Goal 8.2.1 Maintain or improve service levels related to water supply, sewers, transportation, communication and energy infrastructure;
- Goal 8.2 Employ a proactive approach to infrastructure maintenance and upgrades;
- Goal 8.2.2 Identify and monitor the condition of our infrastructure on a regular basis in order to identify the remaining operation life of individual elements, and to identify and rectify weaknesses before failure, thereby optimizing capital and maintenance program expenditures;
- Goal 8.3 Use innovative planning and design to ensure infrastructure longevity.

RESPECTFULLY SUBMITTED:



Douglas T. Pope, P. Eng.
Director, Engineering, Parks and Environment



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

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Douglas Pope, Director, Engineering, Parks and Environment

Subject: 2021 SOLID WASTE UTILITY UPDATE

Date: November 25, 2020 File No: 11-5380-01-0001/2021

PURPOSE

The purpose of this report is to provide background information regarding the City's Solid Waste Utility which includes residential garbage, Green Can, and Eco Levy programs. This report is a companion document to the annual rate setting report, which proposes an overall increase to the 2021 Solid Waste Utility of 8.4% (\$23.90) for single-family units and 15.0% (\$3.30) for multi-family units.

BACKGROUND

The City's Solid Waste Utility provides for the collection and disposal of residential curbside garbage and the recycling of Green Can materials (yard trimmings and food scraps) from single-family homes and smaller multi-family buildings. As well, public realm litter collection (including parks, streetscape, and plazas) and community waste reduction initiatives are funded by the Eco Levy. Until July 1, 2020, the City also provided residential recycling collection; however, responsibility for that service now belongs to Recycle BC, the industry appointed product stewardship organization that is responsible for the recycling of packaging and paper products (PPP) in BC.

DISCUSSION

Residential Solid Waste and Green Can Collection

The City provides collection and disposal of residential garbage and Green Can materials from single-family homes and multi-family properties with nine units or less that are appropriate for curbside collection. The garbage and Green Can material collected by City staff is then transported to the North Shore Transfer Station, which is operated by

Metro Vancouver. These materials are then transported by Metro Vancouver to facilities either within or outside of the region for processing.

Each year, Metro Vancouver establishes the rate or “tipping fee” for materials received at their Transfer Stations, with separate rates for garbage and organics (Green Can). The 2021 Metro Vancouver tipping fee for municipal garbage disposal will be \$117 per tonne, representing a \$4 per tonne increase from 2020. These increased operating costs result in a 3.5% increase in the Refuse Levy for a single unit residence to \$119. The 2021 tipping fee for organics remains at \$100 per tonne, but rates are anticipated to increase in 2022.

Solid Waste Management Service Bylaw Review

The provision of solid waste services in the City of North Vancouver operate under the auspices of the Solid Waste Management Service Bylaw. The current bylaw was adopted in 1997 and has been amended a number of times in recent years with the significant changes to services and delivery models, such as the introduction of the Eco Levy, residential Green Can program, bi-weekly garbage collection, and most recently, Recycle BC’s responsibility for residential recycling. Given these changes, staff are proposing amendments to the current bylaw as an interim measure, but will be drafting a new Solid Waste bylaw for consideration by Council in early 2021.

The proposed interim bylaw amendments include the annual updates to the rates, but also include a proposed six can (or bag/bundle) weekly limit for curbside Green Can collection, ending the City’s limited commercial tag garbage collection program, and deleting reference to the residential recycling collection program, which is now provided by Recycle BC.

Unlike many municipalities, the City currently has no limit on the number of Green Can containers that can be placed each week for curbside collection. While most households routinely place one or two containers per week, there are times where larger scale residential landscape projects are completed either by owners or contractors, and the resulting green waste (occasionally as many as 20 bags) is then placed for collection by City crews. The proposed new weekly limit of six containers (or bags or bundles) is consistent with Districts of West Vancouver and North Vancouver, and appropriate for residential food scraps and routine yard waste, while larger volumes of landscape materials should be taken directly to the North Shore Transfer Station.

The City provides a Residential Garbage Tag program where residents can purchase a tag for \$4.00 permitting them to set out more than the allotted two 77 litre cans. Though the City continues to encourage waste reduction, this program has been successful in supporting residents who have a need for occasional additional garbage collection. In order to continue providing this additional service the recommendation is to increase the rate to \$6.00 to better reflect the current costs of operations and disposal rates. This increase is consistent with District of West Vancouver who also offers this service.

The vast majority of commercial properties in the City have relied on private solid waste haulers to collect their refuse and recycling for many years. However, the City has continued to offer a small-scale curbside garbage program where businesses purchase garbage tags for \$4.50 each, and the containers are then collected by City crews, as

needed. The program is currently used by only 12 businesses, which purchase at total of approximately 400 tags per year (total revenue of \$1,800). This program presents a number of challenges, and staff are recommending that it be discontinued. As the City's regular weekly collection routes are focused on residential neighbourhoods, it is inefficient to have to also check commercial areas to see if there are bags or cans that may also have been placed for pick-up. In addition, the nature of these commercial businesses places a higher risk of banned materials being comingled with the garbage, such as hazardous materials or recyclables.

Recycling Service Update

As of July 1, 2020, Recycle BC has taken responsibility for the delivery of residential recycling services on the North Shore. As a result, the cost of the recycling collection program and contract administration are no longer funded directly by City residents through a Recycling Levy in the Solid Waste Utility. By transitioning residential recycling services to Recycle BC, the City is supporting the principles of extended producer responsibility. While reference to the City's Residential Recycling Collection Program can now be removed from the Solid Waste Management Service Bylaw, the bylaw still requires that all City residents and business dispose of all waste and recyclable materials appropriately.

Recycling Drop-off Area at the North Shore Recycling and Waste Centre

The consolidated Recycling Drop-Off Area adjacent to the main North Shore Transfer Station has been in operation since January 2017. The Recycling Drop-Off Area is operated by Metro Vancouver, and accepts a wider range of recyclable items, such as metal, electronics, paints, and textiles. Additionally, the depot added an ENCORP "Return-It Express" bottle return in summer of 2020. The recycling portion of the depot is supported by the three North Shore municipalities, along with funding from product stewards under the Province's Extended Producer Responsibility programs.

Reduction in Waste Tonnages

The City continues to make progress in diverting food scraps and other organic material from the waste stream through the curbside Green Can program, along with the implementation of bi-weekly garbage collection in January 2014. Residential garbage collected by the City continues to decrease, with 204 kilograms/household in 2019, representing a 3.3% decrease from 2018. Regionally, Metro Vancouver is among the most successful jurisdictions in North America in reducing waste, with a 64% diversion rate of municipal solid waste disposal. The City has done well with an overall diversion rate of 72%.

Zero Waste Challenge

Management of the City's Solid Waste Utility is guided by the regional Integrated Solid Waste and Resource Management Plan (ISWRMP). The current ISWRMP was written in 2010 and Metro Vancouver is currently beginning the process of updating the plan over the next three years.

A key deliverable of the ISWRMP is the implementation of the region's Zero Waste Challenge. This initiative requires emphasis in the following areas:

- Education and outreach to increase waste reduction and recycling across all sectors (residential, institutional, commercial, and industrial);
- Recycling for all multi-family and institutional, commercial, and industrial buildings;
- Organics including food waste diversion for single-family, multi-family, institutional, commercial and industrial buildings;
- Increased refuse and recycling on demolition and construction sites; and,
- Acceleration of provincial Extended Producer Responsibility (EPR) programs.

Zero Waste is one of the four main themes within the City's Environment Strategy, which is currently under development. Staff are working to complete the first phase of this work and further information will be brought forward for Council's consideration in 2021. Staff are working to identify and prioritize potential policies and programs to support the transition to a more circular economy, including accelerating waste diversion in the residential, commercial, and demolition and land clearing sectors.

For many years, the City has provided a Zero Waste Coach program to support residents, schools and businesses with waste diversion. The Zero Waste Coach is available to visit buildings to assess needs and space challenges, resolve collection challenges, provide education sessions at strata meetings or lobby events, and assist with signage and posters. This program plays a key role in ensuring that City residents, schools and businesses are complying with regional bans and are maximizing waste diversion opportunities available in the City and region.

The Corporate Zero Waste Program is used within all civic facilities. The program is a key component of the City's Corporate Climate Action Plan and has been implemented at City Hall, the Operations Centre, Fire Hall, RCMP, Library, Centennial Theatre, Harry Jerome and John Braithwaite Recreation Centres, North Shore Neighbourhood House and the Community Policing Office. The program has reduced the amount of garbage sent to landfill by as much as 70% in some facilities. Staff continue to provide outreach to these facilities to further increase diversion and reduce contamination.

Eco Levy

In 2011, the City implemented an Eco Levy so that waste diversion programs are funded by both residential and non-residential sectors. The Eco Levy ensures that the City's litter program and additional waste diversion initiatives, such as the provision of public realm recycling and the dog waste collection (red bin) program, are now managed and funded through the City's solid waste utility. For 2021, the Eco Levy has been increased by 15% as a result of increasing operational costs from collecting larger volumes of litter. Since the onset of the COVID-19 pandemic, the use of City parks, streetscapes and plazas has increased significantly. The additional funding will also be used to increase the number of multi-stream refuse and recycling receptacles in the public realm to help address the litter volume increases and to support the City's waste diversion goals.

FINANCIAL IMPLICATIONS

The information in this report is provided to help ensure that the Solid Waste Utility remains self-financing, and that adequate funds for current operating requirements and reserves are provided.

Details of the actual rate increase impacts are specified in the companion rate report authored by the Finance Department.

INTERDEPARTMENTAL IMPLICATIONS

Financial planning for the solid waste programs has been a coordinated effort between the Finance, Planning and Development, and the Engineering, Parks and Environment Departments.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The waste management services delivered through the Solid Waste Utility support the City's corporate and community greenhouse gas reductions strategies, as well as the Official Community Plan goal 8.1: *Provide the community with public infrastructure that protects the environment at an affordable cost.*

Waste reduction is a significant factor in reducing greenhouse gas emissions and minimising the environmental impacts from the production and consumption of energy, goods, and the delivery of services in the community. Focusing resources on this work supports Council's Strategic Plan vision to be the "healthiest small city in the world" with a priority of creating "a liveable city" that leads the way in climate action and acts as a steward of the environment for future generations.

RESPECTFULLY SUBMITTED:



Douglas T. Pope, P. Eng.
Director, Engineering, Parks and Environment

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8811

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

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

1. This Bylaw shall be known and cited for all purposes as **“Water Utility Bylaw, 1994, No. 6417, Amendment Bylaw, 2020, No. 8811”**.
2. “Water Utility Bylaw, 1994, No. 6417” is amended as follows:
 - A. SCHEDULES:
 - (1) Delete Schedule “A” in its entirety and replace with the new Schedule “A” attached to this bylaw.
 - (2) Delete Schedule “B” in its entirety and replace with the new Schedule “B” attached to this bylaw.
3. This Bylaw shall be effective as of the 1st day of January, 2021.

READ a first time on the <> day of <>, 2020.

READ a second time on the <> day of <>, 2020.

READ a third time on the <> day of <>, 2020.

ADOPTED on the <> day of <>, 2020.

MAYOR

CORPORATE OFFICER

SCHEDULE A

Water Services

2021 CONNECTIONS AND SEVERANCE RATES

1. Water Service Connections

Size	Fee
Standard 19 mm	\$5300
>19 mm	At Cost, with a minimum charge equal to the standard fee.

2. Water Service Severance

For Standard 19 mm Replacement	\$1200
>19 mm service replacement	At Cost, with a minimum charge equal to the standard fee.

3. Water Connection Reuse \$2500

4. Turn on/off \$50

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

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

SCHEDULE B

2020 Water Use Rates

1. WATER RATES

1. For Temporary Service during construction

Building Size (Total Floor Area)

46 sq. m to 460 sq. m	\$165
Over 460 sq. m but not exceeding 4,600 sq. m	\$325
Over 4,600 sq. m but not exceeding 23,000 sq. m	\$540
Over 23,000 sq. m	\$860

2. Flat Rates (un-metered premises)

Single Unit Dwelling	\$514 per year
Duplexes (including infills) per unit	\$431 per year
Multiple Unit Dwellings (including extra living units within single unit dwellings, apartments, condominiums, garden apartments and coach houses) for each dwelling	\$301 per year
Stores, offices, other commercial premises not elsewhere designated; Churches and Public Halls per fixture	\$115 per year
Water Cooling Units	\$800 per year
Schools per Classroom	\$369 per year
Minimum charge for any service	\$514 per year

2. METERED WATER RATES

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

1.	January 1 to May 31	\$ 1.2823 per cubic metre
	June 1 to September 30	\$ 1.6029 per cubic metre
	October 1 to December 31	\$ 1.2823 per cubic metre

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

2. Metered Charges for Mixed Use Premises

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

3. MISCELLANEOUS CHARGES

1. Testing a Meter as Provided in Section 703

For meters 50 mm and smaller	\$350
For meters over 50 mm	\$500

4. DATE OF PAYMENT AND PENALTIES

1. FOR FLAT RATE (un-metered premises)

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

2. FOR METERED PREMISES

1. A penalty of five percent (5%) shall be added to rates which are not paid on or before the due date as indicated on metered account bills.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8812

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

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

1. This Bylaw shall be known and cited for all purposes as **“Sewerage and Drainage Utility Bylaw, 1995, No. 6746, Amendment Bylaw, 2020, No. 8812”**.
2. “Sewerage and Drainage Utility Bylaw, 1995, No. 6746” is amended as follows:
 - A. SCHEDULES:
 - (1) Delete Schedule “A” in its entirety and replace with the new Schedule “A” attached to this bylaw.
 - (2) Delete Schedule “B” in its entirety and replace with the new Schedule “B” attached to this bylaw.

READ a first time on the <> day of <>, 2020.

READ a second time on the <> day of <>, 2020.

READ a third time on the <> day of <>, 2020.

ADOPTED on the <> day of <>, 2020.

MAYOR

CORPORATE OFFICER

SCHEDULE A

Sewer and Drainage Services

2021 CONNECTION AND SEVERANCE FEES

1. SANITARY CONNECTION

Size	Fee
Standard 100mm Replacement or Relining	\$5,300
>100mm	At Cost, with a minimum charge equal to the standard fee
Inspection Chamber	\$2,500
Private Sewer Connection Inspection and Certification Deposit	\$2,500
Sanitary Severance	\$1,200

2. STORM CONNECTION

Size	Fee
Standard 150mm Replacement or Relining	\$5,100
>150mm	At Cost, with a minimum charge equal to the standard fee
Inspection Chamber	\$2,500
Storm Sewer Extension and Connection for Single Unit Developments exceeding \$150,000 and excluding subdivision	\$1,300 per linear metre based on the total width of the lot serviced
Storm Severance	\$1,200
Off-Site Stormwater Management Facility Fees	\$32 per square metre of premises lot area or at cost to provide works on public property
Storm Collection System Ditch Culvert	\$250 per linear metre based on Construction the length of the culvert pipe

SCHEDULE B

2021 Sewer and Drainage Rates

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

1. SANITARY SEWER

2021 Rates

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

2. Flat Rates (un-metered premises)

Single Unit Dwelling \$444 per year

Duplexes (including infills) per unit \$411 per year

Multiple Unit Dwellings (including extra living units
within single unit dwellings, apartments,
condominiums, garden apartments and coach houses)
for each dwelling \$277 per year

Stores, offices, other commercial premises
not elsewhere designated; Churches and Public Halls
per fixture \$107 per year

Minimum charge for any service is \$444 per year

Rate surcharge for combined connections \$444 per year

3. Metered Rates

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

\$1.8123 per cubic metre

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

Rate surcharge for combined connections \$1.8123 per cubic metre

4. GVS & DD Special Industrial User Charge

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

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

5. Charges for Contaminated Groundwater Discharges to Sanitary Sewer

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

6. Metered Charges for Mixed Use Premises

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

7. Sewer Use Charges

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

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

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

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

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

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

8. Date of Payment, Penalties, and Surcharge Fees

A. FOR FLAT RATE (un-metered premises)

- 1) Rates set out above shall be due on the last business day in February each year.
- 2) A penalty of five percent (5%) shall be added to rates which are not paid on or before the last business day of February and a further penalty of five percent (5%) shall be added to rates which are not paid on or before the last business day of April in the year which the rates are due.
- 3) A 100% surcharge fee will be applied to any sewer connections with combined storm drainage inflow to a sanitary connection contrary to City bylaws. The surcharge would be applied at the discretion of the City Engineer a minimum of 6 months following notification, and would be applied to the annual bill until the combined inflow is separated.

B. FOR METERED PREMISES

- 1) A penalty of five percent (5%) shall be added to rates which are not paid on or before the due date as indicated on metered account bills.
- 2) A 100% surcharge will be will be applied to the unit rate for any sewer connections with combined storm drainage inflow to a sanitary connection contrary to City bylaws. The surcharge would be applied at the discretion of the City Engineer a minimum of 6 months following notification, and would be applied to the annual bill until the combined inflow is separated.

2. STORM DRAINAGE

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

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

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

2. Storm Drainage Charges

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

3. Penalty

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

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8813

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

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

1. This Bylaw shall be known and cited for all purposes as **“Solid Waste Management Service Bylaw, 1997, No. 6920, Amendment Bylaw, 2020, No. 8813”**.
2. “Solid Waste Management Service Bylaw, 1997, No. 6920” is amended as follows:
 - A. In Part 3 – Interpretation, Section 301 Definitions:
 - (1) By deleting the definition for “Garbage Collection” and replacing it with the following:

“Garbage Collection” means the system of collection and disposal of garbage.
 - (2) By deleting the definition for “Recycling Container” in its entirety.
 - B. In Part 5 – Collection of Garbage and Commercial Garbage, by deleting Section 504 Commercial Garbage Collection Service in its entirety.
 - C. In Part 6 – Collection of Recyclable Materials, Yard Trimmings, and Food Scraps:
 - (1) By replacing the title to read: “PART 6 – COLLECTION OF YARD TRIMMINGS AND FOOD SCRAPS”;
 - (2) By deleting Sections 601, 602 and 603 in their entirety.
 - D. In Part 7 – Containers, by deleting Section 702 Recycling Containers in its entirety.
 - E. In Part 8 – Requirement for Payment, by deleting Subsection 801.3 in its entirety.

- F. In Part 11 – Schedules, by deleting Schedules “A”, “B”, “C”, “D”, “E” and “F” in their entirety and replacing with the new Schedules “A”, “B”, “C”, “D” and “E” attached to this bylaw.

READ a first time on the <> day of <>, 2020.

READ a second time on the <> day of <>, 2020.

READ a third time on the <> day of <>, 2020.

ADOPTED on the <> day of <>, 2020.

MAYOR

CORPORATE OFFICER

PART 11 – SCHEDULES

SCHEDULE “A”

Schedule of User Charges for Solid Waste Management Service

Definitions

1. *Standard Residential Service* = A maximum of two (2) garbage containers per dwelling unit collected every other week.
2. *Green Can Collection Service* = Weekly collection of a maximum total of six (6) Green Can designated containers, kraft bags and/or tied bundles of yard trimmings.

Annual User Charge

GARBAGE	2021
1. Per dwelling unit for single unit dwelling, duplex and infill	\$119.00
2. Per dwelling unit for secondary suite, coach house and multi-unit dwellings greater than 2 units	\$80.00
3. Per Residential garbage tag	\$6.00
GREEN CAN	2021
1. Per dwelling unit for single unit dwelling, duplex and infill	\$138.00
2. Per dwelling unit for secondary suite, coach house and multi-unit dwellings greater than 2 units	\$83.00
ECO LEVY	
The Eco Levy is based on the taxable assessment of a property and is charged on the following classes per thousand dollars of taxable assessment based on the BC Assessment assessed value of: • Residential • Utility • Major Industry • Light Industry • Business • Recreation / non-profit and is included on the Property Tax Notice payable annually in July of each year as set by Council.	

Penalty

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

SCHEDULE "B"

Garbage Information Tag

Garbage put out for collection and not collected will be marked with a Garbage Information Tag as follows:

CITY OF NORTH VANCOUVER
GARBAGE INFORMATION TAG

The container will not be emptied in the future because:

- ☐ Garbage can is larger than 77 litres.
- ☐ Garbage can is in poor condition and requires replacement.

The garbage was not taken because:

- ☐ Garbage must be placed at property line or curb by 7:30am.
- ☐ Over 2 can or bag limit.
- ☐ Cans or bags are overweight. (20 kg/45 lb. limit)
- ☐ Recyclables found in garbage can.
- ☐ Access to garbage must not be obstructed.
- ☐ Bungee Cords still attached.
- ☐ Contents frozen inside can.
- ☐ Other _____

GENERAL ENQUIRIES 604-987-7155
www.cnv.org/collection

SCHEDULE “C”

Residential Garbage Tag

A Residential Garbage Tag as set out below permits a garbage container to be picked up from a dwelling unit even though the garbage container limit has been reached by that dwelling unit. The cost of a Residential Garbage Tag is set out in Schedule “A” attached to this Bylaw, and can be purchased from the Treasury Department, City Hall, 141 West 14th Street, North Vancouver, BC V7M 1H9.

No. 05201

city
of north
vancouver

Residential Garbage Tag

Name: _____

Address: _____

Date: _____

This tag is good for the removal of one 77 litre bag
or can of garbage, not to exceed 20 kg in weight.

SCHEDULE “D”

Recyclable Materials Collected by the Solid Waste Management Service

Packaging and Paper Products (PPP)	
1. Mixed Paper Recyclables	Newspaper, flyers, writing/home office paper, magazines, catalogues, boxboard boxes, molded boxboard, corrugated cardboard, multi-layer paper bags, paper bags, non-foil gift- wrap, greeting cards, telephone books, shredded paper. Paper which is soiled, food contaminated, or wet should be placed into containers intended for organic material collection.
2. Glass Containers Recyclables	All clear or coloured glass food and beverage bottles or jars.
3. Non-glass Mixed Container Recyclables	All hard plastic containers, steel containers, aluminum foil and containers, cold drink cups, paper cups, gable top cartons, aseptic containers, spiral wound paper cans, empty aerosol cans, frozen dessert boxes

SCHEDULE “E”

Unacceptable Materials for Garbage Collection

Recyclable materials as described in Schedule “D”:

- corrugated cardboard
- newspapers and flyers
- mixed papers including magazines, telephone directories and boxboard
- rigid plastic containers numbered 1, 2, 4 and 5

Food Scraps and Yard Trimmings

Materials subject to provincially required stewardship programs:

- beverage containers except milk and milk products
- household paints, stains and their containers including aerosols
- waste lubricating oil and its containers
- oil filters
- pesticides, solvents and flammable liquids and their containers
- prescription and non-prescription drugs and their containers
- automotive tires
- lead acid batteries
- electronic goods including computers and their peripherals, desk-top printers and televisions

Hazardous waste:

- Explosive, toxic, corrosive, caustic, hot or flammable, combustible or oxidizing substances, objects or mechanisms
- Hypodermic needles
- Bio-medical waste, sharps or infectious materials
- Dead animals, animal faeces or viscera
- Sod, rocks, gravel, soil, cement, asphalt and other similar material
- Construction and demolition material including gypsum board (gyproc)
- Derelict motor vehicles or motor vehicle parts
- Materials originating from industrial and/or agricultural operations
- Refillable propane cylinders
- Scrap metal
- Any refrigerator, freezer or other large appliance
- Waste materials not identified as acceptable for land filling pursuant to any permit or certificate issued by the Provincial Ministry of Water, Land and Air Protection
- Industrial or commercial spools

2021 – 2030 Capital Plan

February 24, 2021 | FINANCE DEPARTMENT



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2021-2030 Project Plan

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Basic assumptions underlying the Plan include:

1. When provided, costs are based upon the best currently available information, and this means that some of the costs are more accurate than others. Factors affecting accuracy include the level of detailed planning which has been completed for the individual projects and plans, and the timing of the projects. In general, 2021 costs are more accurate than costs for future years.

Forecast Assumptions

2. The Plan reflects the current forecast for the budget year, and provides an allocation basis for subsequent year-to-year funding. Only the current year budgets will be used to appropriate funds; the subsequent years' budgets will be revised in the following years' Plans.

3. The Plan reflects the City's longstanding practice of using internal reserves as the basis for financing. The Plan is therefore sensitive to interest rate and reserve contribution fluctuations (including contributions from land sales), and also reflects the necessity to postpone projects until reserve funds are sufficient to support them.

4. The City currently has no debt. There is forecasted debt of \$43,000,000 in 2023 from the Municipal Finance Authority of BC. This debt is regarding the replacement of the North Shore Neighbourhood House and is planned to be repaid through transfers from the Civic Amenity Reserve Fund.

Contribution Assumptions

5. Contributions include amounts anticipated through fundraising and other private contributions, including those provided by developers, as well as contributions from senior levels of government, where these may be available.

6. Anticipated contributions from outside sources are shown as a source of funds for projects in the Plan, where it is reasonable to anticipate receipt of the funds. However, it should be noted that, for projects funded by contributions, the project scope as envisioned cannot be guaranteed if the contributions are not forthcoming.

Structure of the Plan

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

Projects are grouped into ten categories as follows:

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

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

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

Capital Project Types

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

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

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

Projects in the Major Renovation, New Capital Assets, and Other Projects categories would provide new facilities and/or new levels of service to the community. These projects have been colour coded in Blue or in Red in the left-hand column of the detailed project listings as well as in the top right-hand corner of the project sheets. Blue projects are those that have a dedicated source of funding in conformity with the terms of reference of the reserve bylaws. Red projects are projects that do not have a dedicated source of funding. Funding of Blue projects is from reserves that provide little flexibility to fund other projects. On the other hand, Red projects funding usually is more flexible to swap between projects in case of plan shortfall. That is, the deletion of Blue projects to reduce a shortfall will likely not have an impact as the funding will remain frozen in the reserve and unavailable for other projects. On the other hand, the deletion of Red projects will reduce an annual shortfall in the plan or may be used to fund other projects.

Provisions are included in the plan to provide Council with some flexibility to fund projects from various designated sources, as such they are colour coded in Blue. Such provisions can only be appropriated after a project has been identified and approved by Council. The deletion of this type of project will usually not provide funding for other projects or reduce a shortfall.

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

10 Year Summary (Excluding Utilities)

Section	Base Program	Dedicated Funds	New Initiatives	Total
1 - Land & Major Investments	\$ -	\$ 27,668,000	\$ -	\$ 27,668,000
2 - Buildings	8,763,474	180,677,875	61,108,291	250,549,640
3 - Streets & Transportation	24,775,000	38,424,750	50,330,250	113,530,000
4 - Parks & Environment	6,520,000	5,890,500	10,197,000	22,607,500
5 - Public Art	-	936,822	-	936,822
6 - General Equipment	4,892,660	1,189,090	146,500	6,228,250
7 - IT Equipment	5,629,750	382,750	788,759	6,801,259
8 - Engineering Equipment		6,769,000	115,000	6,884,000
9 - Fire Equipment		6,190,000	-	6,190,000
10 - Block Funding, Ongoing Progr, Other Projects	9,389,682	1,114,975	3,291,000	13,795,657
TOTAL	\$ 59,970,566	\$ 269,243,762	\$ 125,976,800	\$ 455,191,128

2021 - 2030 CAPITAL PLAN SUMMARY

	2021	2022	2023	2024	2025	2026-2030	Total
<u>GENERAL CAPITAL TOTALS</u>							
FUNDING REQUESTED	\$ 66,326,320	\$ 183,086,697	\$ 94,053,542	\$ 30,788,837	\$ 23,333,137	\$ 57,602,595	\$ 455,191,128
CITY FUNDING	46,875,564	168,306,708	77,782,274	22,327,808	16,128,027	76,816,548	408,236,930
CONTRIBUTIONS	19,450,756	3,107,205	13,362,279	2,560,671	6,654,245	1,819,040	46,954,198
FUNDING EXCESS (SHORTFALL)	\$0	(\$11,672,783)	(\$2,908,989)	(\$5,900,357)	(\$550,865)	\$21,032,994	-

**2021 - 2030 CAPITAL PLAN
LAND AND MAJOR IMPROVEMENTS**

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
Various Land Acquisitions									
1 - 2	TSL Princ	Strategic Land Acquisition	3,500,000	-	-	-	-	-	3,500,000
			\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
Parks Acquisition - DCC Bylaw Commitment									
1 - 3	Parks DCC / General Capital Res	Provision for Park Acquisition - DCC	8,000,000	-	-	-	-	-	8,000,000
			\$ 8,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000
Major Investments									
1 - 4	External	Provision for External Funding and Contributions	15,000,000	-	-	-	-	-	15,000,000
			\$ 15,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000
Cemetery									
1 - 5	Cemetery	City Cemetery Program	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
1 - 6	Cemetery	Cemetery - Staff Facility & Washroom	168,000	-	-	-	-	-	168,000
			\$ 268,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 1,168,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 26,768,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 27,668,000
TOTAL CONTRIBUTIONS			\$ 15,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000
NET FUNDING REQUESTED			\$ 11,768,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	\$ 12,668,000

2021-2030 CAPITAL PLAN BUILDINGS

	2021	2022	2023	2024	2025	2026-2030	Total
Summary of Building Projects							
FUNDING REQUESTED IN PROJECT SHEETS							
Capital Maintenance	1,268,600	1,522,330	2,143,700	1,147,520	2,011,670	2,521,360	10,615,180
Harry Jerome CRC	7,022,748	151,844,933	14,443,977	5,023,111	-	-	178,334,769
Proposed New Projects	5,815,284	6,935,252	42,258,745	2,922,311	23,800	3,644,300	61,599,691
TOTAL FUNDING REQUESTED	\$ 14,106,632	\$ 160,302,514	\$ 58,846,422	\$ 9,092,941	\$ 2,035,470	\$ 6,165,660	\$ 250,549,640
CONTRIBUTIONS							
Capital Maintenance	83,417	120,061	455,715	176,367	818,028	243,118	1,896,706
Harry Jerome CRC	-	-	-	-	-	-	-
Proposed New Projects	1,480,000	-	-	-	-	-	1,480,000
TOTAL CONTRIBUTIONS	\$ 1,563,417	\$ 120,061	\$ 455,715	\$ 176,367	\$ 818,028	\$ 243,118	\$ 3,376,706
PARKS DCC							
Capital Maintenance						-	-
Harry Jerome CRC	148,500	3,069,000	-	-	-	-	3,217,500
Proposed New Projects						-	-
TOTAL PARKS DCC	\$ 148,500	\$ 3,069,000	\$ -	\$ -	\$ -	\$ -	\$ 3,217,500
NET FUNDING REQUESTED							
Capital Maintenance	1,185,183	1,402,269	1,687,985	971,153	1,193,642	2,278,242	8,718,474
Harry Jerome CRC	6,874,248	148,775,933	14,443,977	5,023,111	-	-	175,117,269
Proposed New Projects	4,335,284	6,935,252	42,258,745	2,922,311	23,800	3,644,300	60,119,691
TOTAL CITY FUNDING REQUESTED	\$ 12,394,715	\$ 157,113,453	\$ 58,390,707	\$ 8,916,574	\$ 1,217,442	\$ 5,922,542	\$ 243,955,434

2021-2030 CAPITAL PLAN BUILDINGS

			2021	2022	2023	2024	2025	2026-2030	Total
Page	Funding Source	Capital Maintenance							
2 - 4	General Capital Res / Gen Build.	Maintenance, Repair & Replacement - City Hall	148,800	124,020	469,170	73,260	66,640	345,210	1,227,100
2 - 6	General Capital Res / Justice	Maintenance, Repair & Replacement - Gerry Brewer Building	67,783	97,559	370,305	143,313	664,712	197,552	1,541,224
2 - 6	External	Maintenance, Repair & Replacement - GB - ROF	83,417	120,061	455,715	176,367	818,028	243,118	1,896,706
2 - 8	General Capital Res	Maintenance, Repair & Replacement - Fire Hall	80,400	113,490	37,440	109,890	26,180	260,850	628,250
2 - 10	TSL Int	Maintenance, Repair & Replacement - City Owned / Non-City Used Buildings	186,000	533,520	345,150	51,060	53,550	253,080	1,422,360
2 - 12	TSL Int	Maintenance, Repair & Replacement - Parks Buildings	115,200	98,280	112,320	101,010	78,540	366,300	871,650
2 - 14	TSL Int / General Capital Res	Maintenance, Repair & Replacement - Operations Centre	45,600	67,860	38,610	19,980	33,320	99,900	305,270
2 - 16	TSL Int	Maintenance, Repair & Replacement - Civic Library	176,400	72,540	54,990	137,640	35,700	205,350	682,620
2 - 40	General Capital Res	Asbestos - Civic Facility Assessment & Inventory Plan	90,000	-	-	-	-	-	90,000
North Vancouver Recreation & Culture Commission									
2 - 19	General Capital Res	Harry Jerome Community Recreation Centre (Capital Maintenance)	50,000	50,000	-	-	-	-	100,000
2 - 21	General Capital Res	Mickey McDougall Community Recreation Centre	5,000	5,000	5,000	5,000	-	-	20,000
2 - 23	TSL Int	Centennial Theatre	190,000	165,000	205,000	280,000	185,000	300,000	1,325,000
2 - 25	General Capital Res	John Braithwaite Community Centre	30,000	75,000	50,000	50,000	50,000	250,000	505,000
TOTAL REQUESTED IN PROJECT SHEETS			\$ 1,268,600	\$ 1,522,330	\$ 2,143,700	\$ 1,147,520	\$ 2,011,670	\$ 2,521,360	\$ 10,615,180
CONTRIBUTIONS			\$ 83,417	\$ 120,061	\$ 455,715	\$ 176,367	\$ 818,028	\$ 243,118	\$ 1,896,706
NET FUNDING REQUESTED			\$ 1,185,183	\$ 1,402,269	\$ 1,687,985	\$ 971,153	\$ 1,193,642	\$ 2,278,242	\$ 8,718,474
Major Renovation									
Harry Jerome CRC									
2 - 27	Civic Amenity - HJ	Harry Jerome Community Recreation Centre	6,426,680	135,080,446	12,018,614	4,013,898	-	-	157,539,639
2 - 28	Civic Amenity - HJ	Silver Harbour Seniors Activity Centre	-	9,764,254	2,425,364	747,200	-	-	12,936,818
2 - 46	Civic Amenity - HJ	Mickey McDougall - Feasibility Study & Building Upgrades	296,068	800,233	-	262,012	-	-	1,358,313
2 - 56	Civic Amenity - HJ	New Community Park - Harry Jerome Neighbourhood Lands	151,500	3,131,000	-	-	-	-	3,282,500
2 - 56	DCC	New Community Park - HJ Neighbourhood Lands DCC	148,500	3,069,000	-	-	-	-	3,217,500
TOTAL REQUESTED IN PROJECT SHEETS			\$ 7,022,748	\$ 151,844,933	\$ 14,443,977	\$ 5,023,111	\$ -	\$ -	\$ 178,334,769
CONTRIBUTIONS			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL DCC PARKS			\$ 148,500	\$ 3,069,000	\$ -	\$ -	\$ -	\$ -	\$ 3,217,500
NET FUNDING REQUESTED			\$ 6,874,248	\$ 148,775,933	\$ 14,443,977	\$ 5,023,111	\$ -	\$ -	\$ 175,117,269

**2021-2030 CAPITAL PLAN
BUILDINGS**

			2021	2022	2023	2024	2025	2026-2030	Total
Page	Funding Source	Proposed New Projects							
<i>Shipyards site</i>									
2 - 52	General Capital Res	Shipyards Wharf and Pier Electrical Building Upgrades	20,000	50,000	100,000	40,000	-	-	210,000
2 - 53	General Capital Res	Shipyards Electrical and Water Site Improvements	-	20,000	100,000	80,000	-	-	200,000
2 - 54	General Capital Res	Shipyards Optimization of Public Realm -Traffic Management	20,000	80,000	150,000	-	-	-	250,000
2 - 55	General Capital Res	Shipyards Operational Plan - Site Asset Inventory and Related Stu	80,000	-	-	-	-	-	80,000
2 - 34	General Capital Res	Shipyards Heritage Crane Capital Maintenance	-	45,000	-	-	-	-	45,000
<i>City</i>									
2 - 36	General Capital Res	City Hall - Facility Improvements	216,000	345,150	23,400	38,850	23,800	144,300	791,500
2 - 38	General Capital Res	City Hall - Windows & Building Envelope	-	234,000	-	1,887,000	-	-	2,121,000
2 - 39	General Capital Res	City Hall Addition	-	-	-	-	-	3,500,000	3,500,000
2 - 41	General Capital Res	Operations Yard Building Structural Review	30,000	-	-	-	-	-	30,000
<i>General</i>			-	-	-	-	-	-	-
2 - 42	Civic Amenity	Civic Centre Public Realm Improvements	120,000	-	-	-	-	-	120,000
2 - 44	Heritage	PGE Station Provision	-	46,800	-	399,600	-	-	446,400
2 - 47	Civic Amenity	North Shore Neighborhood House & Derek Inman Park	980,000	3,614,302	41,405,345	476,861	-	-	46,476,507
2 - 48	Civic Amenity	Childcare Capital Program (City Facilities)	20,000	2,500,000	-	-	-	-	2,520,000
2 - 49	Civic Amenity	Lonsdale Quay Public Realm	-	-	480,000	-	-	-	480,000
2 - 51	Civic Amenity	Childcare at Mahon Park	2,849,284	-	-	-	-	-	2,849,284
2 - 51	External	Childcare at Mahon Park - ROF	1,480,000	-	-	-	-	-	1,480,000
TOTAL REQUESTED IN PROJECT SHEETS			\$ 5,815,284	\$ 6,935,252	\$ 42,258,745	\$ 2,922,311	\$ 23,800	\$ 3,644,300	\$ 61,599,691
CONTRIBUTIONS			\$ 1,480,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,480,000
NET FUNDING REQUESTED			\$ 4,335,284	\$ 6,935,252	\$ 42,258,745	\$ 2,922,311	\$ 23,800	\$ 3,644,300	\$ 60,119,691

2021-2030 CAPITAL PLAN STRUCTURES SUMMARY

	2021	2022	2023	2024	2025	2026-2030	Total
Summary of Structure Projects							
FUNDING REQUESTED IN PROJECT SHEETS							
Streets and Transportation	14,535,000	15,230,000	25,240,000	12,335,000	15,410,000	30,780,000	113,530,000
Parks	3,055,000	2,505,000	5,642,500	5,370,000	2,390,000	3,645,000	22,607,500
Public Art	171,822	85,000	85,000	85,000	85,000	425,000	936,822
TOTAL FUNDING REQUESTED	\$ 17,761,822	\$ 17,820,000	\$ 30,967,500	\$ 17,790,000	\$ 17,885,000	\$ 34,850,000	\$ 137,074,322
CONTRIBUTIONS							
Streets and Transportation	2,420,000	2,460,000	12,490,000	2,090,000	5,690,000	870,000	26,020,000
Parks	-	-	-	-	-	-	-
Public Art	-	-	-	-	-	-	-
TOTAL CONTRIBUTIONS	\$ 2,420,000	\$ 2,460,000	\$ 12,490,000	\$ 2,090,000	\$ 5,690,000	\$ 870,000	\$ 26,020,000
DCC FUNDING							
Streets and Transportation	950,400	2,138,400	1,395,900	2,608,650	2,286,900	2,524,500	11,904,750
Parks	222,750	594,000	2,475,000	2,598,750	-	-	5,890,500
Public Art	-	-	-	-	-	-	-
TOTAL DCC FUNDING	\$ 1,173,150	\$ 2,732,400	\$ 3,870,900	\$ 5,207,400	\$ 2,286,900	\$ 2,524,500	\$ 17,795,250
NET FUNDING REQUESTED							
Streets and Transportation	11,164,600	10,631,600	11,354,100	7,636,350	7,433,100	27,385,500	75,605,250
Parks	2,832,250	1,911,000	3,167,500	2,771,250	2,390,000	3,645,000	16,717,000
Public Art	171,822	85,000	85,000	85,000	85,000	425,000	936,822
TOTAL CITY FUNDING REQUESTED	\$ 14,168,672	\$ 12,627,600	\$ 14,606,600	\$ 10,492,600	\$ 9,908,100	\$ 31,455,500	\$ 93,259,072

2021-2030 CAPITAL PLAN TRANSPORTATION AND STREETS

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
Active Transportation & Safe Mobility									
3 - 4	TSL Int	Existing Infrastructure Safety Improvements	515,000	840,000	490,000	490,000	490,000	2,450,000	5,275,000
3 - 4	External	Existing Infrastructure Safety Improvements - ROF	50,000	50,000	50,000	50,000	50,000	250,000	500,000
3 - 5	Civic Amenity	New Sidewalks to Complete Pedestrian Network	378,750	252,500	252,500	252,500	252,500	1,262,500	2,651,250
3 - 5	DCC	New Sidewalks to Complete Pedestrian Network-DCC	371,250	247,500	247,500	247,500	247,500	1,237,500	2,598,750
3 - 6	General Capital Res	Sidewalk Infill & Reconstruction	170,000	170,000	170,000	170,000	170,000	850,000	1,700,000
3 - 8	Civic Amenity	Active Transportation Wayfinding Program	15,000	15,000	110,000	30,000	30,000	150,000	350,000
3 - 9	General Capital Res	Fell Avenue: Slope stability and Retaining Walls	100,000	500,000	-	-	-	-	600,000
3 - 10	DCC	Semisich Greenway (W3rd to Semisich Park) - DCC	-	-	-	-	-	-	-
3 - 11	Civic Amenity / Sust Transp	Priority Mobility Network Improvements	186,850	439,350	944,350	2,181,600	843,350	176,750	4,772,250
3 - 11	External	Priority Mobility Network Improvements - ROF	-	-	2,650,000	1,900,000	1,500,000	-	6,050,000
3 - 11	DCC	Priority Mobility Network Improvements - DCC	183,150	430,650	925,650	2,138,400	826,650	173,250	4,677,750
3 - 13	Civic Amenity	East Keith Road Multi-Modal Corridor Improvements, East Grand to Brooksbank	-	-	300,000	-	-	-	300,000
3 - 14	Civic Amenity	Covered Bike Shelter & Secured Bike Parking	-	25,000	50,000	50,000	25,000	15,000	165,000
3 - 15	Sust Transp	Micro Mobility (E-Bike/Scooter Docking)	50,000	-	-	-	-	-	50,000
3 - 16	Civic Amenity	Active & Safe Routes to School Implementation	200,000	150,000	50,000	50,000	50,000	250,000	750,000
3 - 17	Civic Amenity	Upper Levels Greenways	227,250	1,287,750	-	-	-	-	1,515,000
3 - 17	External	Upper Levels Greenways - ROF	-	2,000,000	-	-	-	-	2,000,000
3 - 17	DCC	Upper Levels Greenways - DCC	222,750	1,262,250	-	-	-	-	1,485,000
3 - 18	DCC	Upper Levels Greenway - Lonsdale to Westview - DCC	-	-	-	-	-	-	-
3 - 19	Civic Amenity	Queensbury Avenue Greenway Connection	-	-	350,000	-	-	-	350,000
3 - 19	External	Queensbury Avenue Greenway Connection -ROF	-	-	650,000	-	-	-	650,000
3 - 21	Civic Amenity	Installation of Accessible Pedestrian Signal Units	35,000	35,000	35,000	35,000	35,000	175,000	350,000
3 - 23	Civic Amenity	Pedestrian Scale Lighting - Green Necklace	80,000	750,000	-	-	-	-	830,000
3 - 24	Civic Amenity	Pedestrian and Roadway Lighting Implementation	176,750	202,000	227,250	227,250	227,250	1,136,250	2,196,750
3 - 24	DCC	Pedestrian and Roadway Lighting Implementation - DCC	173,250	198,000	222,750	222,750	222,750	1,113,750	2,153,250
3 - 26	Civic Amenity	New Traffic Signals	965,000	1,510,000	1,040,000	1,010,000	1,000,000	5,000,000	10,525,000
3 - 28	Civic Amenity	New Pedestrian Crossing Facilities	1,710,000	645,000	670,000	500,000	300,000	1,500,000	5,325,000
Total - Active Transportation & Safe Mobility			\$ 5,810,000	\$ 11,010,000	\$ 9,435,000	\$ 9,555,000	\$ 6,270,000	\$ 15,740,000	\$ 57,820,000

2021-2030 CAPITAL PLAN TRANSPORTATION AND STREETS

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
Transit Improvement Program									
3 - 30	General Capital Res	Transit Stop Improvements	65,000	65,000	65,000	65,000	65,000	325,000	650,000
3 - 30	External	Transit Stop Improvements - ROF	65,000	65,000	65,000	65,000	65,000	325,000	650,000
3 - 31	Civic Amenity	City Transit Shelter Program	-	40,000	20,000	20,000	20,000	20,000	120,000
3 - 31	External	City Transit Shelter Program - ROF	-	40,000	20,000	20,000	20,000	20,000	120,000
3 - 32	General Capital Res	Bus Speed and Reliability	50,000	50,000	50,000	50,000	50,000	250,000	500,000
3 - 32	External	Bus Speed and Reliability - ROF	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Total - Transit Improvements Program			\$ 230,000	\$ 310,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 1,190,000	\$ 2,540,000
Traffic Engineering Program									
3 - 33	General Capital Res	Traffic Signal System Upgrades	180,000	470,000	300,000	300,000	500,000	2,500,000	4,250,000
3 - 35	General Capital Res	Traffic Signal Pre-Emption for Fire Emergency Vehicles	80,000	80,000	-	-	-	-	160,000
3 - 37	General Capital Res	Street Light and Traffic Signal Aging Pole Replacement	250,000	50,000	50,000	50,000	100,000	500,000	1,000,000
3 - 39	General Capital Res	Traffic Signal LED Replacement	-	300,000	-	-	-	-	300,000
3 - 40	General Capital Res	City-Wide LED Streetlight upgrade	250,000	250,000	-	-	-	-	500,000
3 - 41	General Capital Res	Street Lighting Central Management System	-	100,000	-	-	-	-	100,000
Total - Traffic Engineering Program			\$ 760,000	\$ 1,250,000	\$ 350,000	\$ 350,000	\$ 600,000	\$ 3,000,000	\$ 6,310,000
Public Realm and Streetscapes Program									
3 - 42	General Capital Res	Street Banner And Furnishing Program	60,000	35,000	60,000	35,000	60,000	225,000	475,000
3 - 43	General Capital Res	Seasonal Decorations - Lonsdale Street Light Poles	-	-	-	-	85,000	-	85,000
3 - 45	General Capital Res	Living City Tree Planting Program	120,000	120,000	120,000	120,000	120,000	600,000	1,200,000
3 - 45	External	Living City Tree Planting Program - ROF	5,000	5,000	5,000	5,000	5,000	25,000	50,000
Total - Public Realm and Streetscapes Program			\$ 185,000	\$ 160,000	\$ 185,000	\$ 160,000	\$ 270,000	\$ 850,000	\$ 1,810,000
Major Projects									
3 - 47	Civic Amenity	Marine Drive Bridge Replacement over Mackay Creek	-	-	-	-	1,010,000	-	1,010,000
3 - 47	External	Marine Drive Bridge Replacement over Mackay Creek - ROF	-	-	-	-	4,000,000	-	4,000,000
3 - 47	DCC	Marine Drive Bridge Replacement over Mackay Creek - DCC	-	-	-	-	990,000	-	990,000
3 - 48	Civic Amenity	Lonsdale Corridor Transit & Safety Improvements (Esplanade to 29th)	-	-	1,400,000	-	-	-	1,400,000
3 - 48	External	Lonsdale Corridor Transit & Safety Improvements (Esplanade to 29th) - ROF	-	-	400,000	-	-	-	400,000
3 - 49	General Capital Res	Marine-Main Corridor Improvements	200,000	250,000	2,600,000	-	-	-	3,050,000
3 - 49	External	Marine-Main Corridor Improvements - ROF	-	250,000	8,600,000	-	-	-	8,850,000

2021-2030 CAPITAL PLAN TRANSPORTATION AND STREETS

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
3 - 51	Civic Amenity	Esplanade Complete Streets	3,100,000	-	-	-	-	-	3,100,000
3 - 51	External	Esplanade Complete Streets - ROF	2,250,000	-	-	-	-	-	2,250,000
Total - Major Projects			\$ 5,550,000	\$ 500,000	\$ 13,000,000	\$ -	\$ 6,000,000	\$ -	\$ 25,050,000
Pavement and Bridge Management									
3 - 54	TSL Int / Infrast	Pavement Management: Streets and Lanes	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000	19,500,000
Total - Pavement Management			\$ 1,500,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000	\$ 19,500,000
Local Area Services									
3 - 57	LAS	Provision for Local Area Services - City Share	500,000	-	-	-	-	-	500,000
Total - Local Area Services			\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
TOTAL FUNDING REQUESTED			\$ 14,535,000	\$ 15,230,000	\$ 25,240,000	\$ 12,335,000	\$ 15,410,000	\$ 30,780,000	\$ 113,530,000
TOTAL CONTRIBUTIONS			\$ 2,420,000	\$ 2,460,000	\$ 12,490,000	\$ 2,090,000	\$ 5,690,000	\$ 870,000	\$ 26,020,000
TOTAL DCC STREETS AND TRANSPORTATION			\$ 950,400	\$ 2,138,400	\$ 1,395,900	\$ 2,608,650	\$ 2,286,900	\$ 2,524,500	\$ 11,904,750
NET FUNDING REQUESTED			\$ 11,164,600	\$ 10,631,600	\$ 11,354,100	\$ 7,636,350	\$ 7,433,100	\$ 27,385,500	\$ 75,605,250
Base Program									
Dedicated Fund									
New Initiatives									

2021-2030 CAPITAL PLAN PARKS AND ENVIRONMENT

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
Park Specific									
4 - 3	Civic Amenity	1600 Eastern Avenue Park	-	606,000	-	-	-	-	606,000
4 - 3	DCC	1600 Eastern Avenue Park - DCC	-	594,000	-	-	-	-	594,000
4 - 4	General Capital Res/ CAR	Mahon Park Washroom and Covered Outdoor Space	1,500,000	-	-	-	-	-	1,500,000
4 - 5	Civic Amenity	Victoria Park Washroom	350,000	-	-	-	-	-	350,000
4 - 6	Civic Amenity	Green Necklace Outdoor Fitness Equipment Stations	-	400,000	-	-	-	-	400,000
4 - 7	Civic Amenity	Waterfront Park Master Plan & Implementation	227,250	-	2,525,000	2,525,000	-	-	5,277,250
4 - 7	DCC	Waterfront Park Master Plan & Implementation - DCC	222,750	-	2,475,000	2,475,000	-	-	5,172,750
4 - 8	Civic Amenity	Sunrise Park Trail System Expansion	-	-	-	126,250	-	-	126,250
4 - 8	DCC	Sunrise Park Trail System Expansion - DCC	-	-	-	123,750	-	-	123,750
4 - 9	Civic Amenity	Casano Park Trail & Habitat Improvements	-	-	400,000	-	-	-	400,000
4 - 10	General Capital Res	Mahon Park Playground and Spray Park Replacement	-	-	-	-	1,200,000	-	1,200,000
4 - 11	Civic Amenity	Park Picnic Shelters	400,000	-	-	-	-	-	400,000
4 - 12	Civic Amenity	High Place Park Development	-	-	-	-	-	250,000	250,000
4 - 13	General Capital Res	Wagg Park Playground Replacement	-	-	-	-	-	650,000	650,000
4 - 14	General Capital Res	Confederation Field Turf Replacement	-	-	-	-	1,000,000	-	1,000,000
4 - 16	General Capital Res	Tempe Heights Park Playground Replacement	-	-	-	-	70,000	600,000	670,000
4 - 17	General Capital Res	Loutet Park Playground Replacement	-	-	-	-	-	670,000	670,000
4 - 18	General Capital Res	Fen Burdett Turf Replacement	-	-	-	-	-	1,000,000	1,000,000
4 - 19	General Capital Res	Victoria Park Master Plan	-	-	-	-	-	250,000	250,000
4 - 20	Civic Amenity	Public School Playground Funding	150,000	150,000	37,500	-	-	-	337,500
Total - Park Specific			\$ 2,850,000	\$ 1,750,000	\$ 5,437,500	\$ 5,250,000	\$ 2,270,000	\$ 3,420,000	\$ 20,977,500
City Wide Programs									
4 - 21	General Capital Res	Play Equipment Replacement	35,000	35,000	35,000	-	-	-	105,000
4 - 22	General Capital Res	Streetscape Renovations	25,000	25,000	25,000	-	-	-	75,000
4 - 25	General Capital Res	Wooden Bridge and Stair Replacement	25,000	25,000	25,000	-	-	-	75,000
4 - 26	General Capital Res	Grass Sports Field Renovations	75,000	75,000	75,000	75,000	75,000	-	375,000
4 - 28	General Capital Res	Park & Greenways Trail Resurfacing	10,000	10,000	10,000	10,000	10,000	50,000	100,000
4 - 29	General Capital Res	Parks Furnishings and Signage	35,000	35,000	35,000	35,000	35,000	175,000	350,000
4 - 30	General Capital Res	Parks Master Plan Update	-	200,000	-	-	-	-	200,000
4 - 31	General Capital Res	Construction of New Community Gardens	-	350,000	-	-	-	-	350,000
Total - City Wide Programs			\$ 205,000	\$ 755,000	\$ 205,000	\$ 120,000	\$ 120,000	\$ 225,000	\$ 1,630,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 3,055,000	\$ 2,505,000	\$ 5,642,500	\$ 5,370,000	\$ 2,390,000	\$ 3,645,000	\$ 22,607,500
TOTAL CONTRIBUTIONS									
TOTAL CONTRIBUTIONS - DCC FUNDING			\$ 222,750	\$ 594,000	\$ 2,475,000	\$ 2,598,750	\$ -	\$ -	\$ 5,890,500
NET FUNDING REQUESTED			\$ 2,832,250	\$ 1,911,000	\$ 3,167,500	\$ 2,771,250	\$ 2,390,000	\$ 3,645,000	\$ 16,717,000

**2021-2030 CAPITAL PLAN
PUBLIC ART**

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
5 - 2	Public Art	Public Art Civic Program	85,000	85,000	85,000	85,000	85,000	425,000	850,000
5 - 3	Public Art	Public Art (Lower Lonsdale Lands)	86,822	-	-	-	-	-	86,822
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 171,822	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 936,822
NET FUNDING REQUESTED			\$ 171,822	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	\$ 936,822

2021-2030 CAPITAL PLAN EQUIPMENT SUMMARY

	2021	2022	2023	2024	2025	2026-2030	Total
Summary of Equipment Projects							
FUNDING REQUESTED IN PROJECT SHEETS							
General Equipment	936,600	1,114,200	976,150	695,000	483,450	2,022,850	6,228,250
Information Technology Equipment	1,122,253	920,753	683,253	633,000	509,000	2,933,000	6,801,259
Engineering Equipment	1,029,000	636,000	665,000	845,000	250,000	3,459,000	6,884,000
Fire Equipment	2,185,000	265,000	570,000	90,000	770,000	2,310,000	6,190,000
Block Funding & Other Projects	2,417,013	1,928,229	1,245,217	1,542,896	1,300,217	5,362,085	13,795,657
TOTAL FUNDING REQUESTED	\$ 7,689,866	\$ 4,864,182	\$ 4,139,620	\$ 3,805,896	\$ 3,312,667	\$ 16,086,935	\$ 39,899,166
CONTRIBUTIONS							
General Equipment	251,774	288,829	284,499	61,239	65,652	237,097	1,189,090
Information Technology Equipment	42,000	64,750	8,500	159,500	7,000	101,000	382,750
Engineering Equipment	-	-	-	-	-	-	-
Fire Equipment	-	-	-	-	-	-	-
Block Funding & Other Projects	173,565	173,565	123,565	73,565	73,565	367,826	985,652
TOTAL CONTRIBUTIONS	\$ 467,339	\$ 527,144	\$ 416,564	\$ 294,304	\$ 146,218	\$ 705,923	\$ 2,557,492
NET FUNDING REQUESTED							
General Equipment	684,826	825,371	691,651	633,761	417,798	1,785,753	5,039,160
Information Technology Equipment	1,080,253	856,003	674,753	473,500	502,000	2,832,000	6,418,509
Engineering Equipment	1,029,000	636,000	665,000	845,000	250,000	3,459,000	6,884,000
Fire Equipment	2,185,000	265,000	570,000	90,000	770,000	2,310,000	6,190,000
Block Funding & Other Projects	2,243,448	1,754,664	1,121,652	1,469,330	1,226,652	4,994,259	12,810,005
TOTAL CITY FUNDING REQUESTED	\$ 7,222,527	\$ 4,337,038	\$ 3,723,056	\$ 3,511,592	\$ 3,166,449	\$ 15,381,012	\$ 37,341,674

2021-2030 CAPITAL PLAN GENERAL EQUIPMENT

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
6 - 2	General Capital Res	Civic Buildings - Furniture and Equipment	129,600	128,700	111,150	111,000	65,450	316,350	862,250
6 - 4	Gen Equip	Gerry Brewer Furniture	53,796	52,451	52,451	49,761	53,348	124,403	386,210
6 - 4	External	Gerry Brewer Furniture - Required Outside Funding	66,204	64,549	64,549	61,239	65,652	153,097	475,290
6 - 6	General Capital Res	Pool Vehicle Replacement	60,000	50,000	50,000	50,000	55,000	225,000	490,000
6 - 8	General Capital Res	Police Pool Vehicle Replacement	26,430	105,720	44,050	-	-	-	176,200
6 - 8	External	Police Pool Vehicles Repl - Required outside Funding	33,570	134,280	55,950	-	-	-	223,800
6-10	General Capital Res	Electric Vehicle Charging Stations - Police	10,000	20,000	20,000	-	-	-	50,000
6 - 10	External	Electric Vehicle Charging Stations - Police - ROF	30,000	40,000	30,000	-	-	-	100,000
6 - 11	General Capital Res	Bylaw Vehicle Replacement	45,000	45,000	45,000	45,000	-	90,000	270,000
6 - 13	General Capital Res	NVRC Maintenance Vehicles	36,000	-	42,000	-	-	42,000	120,000
6 - 13	External	NVRC Maintenance Vehicles - Required Outside Funding	72,000	-	84,000	-	-	84,000	240,000
6 - 15	General Capital Res	NVRC Recreation Program Equipment	88,000	95,000	155,000	305,000	145,000	420,000	1,208,000
6 - 17	General Capital Res	Automated Materials Handling & RFID System Replacements	21,000	71,000	20,000	21,000	21,000	211,000	365,000
6 - 19	General Capital Res	Self-Service Payment Systems Renewal	-	-	-	-	20,000	20,000	40,000
6 - 20	General Capital Res	A/V and Multimedia Systems Renewal	14,000	11,000	2,000	2,000	8,000	87,000	124,000
6 - 22	General Capital Res	Automated Traffic Counters	50,000	50,000	50,000	50,000	50,000	250,000	500,000
6 - 23	Carbon	Electric Vehicle Strategy Implementation	85,000	100,000	100,000	-	-	-	285,000
6 - 23	External	Electric Vehicle Strategy Implementation - ROF	50,000	50,000	50,000	-	-	-	150,000
6 - 24	General Capital Res	Library Book Vending & WiFi Kiosk	-	96,500	-	-	-	-	96,500
6 - 25	General Capital Res	NVRC – Delbrook Centre Administrative Area Furniture	66,000	-	-	-	-	-	66,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 936,600	\$ 1,114,200	\$ 976,150	\$ 695,000	\$ 483,450	\$ 2,022,850	\$ 6,228,250
TOTAL CONTRIBUTIONS			\$ 251,774	\$ 288,829	\$ 284,499	\$ 61,239	\$ 65,652	\$ 237,097	\$ 1,189,090
NET FUNDING REQUESTED			\$ 684,826	\$ 825,371	\$ 691,651	\$ 633,761	\$ 417,798	\$ 1,785,753	\$ 5,039,160

2021-2030 CAPITAL PLAN INFORMATION TECHNOLOGY

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
I.T. Department									
7 - 3	General Capital Res /Comp Equip.	User Device Replacements	150,000	150,000	150,000	150,000	150,000	750,000	1,500,000
7 - 4	General Capital Res	Data Centre Infrastructure	110,000	350,000	250,000	175,000	265,000	1,470,000	2,620,000
7 - 6	General Capital Res	Fibre Infrastructure Improvement	50,000	50,000	50,000	50,000	50,000	250,000	500,000
7 - 7	General Capital Res	AV Device Replacement	200,000	95,000	-	-	-	-	295,000
7 - 9	General Capital Res	Sign Shop Printer/Cutter	25,000	-	-	-	-	-	25,000
7 - 10	General Capital Res	Electronic Plan Review Equipment	45,000	-	-	-	-	-	45,000
7 - 11	General Capital Res	Budgeting Software	200,000	-	-	-	-	-	200,000
7 - 12	General Capital Res	CityPAL Data Entry and Process Transition	68,000	68,000	68,000	-	-	-	204,000
7 - 13	General Capital Res	CityPal and Business Process User Analyst	92,253	92,253	92,253	-	-	-	276,759
Total - I.T. Department			\$ 940,253	\$ 805,253	\$ 610,253	\$ 375,000	\$ 465,000	\$ 2,470,000	\$ 5,665,759
Library									
7 - 15	General Capital Res	Library Website Renewal	90,000	-	-	-	-	90,000	180,000
7 - 15	General Capital Res	Integrated Library System (ILS) Renewal	13,000	-	-	-	16,000	16,000	45,000
Total - Library			\$ 103,000	\$ -	\$ -	\$ -	\$ 16,000	\$ 106,000	\$ 225,000
North Vancouver Museum & Archives									
7 - 16	General Capital Res	NVMA IT Refresh	4,000	8,750	8,500	9,500	7,000	41,000	78,750
7 - 16	External	NVMA IT Refresh - ROF	4,000	8,750	8,500	9,500	7,000	41,000	78,750
Total - North Vancouver Museum & Archives			\$ 8,000	\$ 17,500	\$ 17,000	\$ 19,000	\$ 14,000	\$ 82,000	\$ 157,500
North Vancouver Recreation & Culture Commission									
7 - 17	General Capital Res	Desktop computer hardware refresh	14,000	14,000	14,000	14,000	14,000	105,000	175,000
7 - 18	General Capital Res	Mobile Application Development	9,000	18,000	-	-	-	-	27,000
7 - 18	External	Mobile Application Development - ROF	18,000	36,000	-	-	-	-	54,000
7 - 19	General Capital Res	Network hardware replacements	-	-	24,000	-	-	35,000	59,000
7 - 20	General Capital Res	Perfect Mind Development and Integration	10,000	10,000	-	10,000	-	30,000	60,000
7 - 20	External	Perfect Mind Development and Integration - ROF	20,000	20,000	-	20,000	-	60,000	120,000

2021-2030 CAPITAL PLAN INFORMATION TECHNOLOGY

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
7 - 21	General Capital Res	Phone system replacement	-	-	-	65,000	-	-	65,000
7 - 21	External	Phone system replacement - ROF	-	-	-	130,000	-	-	130,000
7 - 22	General Capital Res	Recreation centre wifi upgrade	-	-	18,000	-	-	45,000	63,000
Total - North Vancouver Recreation Commission			\$ 71,000	\$ 98,000	\$ 56,000	\$ 239,000	\$ 14,000	\$ 275,000	\$ 753,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 1,122,253	\$ 920,753	\$ 683,253	\$ 633,000	\$ 509,000	\$ 2,933,000	\$ 6,801,259
TOTAL CONTRIBUTIONS			\$ 42,000	\$ 64,750	\$ 8,500	\$ 159,500	\$ 7,000	\$ 101,000	\$ 382,750
NET FUNDING REQUESTED			\$ 1,080,253	\$ 856,003	\$ 674,753	\$ 473,500	\$ 502,000	\$ 2,832,000	\$ 6,418,509
Base Program									
Dedicated Fund									
New Initiatives									

**2021-2030 CAPITAL PLAN
ENGINEERING EQUIPMENT**

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
8 - 2	Eng Equip	Engineering, Parks and Environment Operations Vehicle/Equipment Replacement Program	914,000	636,000	665,000	845,000	250,000	3,459,000	6,769,000
8 - 3	General Capital Res	Multi purpose utility vehicle	115,000	-	-	-	-	-	115,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 1,029,000	\$ 636,000	\$ 665,000	\$ 845,000	\$ 250,000	\$ 3,459,000	\$ 6,884,000
TOTAL CONTRIBUTIONS									
NET FUNDING REQUESTED			\$ 1,029,000	\$ 636,000	\$ 665,000	\$ 845,000	\$ 250,000	\$ 3,459,000	\$ 6,884,000

**2021-2030 CAPITAL PLAN
FIRE EQUIPMENT**

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
9 - 2	Fire Equip	Fire Hose and Nozzles	-	40,000	-	-	40,000	40,000	120,000
9 - 3	Fire Equip	Auto Extrication Equipment	-	60,000	-	-	60,000	60,000	180,000
9 - 4	Fire Equip	Hazardous Materials (Hazmat) Equipment	-	20,000	-	20,000	-	60,000	100,000
9 - 5	Fire Equip	Fire Fleet Replacement Program	-	75,000	-	-	-	300,000	375,000
9 - 6	Fire Equip	Fire Apparatus Replacement Program	2,100,000	-	500,000	-	600,000	1,000,000	4,200,000
9 - 7	Fire Equip	Fire Equipment Replacement Program	70,000	70,000	70,000	70,000	70,000	850,000	1,200,000
9 - 8	Fire Equip	Firefighter Resiliency Pilot Program	15,000	-	-	-	-	-	15,000
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 2,185,000	\$ 265,000	\$ 570,000	\$ 90,000	\$ 770,000	\$ 2,310,000	\$ 6,190,000
TOTAL CONTRIBUTIONS									
NET FUNDING REQUESTED			\$ 2,185,000	\$ 265,000	\$ 570,000	\$ 90,000	\$ 770,000	\$ 2,310,000	\$ 6,190,000
Base Program									
Dedicated Funds									

2021-2030 CAPITAL PLAN
BLOCK FUNDS, ONGOING PROGRAMS AND OTHER PROJECTS

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
Block Funds									
10 - 3	General Capital Res	Block Funding - City Used Buildings	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
10 - 4	General Capital Res	Block Funding - Non-City Used Buildings	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
10 - 5	General Capital Res	Block Funding - Gerry Brewer Building	29,237	29,237	29,237	29,237	29,237	146,184	292,368
10 - 5	External	Gerry Brewer Building - Required Outside Funding	35,980	35,980	35,980	35,980	35,980	179,901	359,802
10 - 6	General Capital Res	Block Funding IT	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
10 - 7	General Capital Res	Block Funding - Parks Infrastructure	75,000	75,000	75,000	75,000	75,000	375,000	750,000
10 - 8	General Capital Res	Block Funding - Transportation	30,000	30,000	30,000	30,000	30,000	150,000	300,000
10 - 9	General Capital Res	Block Funding - Engineering Equipment	50,000	50,000	50,000	50,000	50,000	250,000	500,000
10 - 10	General Capital Res	Block Funding - Shipyards Commons	35,000	35,000	35,000	35,000	35,000	175,000	350,000
10 - 11	General Capital Res	Block Funding - Planning & Development	10,000	10,000	10,000	10,000	10,000	50,000	100,000
10 - 12	General Capital Res	Block Funding - Fire	50,000	50,000	50,000	50,000	50,000	250,000	500,000
10 - 13	General Capital Res	Block Funding Police Equipment	22,415	22,415	22,415	22,415	22,415	112,075	224,150
10 - 13	External	Block Funding - Police Equipment - Required Outside Funding	27,585	27,585	27,585	27,585	27,585	137,925	275,850
10 - 14	General Capital Res	Block Funding - Library Equipment	20,000	20,000	20,000	20,000	20,000	100,000	200,000
10 - 15	General Capital Res	Block Funding - NVMA	10,000	10,000	10,000	10,000	10,000	50,000	100,000
10 - 15	External	Museum & Archives - Required Outside Funding	10,000	10,000	10,000	10,000	10,000	50,000	100,000
10 - 16	General Capital Res	Block Funding - NVRC	50,000	50,000	60,000	60,000	60,000	415,000	695,000
10 - 17	General Capital Res	NVRC Emergency Capital Replacement Fund	25,000	25,000	30,000	30,000	30,000	190,000	330,000
10 - 48	General Capital Res	Block Funding - City Clerk's	20,000	20,000	20,000	20,000	20,000	100,000	200,000
TOTAL - BLOCK FUNDS			\$ 800,217	\$ 800,217	\$ 815,217	\$ 815,217	\$ 815,217	\$ 4,231,085	\$ 8,277,170
On-Going Programs									
10 - 18	CCCIF	Child Care Capital Improvement Fund	9,323	-	-	-	-	-	9,323
TOTAL - ON-GOING PROGRAMS			\$ 9,323	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,323
Other Projects									
10 - 19	General Capital Res	Community Engagement Strategy	160,000	-	-	-	-	-	160,000
10 - 22	General Capital Res	Economic Investment Strategy Implementation	80,000	-	-	-	-	-	80,000
10 - 23	General Capital Res	City Studio CapU Partnership	36,000	48,000	50,000	-	-	-	134,000
10 - 24	General Capital Res	COR (Certificate of Recognition)	-	60,000	20,000	-	-	40,000	120,000
10 - 25	General Capital Res	Exempt Compensation Market Review	50,000	-	-	-	-	-	50,000

2021-2030 CAPITAL PLAN
BLOCK FUNDS, ONGOING PROGRAMS AND OTHER PROJECTS

Page	Funding Source		2021	2022	2023	2024	2025	2026-2030	Total
10 - 26	General Capital Res	Review and Update of the City's Human Resources Policies and Strategies	50,000	-	-	-	-	-	50,000
10 - 27	General Capital Res	Strategic & Corporate Planning	431,473	-	-	492,679	-	-	924,152
10 - 28	General Capital Res	Community Recreation Strategy	-	40,012	-	-	-	-	40,012
10 - 29	General Capital Res	Long Term Tax Strategy	50,000	-	-	-	-	-	50,000
10 - 30	General Capital Res	Urban Forest Management Plan	-	100,000	-	-	-	-	100,000
10 - 31	General Capital Res	Urban Agriculture and Community Gardens	30,000	-	-	-	-	-	30,000
10 - 32	General Capital Res / Carbon	Environmental Strategy Implementation	200,000	150,000	-	-	-	-	350,000
10 - 32	External	Environmental Strategy Implementation - ROF	50,000	50,000	-	-	-	-	100,000
10 - 33	General Capital Res	Corporate Climate Action Implementation	150,000	250,000	-	-	-	-	400,000
10 - 33	External	Corporate Climate Action Implementation - ROF	50,000	50,000	50,000	-	-	-	150,000
10 - 34	General Capital Res	Streamlining Development Controls	70,000	70,000	-	-	-	-	140,000
10 - 35	General Capital Res	Special Studies	-	100,000	100,000	-	-	-	200,000
10 - 36	General Capital Res	Official Community Plan Review	-	-	-	50,000	300,000	600,000	950,000
10 - 37	General Capital Res	Community Well Being Strategy Implementation Projects	-	60,000	60,000	60,000	60,000	6,000	246,000
10 - 38	General Capital Res	Child Care Strategy Implementation Projects	-	50,000	50,000	50,000	50,000	50,000	250,000
10 - 39	General Capital Res	NS Transportation improvements-INSTPP	50,000	75,000	75,000	75,000	75,000	375,000	725,000
10 - 40	Aff Hsing	Housing Needs Report	60,000	-	-	-	-	60,000	120,000
10 - 45	General Capital Res	E-Bike and Micromobility Coordinator	-	25,000	25,000	-	-	-	50,000
10 - 47	General Capital Res	Noise Mitigation Action Plan	50,000	-	-	-	-	-	50,000
10 - 51	General Capital Res	Permissive Property Tax Exemption Policy Review	40,000	-	-	-	-	-	40,000
TOTAL - OTHER PROJECTS			\$ 1,607,473	\$ 1,128,012	\$ 430,000	\$ 727,679	\$ 485,000	\$ 1,131,000	\$ 5,509,164
TOTAL FUNDING REQUESTED IN PROJECT SHEETS			\$ 2,417,013	\$ 1,928,229	\$ 1,245,217	\$ 1,542,896	\$ 1,300,217	\$ 5,362,085	\$ 13,795,657
TOTAL CONTRIBUTIONS			\$ 173,565	\$ 173,565	\$ 123,565	\$ 73,565	\$ 73,565	\$ 367,826	\$ 985,652
NET FUNDING REQUESTED			\$ 2,243,448	\$ 1,754,664	\$ 1,121,652	\$ 1,469,330	\$ 1,226,652	\$ 4,994,259	\$ 12,810,005

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

Average rate of return on investments for the Year **2.80%** **2.80%** **2.80%** **2.80%** **2.80%** **2.80%**

TAX LEVY CONTRIBUTION TO CAPITAL

Each year an amount is transferred from the annual budget to fund various capital projects. These funds are unrestricted and can be used for any capital project. Approximately 15% of the City's annual tax levy is transferred to capital projects or to fund capital reserves. The \$550K increase seen in the Tax Levy each year results in an annual 1% tax rate increase.

	2021	2022	2023	2024	2025	2026-2030	Total
Transfer from Operating to Capital	\$9,674,800.00	10,224,800	10,774,800	11,324,800	9,274,800	\$ 54,624,000	\$ 105,898,000
Available Balance	\$ 9,674,800	\$ 10,224,800	\$ 10,774,800	\$ 11,324,800	\$ 9,274,800	\$ 54,624,000	\$ 105,898,000
Allocated to :							
Civic Amenity HJCRC	2,600,000	2,600,000	2,600,000	2,600,000		-	10,400,000
Fire Equipment	2,137,322	265,000	570,000	90,000	770,000	2,310,210	6,142,532
Public Art	85,000	85,000	85,000	85,000	85,000	425,000	850,000
Sustainable Transportation	87,500	87,500	87,500	87,500	87,500	437,500	875,000
Carbon Fund	65,000	65,000	65,000	65,000	65,000	325,001	650,001
Total to Reserves	4,974,822	3,102,500	3,407,500	2,927,500	1,007,500	3,497,711	18,917,533
Transfer to General Capital Reserve	\$ 4,699,978	7,122,300	\$ 7,367,300	\$ 8,397,300	\$ 8,267,300	\$ 59,393,589	\$ 86,980,467

LAND SALE REVENUE

The City owns numerous parcels of land, and the method by which the City acquired the land determines how the proceeds of sale may be set aside. By long-standing Council policy, proceeds of land acquired through a tax sale (non-payment of taxes) are set aside in Tax Sale Land principal. Proceeds from non-tax sale lands (acquired by other means than non-payment of taxes) are set aside in the Civic Amenity Reserve Fund.

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance		-	-	-	-	\$	-
Proceeds of sales	\$ -	\$ 104,705,000	\$ 27,680,000	\$ 52,803,000	\$ 65,220,000	-	250,408,000
						-	-
Available Balance	\$ -	\$ 104,705,000	\$ 27,680,000	\$ 52,803,000	\$ 65,220,000	\$ -	250,408,000
Allocated to :							
TSL Principal	-	-	20,760,000	-	43,380,000	-	64,140,000
Civic Amenity Reserve	-	-	6,920,000	-	21,840,000	-	28,760,000
Civic Amenity Reserve - Harry Jerome Fund	-	104,705,000	-	52,803,000	-	-	157,508,000
	\$ -	\$ 104,705,000	\$ 27,680,000	\$ 52,803,000	\$ 65,220,000	\$ -	250,408,000
Closing Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

MUNICIPAL FINANCE AUTHORITY BORROWING

The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to contribute to the financial well-being of local governments throughout BC. The MFA pools the borrowing and investment needs of BC communities through a collective structure and is able to provide a range of low cost and flexible financial services. Borrowing from the MFA assumes terms of 30 years at 2.2% interest.

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ -	-	-	1,594,655	1,117,794	\$	-
MFA Debt	\$ -	\$ -	\$ 43,000,000	\$ (832,967)	\$ (832,967)	(4,164,836)	37,169,229
MFA Debt Servicing				\$ (946,000)	\$ (946,000)	(4,730,000)	(6,622,000)
Repayment from Civic Amenity Reserve				\$ 1,778,967	\$ 1,778,967	8,894,836	12,452,771
						-	-
Available Balance	\$ -	\$ -	\$ 43,000,000	\$ 1,594,655	\$ 1,117,794	\$ -	43,000,000
Allocated to :							
North Shore Neighborhood House & Derek Inman Park	-	-	41,405,345	476,861	-	-	41,882,206
	\$ -	\$ -	\$ 41,405,345	\$ 476,861	\$ -	\$ -	41,882,206
Closing Balance	\$ -	\$ -	\$ 1,594,655	\$ 1,117,794	\$ 1,117,794	\$ -	1,117,794

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

GENERAL CAPITAL RESERVE

The General Capital Reserve is a non-statutory reserve that provides unrestricted funding for Capital Plan projects; as such it can be used to fund any capital project. The reserve is funded from various sources including transfers from operating, portions of the annual tax levy or annual surpluses.

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 4,273,061	1,865,023	\$ (11,672,783)	\$ (14,581,772)	\$ (20,482,129)	\$ (21,032,994)	\$ 4,273,061
Annual transfer to General Capital Reserve	\$ 4,699,978	\$ 7,122,300	\$ 7,367,300	\$ 8,397,300	\$ 8,267,300	51,126,289	86,980,467
Available Balance	\$ 8,973,039	\$ 8,987,323	\$ (4,305,483)	\$ (6,184,472)	\$ (12,214,829)	\$ 30,093,295	\$ 91,253,528
Withdrawals							
Provision for Park Land Acquisition 1% Municip Assist	80,000	-	-	-	-	-	80,000
Buildings							
Capital Maintenance	0	1,402,269	1,687,985	971,153	1,193,642	316,725	5,571,774
City Hall - Facility Improvements	216,000	345,150	23,400	38,850	23,800	144,300	791,500
Shipyards Wharf and Pier Electrical Building Upgrades	20,000	50,000	100,000	40,000	-	-	210,000
Shipyards Electrical and Water Site Improvements	-	20,000	100,000	80,000	-	-	200,000
Shipyards Optimization of Public Realm -Traffic Management	20,000	80,000	150,000	-	-	-	250,000
Shipyards Operational Plan - Site Asset Inventory and Related Studies	80,000	-	-	-	-	-	80,000
Shipyards Heritage Crane Capital Maintenance	-	45,000	-	-	-	-	45,000
Mickey McDougall - Feasibility Study & Building Upgrades	-	-	-	-	-	-	-
North Shore Neighborhood House & Derek Inman Park	-	3,372,093	-	-	-	-	3,372,093
Childcare Capital Program (City Facilities)	-	2,500,000	-	-	-	-	2,500,000
City Hall - Windows & Building Envelope	-	234,000	-	1,887,000	-	-	2,121,000
City Hall - Facility Improvements	-	-	-	-	-	-	-
City Hall Addition	-	-	-	-	-	3,500,000	3,500,000
Asbestos - Civic Facility Assessment & Inventory Plan	90,000	-	-	-	-	-	90,000
Operations Yard Building Structural Review	30,000	-	-	-	-	-	30,000
PGE Station Provision	-	-	-	399,600	-	-	399,600
Parks							
City Wide Programs	205,000	755,000	205,000	120,000	120,000	225,000	1,630,000
Mahon Park Playground and Spray Park Replacement	-	-	-	-	1,200,000	-	1,200,000
Sunrise Park Trail System Expansion	-	-	-	126,250	-	-	126,250
Wagg Park Playground Replacement	-	-	-	-	-	650,000	650,000
Confederation Field Turf Replacement	-	-	-	-	1,000,000	-	1,000,000
Tempe Heights Park Playground Replacement	-	-	-	-	70,000	600,000	670,000
Loutet Park Playground Replacement	-	-	-	-	-	670,000	670,000
Fen Burdett Turf Replacement	-	-	-	-	-	1,000,000	1,000,000
Victoria Park Master Plan	-	-	-	-	-	250,000	250,000
Waterfront Park Master Plan & Implementation	-	-	-	2,525,000	-	-	2,525,000
Mahon Park Washroom and Covered Outdoor Space	910,000	-	-	-	-	-	910,000
Green Necklace Outdoor Fitness Equipment Stations	-	400,000	-	-	-	-	400,000
Public School Playground Funding	-	54,970	-	-	-	-	54,970
Equipment							
Over \$10,000							
General	574,615	704,371	570,651	627,761	411,798	1,745,753	4,634,949
Information Technology	1,026,253	846,003	665,753	468,500	493,000	2,796,500	6,296,009
Electric Vehicle Charging Stations - Police	10,000	20,000	20,000	-	-	-	50,000
Multi purpose utility vehicle	115,000	-	-	-	-	-	115,000
Streets, Traffic and Transportation							
Traffic & Transportation							
Fell Avenue: Slope stability and Retaining Walls	100,000	500,000	-	-	-	-	600,000
Street Light and Traffic Signal Aging Pole Replacement	250,000	50,000	50,000	50,000	100,000	500,000	1,000,000
New Traffic Signals	-	1,510,000	-	-	-	-	1,510,000
Existing Infrastructure Safety Improvements	-	840,000	490,000	490,000	490,000	2,450,000	4,760,000
Pavement Management: Streets and Lanes	-	667,051	744,772	479,255	232,373	-	2,123,451
Transit Stop Improvements	65,000	65,000	65,000	65,000	65,000	325,000	650,000
Bus Speed and Reliability	50,000	50,000	50,000	50,000	50,000	250,000	500,000
Traffic Signal System Upgrades	180,000	470,000	300,000	300,000	500,000	2,500,000	4,250,000
Traffic Signal Pre-Emption for Fire Emergency Vehicles	80,000	80,000	-	-	-	-	160,000
Traffic Signal LED Replacement	-	300,000	-	-	-	-	300,000
City-Wide LED Streetlight upgrade	250,000	250,000	-	-	-	-	500,000
Street Lighting Central Management System	-	100,000	-	-	-	-	100,000

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

Marine-Main Corridor Improvements	200,000	250,000	2,600,000	-	-	-	3,050,000
Sidewalk Infill & Reconstruction	8,000	170,000	170,000	170,000	170,000	210,000	898,000
New Traffic Signals			205,215	1,010,000		-	1,215,215
New Pedestrian Crossing Facilities		203,199	664,411	500,000		-	1,367,610
Active & Safe Routes to School Implementation		11,736				-	11,736
Pedestrian Scale Lighting - Green Necklace		750,000				-	750,000
Upper Levels Greenways	227,250	1,287,750	-	-	-	-	1,515,000
Priority Mobility Network Improvements		351,850	2,450	1,892,100		-	2,246,400
Active Transportation Wayfinding Program	15,000	15,000	110,000	30,000	30,000	150,000	350,000
New Sidewalks to Complete Pedestrian Network-DCC					247,500	1,237,500	1,485,000
Priority Mobility Network Improvements - DCC					826,650	173,250	999,900
Pedestrian and Roadway Lighting Implementation - DCC					222,750	1,113,750	1,336,500
Living City Tree Planting Program	120,000	120,000	120,000	94,140	-	240,000	694,140
Street Banner And Furnishing Program	60,000	35,000	60,000	35,000	60,000	225,000	475,000
Seasonal Decorations - Lonsdale Street Light Poles	-	-	-	-	85,000	-	85,000
Pedestrian and Roadway Lighting Implementation				227,250		-	227,250
New Sidewalks to Complete Pedestrian Network				151,468		-	151,468
Block							
Ongoing Programs	726,652	726,652	741,652	741,652	741,652	2,273,424	5,951,683
Environmental Strategy Implementation	151,774	150,000				-	301,774
Economic Investment Strategy Implementation	80,000	-	-	-	-	-	80,000
Community Engagement Strategy	160,000	-	-	-	-	-	160,000
COR (Certificate of Recognition)	-	60,000	20,000	-	-	40,000	120,000
Exempt Compensation Market Review	50,000	-	-	-	-	-	50,000
Review and Update of the City's Human Resources Policies and Strategies	50,000	-	-	-	-	-	50,000
Long Term Tax Strategy	50,000	-	-	-	-	-	50,000
Urban Forest Management Plan	-	100,000	-	-	-	-	100,000
Streamlining Development Controls	70,000	70,000	-	-	-	-	140,000
Special Studies	-	100,000	100,000	-	-	-	200,000
Official Community Plan Review	-	-	-	50,000	300,000	600,000	950,000
Community Well Being Strategy Implementation Projects	-	60,000	60,000	60,000	60,000	6,000	246,000
Child Care Strategy Implementation Projects	-	50,000	50,000	50,000	50,000	50,000	250,000
NS Transportation improvements-INSTPP	50,000	75,000	75,000	75,000	75,000	-	350,000
E-Bike and Micromobility Coordinator	-	25,000	25,000	-	-	-	50,000
Noise Mitigation Action Plan	50,000	-	-	-	-	-	50,000
Permissive Property Tax Exemption Policy Review	40,000	-	-	-	-	-	40,000
Urban Agriculture and Community Gardens	30,000					-	30,000
Community Recreation Strategy	-	40,012	-	-	-	-	40,012
City Studio CapU Partnership	36,000	48,000	50,000	-	-	-	134,000
Strategic & Corporate Planning	431,473	-	-	492,679	-	-	924,152
Corporate Climate Action Implementation	150,000	250,000	-			-	400,000
Total expended	\$ 7,108,017	\$ 20,660,106	\$ 10,276,289	\$ 14,297,657	\$ 8,818,165	\$ 24,242,202	\$ 85,402,436
Unallocated Annual Funding Excess(Shortfall)	\$ 1,865,023	\$ (13,537,806)	\$ (2,908,989)	\$ (5,900,357)	\$ (550,865)	\$ 26,884,087	\$ 5,851,093
Closing Balance	\$ 1,865,023	\$ (11,672,783)	\$ (14,581,772)	\$ (20,482,129)	\$ (21,032,994)	\$ 5,851,093	\$ 5,851,093

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

TAX SALE LAND PRINCIPAL

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 31,411,595	27,093,763	\$ 26,851,083	\$ 46,059,303	\$ 44,485,423	\$ 87,865,423	\$ 31,411,595
Proceeds of Sale:							
-Land Sales	-	-	20,760,000	-	43,380,000	-	64,140,000
-Transfer to DCC Transportation	(817,832)	(242,680)	(1,551,780)	(1,573,880)	-	(409,706)	(4,595,878)
Available Balance	\$ 30,593,763	\$ 26,851,083	\$ 46,059,303	\$ 44,485,423	\$ 87,865,423	\$ 87,455,717	\$ 90,955,717
Purchases							
Strategic Land Acquisition	3,500,000	-	-	-	-	-	3,500,000
Total Expenditures	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000
Closing Balance	\$ 27,093,763	\$ 26,851,083	\$ 46,059,303	\$ 44,485,423	\$ 87,865,423	\$ 87,455,717	\$ 87,455,717

TAX SALE LANDS INTEREST

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 2,356,188	13,874	0	0	0	0	\$ 2,370,064
Interest from TSLP		819,075	755,228	1,020,745	1,267,626	11,691,352	15,554,027
Interest for the year		0	0	0	(0)	0	0
Available Balance	2,356,188	832,949	755,228	1,020,745	1,267,627	11,691,353	17,924,090
Withdrawals							
Buildings							
Capital Maintenance	812,071	-	-	-	-	1,961,517	2,773,588
	\$ 812,071	\$ -	\$ -	\$ -	\$ -	\$ 1,961,517	\$ 2,773,588
Block Funding - Other projects							
Ongoing programs						1,589,835	1,589,835
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,589,835	\$ 1,589,835
Streets and Transportation							
Existing Infrastructure Safety Improvements	515,000					-	515,000
Pavement Management: Streets and Lanes	853,243	832,949	755,228	1,020,745	1,267,627	7,500,000	12,229,792
Sidewalk Infill & Reconstruction	162,000					640,000	802,000
	\$ 1,530,243	\$ 832,949	\$ 755,228	\$ 1,020,745	\$ 1,267,627	\$ 8,140,000	\$ 13,546,792
Total Expended	\$ 2,342,314	\$ 832,949	\$ 755,228	\$ 1,020,745	\$ 1,267,627	\$ 11,691,352	\$ 17,910,215
Closing Balance	\$ 13,874	\$ 0	\$ 0	\$ 0	\$ (0)	\$ 1	\$ 13,875

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

CIVIC AMENITY

The City also owns land that was acquired through purchase, i.e., not through tax defaults. Such property is considered as being a non-Tax Sale land property. The proceeds of sale are placed in the City Amenity fund. The CAF is specifically dedicated to fund capital projects which will enhance the use and enjoyment of the City by members of the public, such as parks, recreation centers, libraries, plazas, and other community amenities.

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 12,601,046	620,959	\$ 576,245	\$ 2,150,182	\$ 2,002,731	\$ 20,995,013	\$ 12,601,046
Contributions:							
- CAC estimate		1,600,000	2,000,000	2,000,000	2,000,000	10,000,000	17,600,000
- Land sales	-	-	6,920,000	-	21,840,000	-	28,760,000
- Centennial Seat Surcharge	35,000	35,000	35,000	35,000	35,000	175,000	350,000
- Shipyards Dev Ltd	382,396	382,396	382,396			-	1,147,187
Repayment of MFA Debt (NSNH & Derek Inman Park)				(1,778,967)	(1,778,967)	(8,894,836)	(12,452,771)
Interest for the year		15,695	58,565	54,549	571,849	349,711	3,073,022
Available Balance	\$ 13,018,442	\$ 2,654,050	\$ 9,972,206	\$ 2,460,764	\$ 24,670,613	\$ 22,624,887	\$ 51,078,484
Withdrawals							
Buildings							
Civic Centre Public Realm Improvements	120,000	-	-	-	-	-	120,000
Childcare Capital Program (City Facilities)	20,000		-	-	-	-	20,000
Childcare at Mahon Park	2,849,284	-	-	-	-	-	2,849,284
Lonsdale Quay Public Realm	-	-	480,000	-	-	-	480,000
North Shore Neighborhood House & Derek Inman Park	980,000	242,209	-	-	-	-	1,222,209
Parks							
1600 Eastern Avenue Park	-	606,000	-	-	-	-	606,000
Victoria Park Washroom	350,000	-	-	-	-	-	350,000
Waterfront Park Master Plan & Implementation	227,250	-	2,525,000	-	-	-	2,752,250
Casano Park Trail & Habitat Improvements	-	-	400,000	-	-	-	400,000
Park Picnic Shelters	400,000	-	-	-	-	-	400,000
High Place Park Development	-	-	-	-	-	250,000	250,000
Public School Playground Funding	150,000	95,030	37,500	-	-	-	282,530
Mahon Park Washroom and Covered Outdoor Space	590,000					-	590,000
						-	-
Streets and Transportation							
New Sidewalks to Complete Pedestrian Network	378,750	252,500	252,500	101,032	252,500	1,262,500	2,499,782
Priority Mobility Network Improvements	65,449		854,400	202,000	755,850	176,750	2,054,449
East Keith Road Multi-Modal Corridor Improvements, East Grand to Brooksbank	-	-	300,000	-	-	-	300,000
Covered Bike Shelter & Secured Bike Parking	-	25,000	50,000	50,000	25,000	15,000	165,000
Active & Safe Routes to School Implementation	200,000	138,264	50,000	50,000	50,000	250,000	738,264
Queensbury Avenue Greenway Connection	-	-	350,000	-	-	-	350,000
Installation of Accessible Pedestrian Signal Units	35,000	35,000	35,000	35,000	35,000	175,000	350,000
Pedestrian Scale Lighting - Green Necklace	80,000		-	-	-	-	80,000
Pedestrian and Roadway Lighting Implementation	176,750	202,000	227,250	-	227,250	1,136,250	1,969,500
New Traffic Signals	965,000		834,785	-	1,000,000	5,000,000	7,799,785
New Pedestrian Crossing Facilities	1,710,000	441,801	5,589	-	300,000	1,500,000	3,957,390
City Transit Shelter Program	-	40,000	20,000	20,000	20,000	20,000	120,000
Marine Drive Bridge Replacement over Mackay Creek	-	-	-	-	1,010,000	-	1,010,000
Lonsdale Corridor Transit & Safety Improvements (Esplanade to 29th)	-	-	1,400,000	-	-	-	1,400,000
Esplanade Complete Streets	3,100,000	-	-	-	-	-	3,100,000
						-	-
Total Expended	12,397,483	2,077,804	7,822,024	458,032	3,675,600	9,785,500	36,216,443
Closing Balance	\$ 620,959	\$ 576,245	\$ 2,150,182	\$ 2,002,731	\$ 20,995,013	\$ 12,839,387	\$ 14,862,041

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

CIVIC AMENITY - HARRY JEROME FUND

The CAF HJF is specifically dedicated to fund Harry Jerome Recreation Centre and Lands capital projects . In 2013, Council approved a 1% tax rate increase to be set aside for the Harry Jerome Recreation Centre project. This provided \$400,000 in annual funding for this purpose. Council approved similar increases in following years bringing the annual amount set aside for the Harry Jerome Recreation Project to \$2.6million.

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance - Cash Flow	\$ 63,579,756	\$ 65,105,507	\$ 22,229,575	\$ 10,385,597	\$ 7,962,487	\$ 7,962,487	\$ 63,579,756
Contributions:						-	-
- Amenity Levy	2,600,000	2,600,000	2,600,000	2,600,000	-	-	10,400,000
Land lease - HJNL Net of Non-Recreational Amenities & Exp.		103,300,000				-	103,300,000
Transfer from AFHR	5,800,000					-	5,800,000
Transfer from DCC Parks	148,500	3,069,000	-	-	-	-	3,217,500
Available Balance	\$ 72,128,256	\$ 174,074,507	\$ 24,829,575	\$ 12,985,597	\$ 7,962,487	\$ 7,962,487	\$ 186,297,256
						-	-
Withdrawals							
Harry Jerome Community Recreation Centre	6,426,680	135,080,446	12,018,614	4,013,898	-	-	157,539,639
Silver Harbour Seniors Activity Centre	-	9,764,254	2,425,364	747,200	-	-	12,936,818
Mickey McDougall - Feasibility Study & Building Upgrades	296,068	800,233	-	262,012	-	-	1,358,313
New Community Park - Harry Jerome Neighbourhood Lands	300,000	6,200,000	-	-	-	-	6,500,000
Total Expended	7,022,748	151,844,933	14,443,977	5,023,111	-	-	178,334,769
Closing Balance	\$ 65,105,507	\$ 22,229,575	\$ 10,385,597	\$ 7,962,487	\$ 7,962,487	\$ 7,962,487	\$ 7,962,487

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

INFRASTRUCTURE

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 146,757	(0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	146,757
Gas Tax	200,000	200,000	200,000	200,000	200,000	1,000,000	2,000,000
MRN Capital	300,000	300,000	300,000	300,000	300,000	1,500,000	3,000,000
Available Balance	\$ 646,757	500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000	5,146,757
Withdrawals						-	-
Pavement Management: Streets and Lanes	646,757	500,000	500,000	500,000	500,000	2,500,000	5,146,757
Total Expended	\$ 646,757	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000	5,146,757
Closing Balance	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	(0)

SUSTAINABLE TRANSPORTATION

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 83,901	-	\$ -	\$ -	\$ -	\$ -	83,901
Contributions:							
- Annual	87,500	87,500	87,500	87,500	87,500	437,500	875,000
Interest for the year		-	-	-	-	5,450	5,450
	\$ 171,401	\$ 87,500	\$ 87,500	\$ 87,500	\$ 87,500	\$ 442,950	\$ 964,351
Withdrawals						-	-
Priority Mobility Network Improvements	121,401	87,500	87,500	87,500	87,500	-	471,401
NS Transportation improvements-INSTPP						375,000	375,000
Micro Mobility (E-Bike/Scooter Docking)	50,000	-	-	-	-	-	50,000
Total expended	\$ 171,401	\$ 87,500	\$ 87,500	\$ 87,500	\$ 87,500	\$ 375,000	\$ 896,401
Closing Balance	\$ -	-	\$ -	\$ -	\$ -	\$ 67,950	67,950

AFFORDABLE HOUSING

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 5,973,941	113,941	\$ 528,332	\$ 1,057,125	\$ 1,600,724	\$ 2,159,545	\$ 5,973,941
Contributions:						-	-
- Levy		400,000	500,000	500,000	500,000	2,500,000	4,400,000
Transfer to Civic Amenity HJ	(5,800,000)					-	(5,800,000)
Interest for the year		14,390	28,793	43,599	58,820	528,871	674,474
Available Balance	\$ 173,941	528,332	\$ 1,057,125	\$ 1,600,724	\$ 2,159,545	\$ 5,188,415	5,248,415
Withdrawals						-	-
Housing Needs Report	60,000	-	-	-	-	60,000	120,000
Total expended	\$ 60,000	-	\$ -	\$ -	\$ -	\$ 60,000	120,000
Closing Balance	\$ 113,941	\$ 528,332	\$ 1,057,125	\$ 1,600,724	\$ 2,159,545	\$ 5,128,415	5,128,415

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

FIRE EQUIPMENT

Used for fire equipment, and replacement and upgrades.

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 47,678	0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 47,678
Contributions:						-	-
- Budgeted	\$ 2,137,322	265,000	570,000	90,000	770,000	2,310,210	6,142,532
Interest for the year	\$ 0	0	0	0	0	66	66
Available Balance	\$ 2,185,000	\$ 265,000	\$ 570,000	\$ 90,000	\$ 770,000	\$ 2,310,276	\$ 6,190,276
Withdrawals							
Fire Hose and Nozzles	\$ -	40,000	-	-	40,000	40,000	120,000
Auto Extrication Equipment	\$ -	60,000	-	-	60,000	60,000	180,000
Hazardous Materials (Hazmat) Equipment	\$ -	20,000	-	20,000	-	60,000	100,000
Fire Fleet Replacement Program	\$ -	75,000	-	-	-	300,000	375,000
Fire Apparatus Replacement Program	\$ 2,100,000	-	500,000	-	600,000	1,000,000	4,200,000
Fire Equipment Replacement Program	\$ 70,000	70,000	70,000	70,000	70,000	850,000	1,200,000
Firefighter Resiliency Pilot Program	\$ 15,000	-	-	-	-	-	15,000
Closing Balance	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 276	\$ 276

COMPUTER EQUIPMENT

Used for computer equipment replacement and upgrades.

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 52,143	4,143	\$ 661	\$ 0	\$ 1,028	\$ 29	\$ 52,143
Contributions:						-	-
- Budgeted	6,000	6,500	8,339	6,000	8,000	35,985	70,824
Interest for the year		18	0	28	1	41	87
Available Balance	\$ 58,143	10,661	\$ 9,000	\$ 6,028	\$ 9,029	\$ 36,055	\$ 123,055
Withdrawals							
User Device Replacements	54,000	10,000	9,000	5,000	9,000	35,500	122,500
Closing Balance	\$ 4,143	\$ 661	\$ 0	\$ 1,028	\$ 29	\$ 555	\$ 555

ENGINEERING EQUIPMENT

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 2,274,308	1,760,308	\$ 1,566,988	\$ 1,389,844	\$ 1,022,700	\$ 1,308,335	\$ 2,274,308
Contributions:						-	-
- Budgeted	400,000	400,000	450,000	450,000	500,000	3,369,077	5,569,077
Interest for the year		42,681	37,856	27,856	35,636	130,462	274,489
Available Balance	\$ 2,674,308	2,202,988	\$ 2,054,844	\$ 1,867,700	\$ 1,558,335	\$ 4,807,874	\$ 8,117,874
Withdrawals							
Engineering, Parks and Environment Operations Vehicle/Equipment Replacement Program	914,000	636,000	665,000	845,000	250,000	3,459,000	6,769,000
Closing Balance	\$ 1,760,308	\$ 1,566,988	\$ 1,389,844	\$ 1,022,700	\$ 1,308,335	\$ 1,348,874	\$ 1,348,874

LOCAL AREA SERVICES

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 767,374	267,374	\$ 274,861	\$ 282,557	\$ 290,469	\$ 298,602	\$ 767,374
Contributions:						-	-
- Other						-	-
Interest for the year		7,486	7,696	7,911.60	8,133	44,212	75,439
Available Balance	\$ 767,374	\$ 274,861	\$ 282,557	\$ 290,469	\$ 298,602	\$ 342,813	\$ 842,813
Withdrawals							
Provision for Local Area Services - City Share	500,000	-	-	-	-	-	500,000
Closing Balance	\$ 267,374	\$ 274,861	\$ 282,557	\$ 290,469	\$ 298,602	\$ 342,813	\$ 342,813

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

PARKS DCC

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 14,748,073	7,124,255	\$ 3,256,226	\$ 1,796,025	\$ 164,999	\$ 1,876,696	\$ 14,748,073
Contributions:						-	-
- Levy	400,000	800,000	800,000	800,000	800,000	4,000,000	7,600,000
Repayment from Transportation DCC	490,182	168,530	165,880	163,230	860,580	5,549,126	7,397,528
Transfer to CAR HJ	(148,500)	(3,069,000)	-	-	-	-	(3,217,500)
Interest for the year		88,691	48,919	4,494	51,116	1,085,625	1,278,845
Available Balance	\$ 15,489,755	\$ 5,112,476	\$ 4,271,025	\$ 2,763,749	\$ 1,876,696	\$ 12,511,446	\$ 27,806,946
Withdrawals							
New Parks	7,920,000	-	-	-	-	-	7,920,000
1600 Eastern Avenue Park - DCC	-	594,000	-	-	-	-	594,000
Waterfront Park Master Plan & Implementation - DCC	222,750	-	2,475,000	2,475,000	-	-	5,172,750
Sunrise Park Trail System Expansion - DCC	-	-	-	123,750	-	-	123,750
Semisch Greenway (W3rd to Semisch Park) - DCC	-	-	-	-	-	-	-
Upper Levels Greenways - DCC	222,750	1,262,250	-	-	-	-	1,485,000
Upper Levels Greenway - Lonsdale to Westview - DCC	-	-	-	-	-	-	-
Total Expended	\$ 8,365,500	1,856,250	\$ 2,475,000	\$ 2,598,750	\$ -	\$ -	15,295,500
Closing Balance	\$ 7,124,255	3,256,226	\$ 1,796,025	\$ 164,999	\$ 1,876,696	\$ 12,511,446	\$ 12,511,446

TRANSPORTATION DCC

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ -	-	\$ 198,000	\$ 1,188,000	\$ 990,000	\$ 139,420	-
Levy	400,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	9,400,000
Repayment to Parks DCC	(490,182)	(168,530)	(165,880)	(163,230)	(860,580)	(5,549,126)	(7,397,528)
Loan from TSLP	817,832	242,680	1,551,780	1,573,880		409,706	4,595,878
Available Balance	\$ 727,650	\$ 1,074,150	\$ 2,583,900	3,598,650	\$ 1,129,420	\$ (0)	6,598,350
Withdrawals							
New Sidewalks to Complete Pedestrian Network-DCC	371,250	247,500	247,500	247,500		-	1,113,750
Priority Mobility Network Improvements - DCC	183,150	430,650	925,650	2,138,400		-	3,677,850
Pedestrian and Roadway Lighting Implementation - DCC	173,250	198,000	222,750	222,750		-	816,750
Marine Drive Bridge Replacement over Mackay Creek - DCC	-	-	-	-	990,000	-	990,000
Closing Balance	\$ -	\$ 198,000	\$ 1,188,000	990,000	\$ 139,420	\$ (0)	(0)

PUBLIC ART

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 386,294	299,472	\$ 307,857	\$ 316,477	\$ 325,339	\$ 334,448	\$ 386,294
Contributions:						-	-
- Budgeted	85,000	85,000	85,000	85,000	85,000	425,000	850,000
Interest for the year		8,385	8,620	8,861	9,109	49,519	84,495
Available Balance	\$ 471,294	392,857	\$ 401,477	\$ 410,339	\$ 419,448	\$ 808,967	1,320,789
Withdrawals							
Public Art Civic Program	85,000	85,000	85,000	85,000	85,000	425,000	850,000
Public Art (Lower Lonsdale Lands)	86,822	-	-	-	-	-	86,822
Total expended	\$ 171,822	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 425,000	936,822
Closing Balance	\$ 299,472	\$ 307,857	\$ 316,477	\$ 325,339	\$ 334,448	\$ 383,967	\$ 383,967

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

CEMETERY DEVELOPMENT

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 1,093,499	825,499	\$ 745,813	\$ 663,896	\$ 579,685	\$ 493,116	\$ 1,093,499
Contributions:							
Interest for the year		20,314	18,083	15,789.08	13,431	29,411	97,028
Available Balance	\$ 1,093,499	845,813	\$ 763,896	\$ 679,685	\$ 593,116	\$ 522,527	\$ 1,190,527
Withdrawals							
Cemetery - Staff Facility & Washroom	168,000	-	-	-	-	-	168,000
City Cemetery Program	100,000	100,000	100,000	100,000	100,000	500,000	1,000,000
Closing Balance	\$ 825,499	\$ 745,813	\$ 663,896	\$ 579,685	\$ 493,116	\$ 22,527	\$ 22,527

CARBON FUND

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 38,226	0	\$ -	\$ -	\$ 69,140	\$ 44,140	\$ 38,226
Contributions:							
CARIP	30,000	30,000	30,000	30,000	30,000	150,000	300,000
Annual Budget	65,000	65,000	65,000	65,000	65,000	325,000	650,000
Available Balance	\$ 133,226	95,000	\$ 95,000	\$ 95,000	\$ 164,140	\$ 519,140	\$ 988,226
Withdrawals							
Electric Vehicle Strategy Implementation	85,000	95,000	95,000				275,000
Environmental Strategy Implementation	48,226						48,226
Living City Tree Planting Program				25,860	120,000	360,000	505,860
Closing Balance	\$ 0	\$ -	\$ -	\$ 69,140	\$ 44,140	\$ 159,140	\$ 159,140

LOWER LONSDALE AMENITY

The LLAF was originally created to set aside funds from non-Tax Sale land or density transfer in Lower Lonsdale. Funding from this source was to be used with respect to capital projects in the Lower Lonsdale area relating to the provision of affordable and adaptable rental housing, a community arts gallery, a photographic and media arts gallery, a museum, a 150-200 seat theatre, a multi-purpose activity centre, and other Lower Lonsdale amenities. In 2011, Council adopted a bylaw that requires all land sales to be consolidated into one reserve, the Civic Amenity Reserve Fund. While no new funding will be set aside in the LLAF, funds that are in place will be used toward the construction of Lower Lonsdale amenities as it was originally intended.

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 10,863	10,863	\$ 11,166	\$ 11,478	\$ 11,799	\$ 12,129	\$ 10,863
Contributions:							
- Other							
Interest for the year		304	313	321	330	340	2,685
Available Balance	\$ 10,863	11,167	\$ 11,479	\$ 11,799	\$ 12,129	\$ 12,469	\$ 13,548
Withdrawals							
Total Expended	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Closing Balance	10,863	11,166	11,478	11,799	12,129	12,468	13,547

MARINE DRIVE AMENITY

This reserve originally aimed to set aside proceeds from land sales of non-Tax Sale properties in the Marine Drive area for the purpose of funding projects in the area. In 2011, Council adopted a bylaw that requires all land sales to be consolidated into one reserve, the Civic Amenity Reserve Fund. While no new funding will be set aside in this reserve, funds that are in place will be used toward projects in the Marine Drive area.

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 1,566	1,566	\$ 1,566	\$ 1,566	\$ 1,566	\$ 1,566	\$ 1,566
Contributions:							
Interest for the year							
Available Balance	\$ 1,566	1,566	\$ 1,566	\$ 1,566	\$ 1,566	\$ 1,566	\$ 1,566
Withdrawals							
Closing Balance	\$ 1,566	1,566	\$ 1,566	\$ 1,566	\$ 1,566	\$ 1,566	\$ 1,566

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

GENERAL BUILDING

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 250,839	-	\$ -	\$ -	\$ -	\$ -	250,839
Contributions:							
Interest for the year		-	-	-	-	-	-
Available Balance	\$ 250,839	-	\$ -	\$ -	\$ -	\$ -	250,839
Withdrawals							
Capital Maintenance	250,839					-	250,839
Total Expended	\$ 250,839	\$ -	\$ -	\$ -	\$ -	\$ -	250,839
Closing Balance	\$ -	-	\$ -	\$ -	\$ -	\$ -	-

JUSTICE ADMINISTRATION BUILDING

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 32,273	(0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	32,273
Contributions:							
Interest for the year		(0)	(0)	(0)	(0)	(0)	(0)
Available Balance	\$ 32,273	(0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	32,273
Withdrawals							
GB Building	32,273					-	32,273
Total Expended	\$ 32,273	\$ -	\$ -	\$ -	\$ -	\$ -	32,273
Closing Balance	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	(0)

GENERAL EQUIPMENT

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 12,193	0	\$ 10	\$ 21	\$ 32	\$ 43	12,193
Contributions:							
- Budgeted	3,018	6,010	6,010	6,010	6,010	39,949	67,007
Interest for the year		0	1	1	1	8	11
Available Balance	\$ 15,211	6,010	\$ 6,021	\$ 6,032	\$ 6,043	\$ 40,000	79,211
Withdrawals							
Civic Buildings - Furniture and Equipment	15,211	6,000	6,000	6,000	6,000	40,000	79,211
Total Expended	15,211	6,000	6,000	6,000	6,000	40,000	79,211
Closing Balance	\$ 0	10	\$ 21	\$ 32	\$ 43	\$ 0	0

PARKING

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 159,271	159,271	\$ 163,731	\$ 168,315	\$ 173,027	\$ 177,871	159,271
Contributions:							
Interest for the year		4,460	4,584	4,713	4,845	26,336	44,938
Available Balance	\$ 159,271	163,731	\$ 168,315	\$ 173,027	\$ 177,871	\$ 204,206	204,209
Withdrawals							
Total Expended	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Closing Balance	\$ 159,271	163,731	\$ 168,315	\$ 173,027	\$ 177,871	\$ 204,206	204,208

2021-2030 CAPITAL PLAN

RESERVES AND OTHER FUNDING

OTHER FUNDING SOURCES

CHILD CARE CAPITAL IMPROVEMENT

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 9,323	-	\$ -	\$ -	\$ -	\$ -	9,323
Contributions:							
Available Balance	\$ 9,323	-	\$ -	\$ -	\$ -	\$ -	9,323
Child Care Capital Improvement Fund	9,323	-	-	-	-	-	9,323
Closing Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-

HERITAGE RESERVE

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

	2021	2022	2023	2024	2025	2026-2030	Total
Opening Balance	\$ 92,053	92,053	\$ 45,253	\$ 45,253	\$ 45,253	\$ 45,253	92,053
Contributions:							
Interest for the year						-	-
Available Balance	\$ 92,053	92,053	\$ 45,253	\$ 45,253	\$ 45,253	\$ 45,253	92,053
Withdrawals							
PGE Station Provision	-	46,800	-		-	-	46,800
Closing Balance	\$ 92,053	\$ 45,253	\$ 45,253	\$ 45,253	\$ 45,253	\$ 45,253	45,253



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