

The Corporation of the City of North Vancouver

2014 – 2023 Financial Plan



City of North Vancouver
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Financial Plan Summary

Introduction

The City of North Vancouver 2014 to 2023 Financial Plan was approved by City Council on April 28, 2014. This plan will guide the work of the City over the next year and work as a planning tool for future years. The Financial Plan is one of several corporate plans that are used in conjunction with the Official Community Plan, and is the result of extensive public consultation along with management and Council review.

The 2014 to 2023 Financial Plan remains a key component in reaching the City's goals of sustainability and livability. The City faces significant challenges each year in developing a budget that balances the needs of residents, maintains services in light of increasing costs and difficult economic times, and keeps taxes at a reasonable level. To reach this goal, staff have pursued new revenue opportunities and sought out efficiencies and cost savings within existing budgets.

The City remains committed to delivering value for residents and businesses. The 2014 overall tax rate increase is 1.0%. This tax rate increase remains competitive in the Metro Vancouver region and includes 0% rate increase for the program plan (operating) and a 1% levy for the redevelopment of the Harry Jerome Recreation Centre.

REGULATORY REQUIREMENTS

The Community Charter requires that local governments deliver a balanced budget within a five year financial plan by May 15 each year. The City of North Vancouver creates a Five Year Operating Plan and a Ten Year Project Plan each year. The Financial Plan for 2014 to 2023 focuses not only on the current 2014 issues, but also on longer term issues and needs.

The City's Plan is a forecast, based upon the best available estimates at the time. The amount of specificity is greatest for the earliest years. Beyond that, the estimates become less reliable. The estimates for the 10 Year Project Plan become more "orders of magnitude" beyond five years. Notwithstanding, the Financial Plan is a valuable tool for looking further into the future and allowing the City to prepare and be proactive in meeting infrastructure replacement and other challenges.

Council amends the Five Year Financial Plan annually in the fall of each year, and updates it completely in the early part of every year, thus keeping it updated for five years into the future.

This Financial Plan is linked to the Official Community Plan and reflects the goals and objectives contained therein.

PUBLIC PROCESS

The Community Charter requires that Council undertake a process of public consultation prior to the adoption of the Financial Plan. Each year the City actively seeks and encourages public input in the financial planning process to ensure that it reflects the priorities of our citizens.

Each step of the City's planning process is communicated to the public through meeting notices in the local newspapers and on the City's web site to encourage attendance and enhance awareness.

To further encourage community engagement in the financial planning process, the City is currently engaged in determining the scope of a consultation process with citizens. This initiative will inform the City's financial planning process for the Ten Year Financial Plans and the new Official Community Plan: "OCP 2022 and Beyond".

CITY SERVICES

The City of North Vancouver provides local services to residents. These services include:

- police and fire services
- community land use and social planning
- building and fire inspections
- energy management
- management of traffic, roads, sidewalks, greenways, and parks
- animal control
- greenhouse gas emission reductions
- water distribution and management
- solid waste collection and recycling
- sanitary sewer collection
- storm drainage management
- library and museum services
- recreation services.

The City also acts as a regulatory body with the provision of licenses and permits for business, building permits and inspection. Arts and social services such as youth and seniors programs, affordable housing, and services for homeless, are provided through community partnerships with other agencies and municipal partners.

2014 Financial Plan Highlights

The City's 2014 Financial Plan totals \$246.6 million which includes the following, rounded to the nearest million.

Financial Plan (millions)	
Capital	\$ 99.6
General Operating	\$ 62.7
Non Statutory Reserves	\$ 6.8
Water	\$ 9.7
Sewer and Drainage	\$ 8.6
Refuse and Recycling	\$ 4.4
Cemetery	\$ 0.3
Depreciation	\$ 11.0
Sub-Total	\$ 203.1
Payments to Other Authorities	\$ 43.5
Total	\$ 246.6

The figures above include capital and operating costs for all budgets including water, sewer, refuse and recycling utilities.

Payments to other authorities are taxes collected by the City on behalf of other governments and agencies, as shown below.

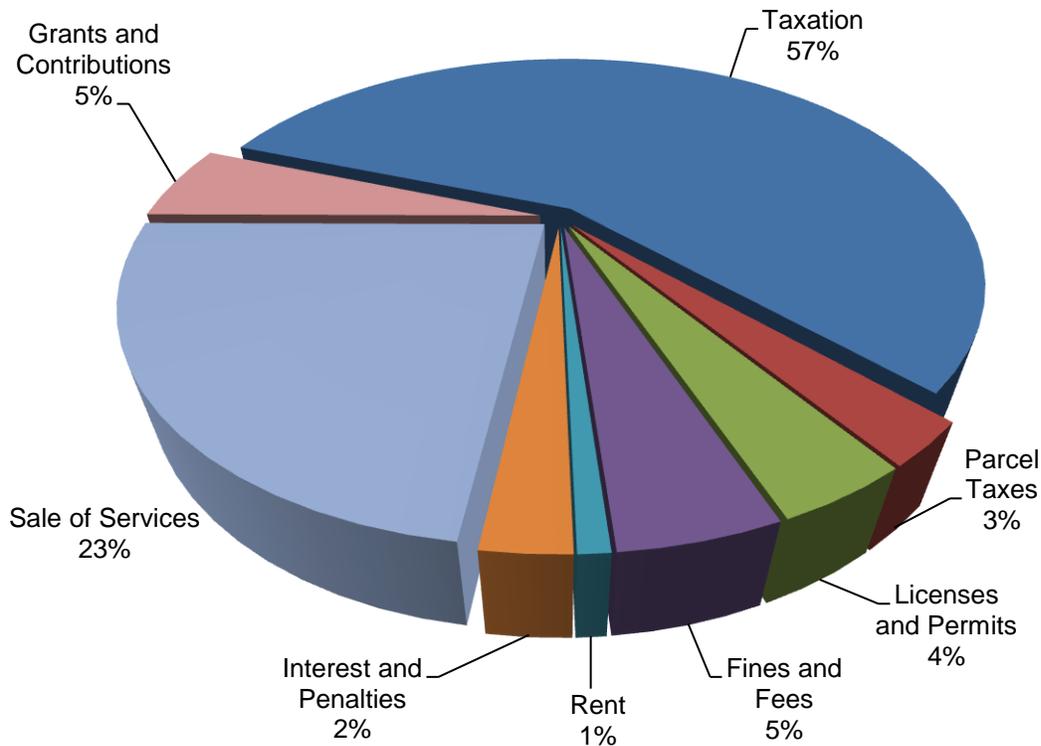
Payments to Other Authorities (000s)	
BC Assessment	\$ 1,215
Greater Vancouver Regional District	1,285
Transit	7,500
Municipal Finance Authority	4
Provincial School	33,460
Total	\$ 43,464

Major Revenue by Source

The City has budgeted for \$85,767,000 (excluding collections for other governments) in general, water and sewer operating revenue for 2014 from various sources including property tax, licenses and permits, fines and fees, interest and penalties, sales of services, grants, contributions, investment income and other sources.

The following graph represents each revenue source share of our total budget for the 2014 Financial Plan.

2014 Budget Revenue - Operating - \$000s	
Taxation	\$ 48,789
Parcel Taxes	2,380
Licenses and Permits	3,351
Fines and Fees	3,919
Rent	769
Interest and Penalties	2,147
Sale of Services	19,729
Grants and Contributions	4,683
	<u>\$ 85,767</u>

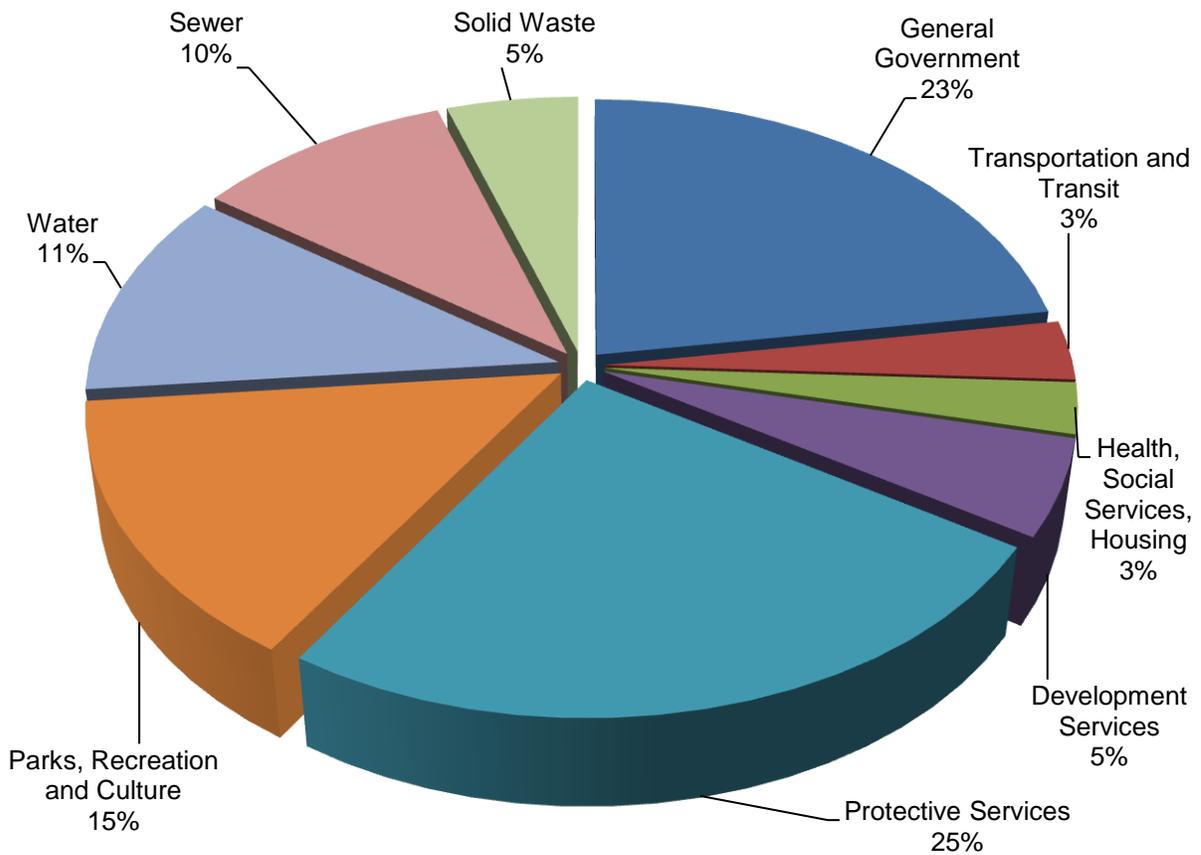


Expenditures by Segment

Total expenditures by service area are \$85,767,000.

The following graph represents each revenue source share of our total budget for the 2014 Financial Plan.

2014 Budget Expenses - Operating - \$000s	
General Government	\$ 19,349
Transportation and Transit	2,766
Health, Social Services, Housing	2,385
Development Services	4,542
Protective Services	21,673
Parks, Recreation and Culture	12,340
Water	9,730
Sewer	8,604
Solid Waste	4,378
	<u>\$ 85,767</u>



Financial Plan Bylaw No. 8364

The Community Charter requires the preparation and adoption of a Financial Plan covering at least five years, including both operating and capital items, prior to May 15 each year. As well, it is a requirement that public consultation take place during the budget process. All meetings of Council and Finance Committee are available to the public, and Finance Committee meetings are advertised, with materials available for the public beforehand. Details on the budget process, and the related calendar are available in Section 4 of this document.

The Corporation of the City of North Vancouver, Bylaw No. 8364, Financial Plan for the Years 2014 to 2023 reflects the City's practice of preparing a ten-year financial plan.

The Financial Plan Bylaw meets the requirements of the Public Sector Accounting Board (PSAB) to present the budget in a format which aligns with the new financial statement presentation of assets. The purpose of this requirement is to provide consistency between the two documents for analysis purposes. The top part of the schedule includes the operational revenues and expenses which net together to show a surplus or deficit for the year. The bottom part displays the capital items, depreciation and reserve transfers. The two parts added together equal zero, which indicates that the budget is in balance.

The Financial Plan Bylaw also includes explicit revenue and tax policy disclosures:

- Revenue Proportion by Funding Source
- Distribution of Property Taxes Among the Property Classes
- Policy statement on use of Permissive Tax Exemptions

The 2014 – 2023 Financial Plan Bylaw includes funding for all City salary contractual obligations, increased transfer to Capital from operations, RCMP Contract, and external agencies (NV Recreation Commission, City Library, etc.), utility (water, sewer/drainage) cost increases. The 2014 Financial Plan also provides one-time funding for one-time grants, infrastructure investment and to the RCMP for the Lonsdale Corridor Crime Response project.

The preparation and approval of a Budget which forms part of the Financial Plan is consistent with the requirements of the Community Charter, with the 2014 Financial Plan Objectives, and with several of the objectives of the City's Strategic Plan, namely:

- C2 Balance economic and social needs of community;
- F1 Current and future programs, policies and operations shall fit within the City's financial capacity;
- F2 Build sufficient statutory reserves to fund the 10 Year Capital Plan.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

Bylaw No. 8364

Financial Plan for the Years 2014 to 2023

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

1. This Bylaw may be cited for all purposes as the “Financial Plan for the Years 2014 to 2023 Bylaw, 2014, No. 8364”.
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2014, and ending December 31, 2023.

READ a first time by the Council on the 14th day of April, 2014.

READ a second time by the Council on the 14th day of April, 2014.

READ a third time and passed by the Council on the 14th day of April, 2014.

RECONSIDERED and finally adopted by the Council, signed by the Mayor and City Clerk and sealed with the Corporate Seal on the 28th day of April, 2014.

“Darrell R. Mussatto”

MAYOR

“Karla D. Graham”

CITY CLERK

**SCHEDULE "A" TO BYLAW NO. 8364
CITY OF NORTH VANCOUVER FINANCIAL PLAN
for the years 2014 – 2023**

(1) 2014 – 2023 Financial Plan (000's)

For the year ended December 31	2014	2015	2016	2017	2018	2019-2023
Revenue						
Property Value Tax	48,789	49,763	50,760	51,776	52,812	269,343
Parcel Taxes	2,380	2,500	2,627	2,761	2,902	16,915
Licenses and Permits	3,351	3,418	3,486	3,556	3,627	18,497
Fines and Fees	3,919	3,815	3,908	4,003	4,101	21,382
Rent	769	784	800	816	832	4,243
Interest and Penalties	2,147	2,190	2,235	2,280	2,326	11,881
Sale of Services	19,729	21,160	22,291	23,600	25,049	160,694
Rebates and Recoveries	79	81	83	84	86	439
Grants	2,842	3,426	2,889	2,946	3,005	15,327
Contributions	1,762	1,509	1,532	1,605	1,659	9,297
	<u>85,767</u>	<u>88,646</u>	<u>90,611</u>	<u>93,427</u>	<u>96,399</u>	<u>528,018</u>
Collections for Other Governments	<u>43,464</u>	<u>44,333</u>	<u>45,220</u>	<u>46,124</u>	<u>47,047</u>	<u>239,938</u>
	<u>129,231</u>	<u>132,979</u>	<u>135,831</u>	<u>139,551</u>	<u>143,446</u>	<u>767,956</u>
Expenses						
General Government	23,415	23,883	24,361	24,848	25,345	129,260
Transportation and Transit	5,076	5,178	5,282	5,388	5,496	28,030
Health, Social Services, Housing	2,608	2,660	2,713	2,767	2,822	14,392
Development Services	4,542	4,633	4,726	4,821	4,917	25,077
Protective Services	22,873	23,330	23,797	24,273	24,758	126,266
Parks, Recreation and Culture	18,101	18,463	18,832	19,209	19,593	99,925
Water	8,574	11,318	11,955	12,647	13,032	81,187
Sewer	7,286	10,190	10,148	10,870	12,026	81,491
Solid Waste	4,198	4,251	4,361	4,479	4,601	24,965
Transfer, Allocations	39	40	41	42	43	220
	<u>96,712</u>	<u>103,946</u>	<u>106,216</u>	<u>109,344</u>	<u>112,633</u>	<u>610,813</u>
Collections for Other Governments	<u>43,464</u>	<u>44,333</u>	<u>45,220</u>	<u>46,124</u>	<u>47,047</u>	<u>239,938</u>
	<u>140,176</u>	<u>148,279</u>	<u>151,436</u>	<u>155,468</u>	<u>159,680</u>	<u>850,751</u>
Surplus(Deficit) for the year	<u>(10,945)</u>	<u>(15,300)</u>	<u>(15,605)</u>	<u>(15,917)</u>	<u>(16,234)</u>	<u>(82,795)</u>
Reserves and capital						
Capital Expenditures	(96,425)	(98,354)	(100,321)	(102,327)	(104,374)	(532,308)
Depreciation	11,000	11,220	11,444	11,673	11,906	60,722
Reserves	67,330	72,813	74,269	75,754	77,269	394,072
External Contributions	29,040	29,621	30,213	30,817	31,433	160,309
	<u>10,945</u>	<u>15,300</u>	<u>15,605</u>	<u>15,917</u>	<u>16,234</u>	<u>82,795</u>
Budget Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

**SCHEDULE "A" TO BYLAW NO. 8364
CITY OF NORTH VANCOUVER FINANCIAL PLAN
for the years 2014 – 2023**

(2) Revenue Proportions by Funding Source

(Excluding Transfers from Reserves and Collections for Other Governments)

Revenue Proportions by funding source

	(000's)									
	2014	%	2015	%	2016	%	2017	%	2018	%
Property Value Tax	48,789	57	49,763	56	50,760	56	51,776	55	52,812	55
Parcel Taxes	2,380	3	2,500	3	2,627	3	2,761	3	2,902	3
Revenue from Fees	29,915	34	31,367	35	32,720	36	34,255	37	35,935	37
Revenue from other Sources	4,683	6	5,016	6	4,504	5	4,635	5	4,750	5
Total Revenues	85,767	100	88,646	100	90,611	100	93,427	100	96,399	100

Background: Property Taxes are the City's major source of revenue. The City's reliance on property tax as a source of revenue has increased steadily over the past several years. This is partially due to the lack of access to other types of revenues. Where feasible, the City charges user fees for services, however this is not possible for many services. In preparing the 2014 Financial Plan the City's goal has been to maintain the current percentage of revenue coming from property taxes, however the City continues to rely heavily on this source of revenue to fund a large portion of City services.

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

(3) Distribution of Property Taxes among the Property Classes

Property Class and Description	Tax Allocation %	
	2013	2014
1 Residential	54.41%	54.51%
2 Utilities	0.77%	0.73%
4 Major Industry - Capped	6.48%	6.65%
4 Major Industry - Non capped	0.73%	0.71%
5 Light Industry	0.77%	0.80%
6 Business	36.79%	36.56%
8 Recreation/Non-Profit	0.05%	0.04%

Background: Each year when setting tax rates the City's goal is to collect the same amount of overall taxes from each property class. With extraordinary residential growth in the City over the past many years this methodology has resulted in a relatively lower residential tax rate and an increase in multiples for non-residential properties.

In 2008 City Council adopted a Long Term Property Tax Strategy which will shift taxes from the business and light industrial tax classes, to the residential tax class. The goal of this policy was to move the City's tax rates and tax rate multiples to a competitive position within the Metro Vancouver Region, while maintaining principles of fairness and equity.

**SCHEDULE "A" TO BYLAW NO. 8364
CITY OF NORTH VANCOUVER FINANCIAL PLAN
for the years 2014 – 2023**

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

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

(4) Use of Permissive Tax Exemptions

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

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

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

Property Tax Information

Paying Your Taxes

2014

www.cnv.org/tax



How to Pay your Taxes (Due Wednesday, July 2, 2014)

By Mail

Cheques received up to and including July 2, 2014 will be accepted without penalty. Please mail early as postmarks are not accepted. Make payable to the City of North Vancouver.

In Person

Your taxes can be paid from 8:30am - 5:00pm Monday to Friday at the Finance counter, lower level of City Hall.

After Hours Drop Off

After hours, your payment may be left in the drop boxes, located outside the north and south entrances of City Hall.

North Vancouver City Hall

141 West 14th Street, North Vancouver, BC V7M 1H9
Tel: 604.983.7316 | Fax: 604.985.1573
www.cnv.org

Bank

The remittance portion of your tax notice must accompany your payment. **Remember to complete your Home Owner Grant, if eligible.**

Important Note: Some financial institutions no longer accept the paper remittance. In this case, you must forward the Home Owner Grant application to City Hall or claim online.

Phone/Internet

Please contact your bank for details. Allow up to three business days for processing your payment.

Methods of Payment

Acceptable methods of payment are cheque, cash or Interac. (Credit cards not accepted).

Online Tax Account Information

Visit www.cnv.org/ptaxinfo. You will need your access code and roll number located on the front of your Property Tax Notice.

Penalties

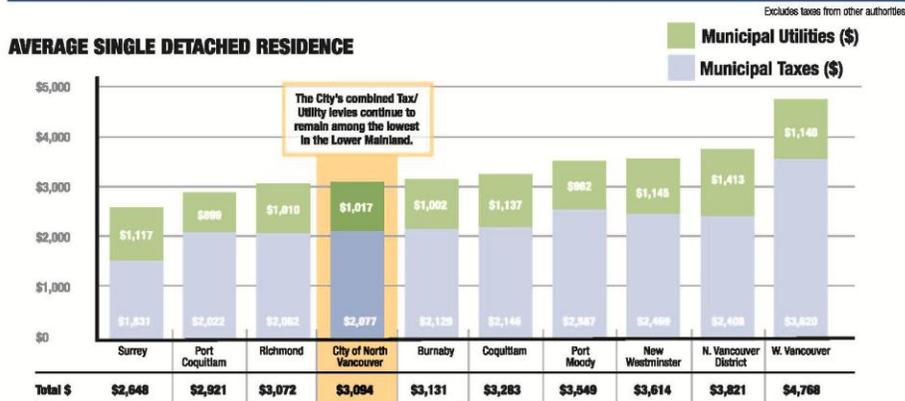
A 5% penalty will be added to current taxes that are not paid by **July 2, 2014** and an additional 5% will be added to current taxes not paid by Tuesday, **September 2, 2014**.

Pre-authorized Tax & Utility Payment Plan for 2015

FOR NEW APPLICANTS ONLY. This is a prepayment plan for 2015 taxes and utilities. Complete the enclosed form or complete and email the online fillable form at www.cnv.org/prepaymentplan.

Note: All 2014 taxes and utilities must be paid in full prior to commencement of the 2015 prepayment plan.

How we Compared with other Local Municipalities in 2013



Home Owner Grant (Must be claimed by July 2, 2014)

The Home Owner Grant is a provincial government program designed to help home owners reduce their property taxes for the home in which they reside. To determine eligibility, please refer to the Home Owner Grant information on the back of your property tax notice. You will need your roll number and personal access code to access your account and apply for the Home Owner Grant online. Both numbers are located on the front of your property tax notice. To avoid penalty, your Home Owner Grant must be claimed by the tax due date (July 2, 2014). You will not receive the grant if you fail to fully complete the application form either online or on the front portion of your tax notice. To claim your Home Owner Grant online go to www.cnv.org/ehog.

THERE ARE TWO CATEGORIES OF GRANTS WHICH MAY REDUCE YOUR PROPERTY TAX AMOUNT:

- 1. Regular Grant: up to \$570**
- 2. Additional Grant: up to \$845 for 65 or older (born 1949 or earlier)/other**

You qualify for an unreduced Home Owner Grant if your property has an assessed value of less than \$1,100,000.

Property Tax Deferment Program

The British Columbia Property Tax Deferment Program is a low interest loan program that assists qualifying BC homeowners in paying the annual property taxes on their homes. You must be a Canadian citizen or permanent resident who has lived in BC for one year prior to applying. You must own the home, occupy it as your principal place of residence and be 55 years or older, a surviving spouse, or a person with a disability as defined by regulation. The property tax deferment program is also available under The Families with Children (FC) Property Tax Deferment Program for eligible homeowners who are financially supporting a dependent child under the age of 18.

Application forms and brochures are available at City Hall. For more information go to www.gov.bc.ca/propertytaxdeferment

Tax questions call **604.983.7316** or email tax@cnv.org

Property Tax Information

2014

www.cnv.org/tax



The City of North Vancouver has delivered a balanced 2014 budget and has established an overall tax increase of 1%. This tax rate increase remains competitive in the Metro Vancouver region and includes a 0% rate increase for the program plan (operating) and a 1% levy for the redevelopment of the Harry Jerome Community Recreation Centre. In 2014, an average Single Detached Residential home assessed at \$902,181 will pay \$2,148 in municipal taxes and an average Strata Residence assessed at \$436,736 will pay \$1,040. This excludes utilities and levies from other taxing authorities.

Property Tax FAQ's

1. How is my property assessed?

BC Assessment is an independent provincial crown corporation that determines the values of all properties in British Columbia. When establishing the market value of a property, BCA considers factors including real estate market, location, size, age and condition of buildings. Your assessment is based on the valuation of your property as of July 1st of the previous year and all owners are mailed their Property Assessment Notice by December 31st of each year.

2. How are Municipal Property Taxes calculated?

Municipal Property taxes are calculated by dividing the assessment value for your property by 1,000 and multiplying that figure by the tax rate established for your property class.



3. What factors affect my property taxes?

There are a number of factors that affect your property taxes on a particular property:

- Changes in assessed value
- Changes in the City's property tax rate
- Changes in other taxing authorities' tax rate

4. Why does the City collect taxes for other agencies?

The City is required by the Province to collect taxes on behalf of other taxing authorities and in turn remits these taxes directly. These agencies include the Municipal Finance Authority, BC Assessment, Metro Vancouver, Translink and the Province of B.C. for School taxes. The City has no control over the amounts levied as the agencies determine their own rates based on their own budgetary requirements.

5. Why did my taxes go up more than the approved property tax increase?

If the changes in your property value are higher than the average change in your property class your taxes payable may be higher than the approved property tax increase. Similarly, if the changes to your property value are lower relative to the average change in your class, you may see a reduction in your taxes payable.

Average 2014 Tax Increase

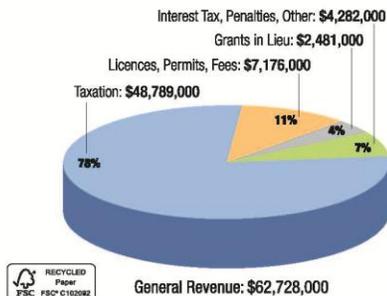
TYPICAL SINGLE DETACHED RESIDENCE				
	2013	2014	CHANGE	%
Average Assessed Value	\$891,875	\$902,181	\$10,206	1.14%
CITY OF NORTH VANCOUVER				
Municipal Property Taxes	\$2,077	\$2,148	\$71	3.42%
Municipal Utilities	\$1,017	\$1,057	\$40	3.93%
TOTAL CITY OF NORTH VANCOUVER	\$3,094	\$3,205	\$111	3.59%
OTHER TAXING AUTHORITIES				
School	\$1,324	\$1,346	\$22	1.66%
Translink	\$290	\$299	\$9	3.10%
All Other	\$111	\$108	\$(3)	-2.70%
TOTAL OTHER TAXING AUTHORITIES	\$1,725	\$1,753	\$28	1.62%
GROSS TAX AND UTILITIES*	\$4,819	\$4,958	\$139	2.88%

* Before deducting the Home Owner Grant

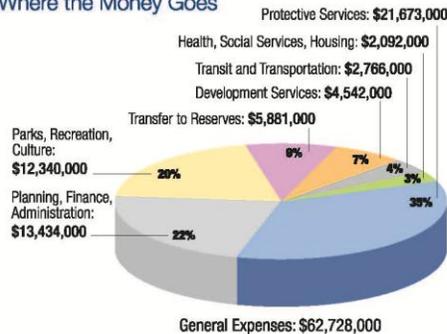
TYPICAL STRATA RESIDENCE				
	2013	2014	CHANGE	%
Average Assessed Value	\$445,374	\$436,736	\$(8,638)	-1.94%
CITY OF NORTH VANCOUVER				
Municipal Property Taxes	\$1,037	\$1,040	\$3	0.29%
Municipal Utilities	\$473	\$509	\$36	7.61%
TOTAL CITY OF NORTH VANCOUVER	\$1,510	\$1,549	\$39	2.58%
OTHER TAXING AUTHORITIES				
School	\$661	\$652	\$(9)	-1.36%
Translink	\$145	\$145	–	0.00%
All Other	\$55	\$52	\$(3)	-5.45%
TOTAL OTHER TAXING AUTHORITIES	\$861	\$849	\$(12)	-1.39%
GROSS TAX AND UTILITIES*	\$2,371	\$2,398	\$27	1.14%

2014 Operating Budget

Where the Money Comes From



Where the Money Goes



2014 Operating Program Plan

All Departments Expenses

Programs	2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
Chief Administrative Officer	5,397,900	5,831,600	433,700
Legislative	696,900	708,400	11,500
City Clerks	954,900	975,800	20,900
Human Resources	1,202,700	1,141,200	-61,500
Community Development	6,457,900	6,642,300	184,400
Finance	10,193,400	11,010,700	817,300
Fire Department	8,311,900	8,521,500	209,600
Police RCMP	12,266,100	12,345,700	79,600
Engineering, Parks & Environment	6,760,000	7,078,700	318,700
Shared Corporate	8,372,800	8,472,800	100,000
Total General Operating Expenses	60,614,500	62,728,700	2,114,200
Taxes Other Government	40,204,800	43,463,500	3,258,700
Water Utility	8,987,800	9,730,100	742,300
Sewer and Drainage Utility	8,048,900	8,603,400	554,500
Solid Waste Utility	4,360,000	4,378,000	18,000
Total Utility Expenses	21,396,700	22,711,500	1,314,800
Total Cemetery Expenses	326,300	326,300	0
Grand Total Expenses	122,542,300	129,230,000	6,687,700

All Departments Revenue

Programs	2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
Chief Administrative Officer	652,900	704,600	51,700
City Clerks	40,700	40,700	0
Community Development	4,601,700	4,615,800	14,100
Finance	6,538,200	6,614,800	76,600
Property Tax	46,914,000	48,789,000	1,875,000
Fire Department	10,000	110,000	100,000
Police RCMP	821,500	818,300	-3,200
Engineering, Parks & Environment	925,500	925,500	0
Shared Corporate - Agencies	110,000	110,000	0
Total General Operating Revenue	60,614,500	62,728,700	2,114,200
Taxes Other Government	40,204,800	43,463,500	3,258,700
Water Utility	8,987,800	9,730,100	742,300
Sewer and Drainage Utility	8,048,900	8,603,400	554,500
Solid Waste Utility	4,360,000	4,378,000	18,000
Total Utility Revenue	21,396,700	22,711,500	1,314,800
Total Cemetery Revenue	326,300	326,300	0
Grand Total Revenue	122,542,300	129,230,000	6,687,700

Chief Administrative Officer Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1110	570,050	579,050	9,000
CAO Budget Savings	1217	-15,000	-15,000	0
Total Management and Support		555,050	564,050	9,000
COMMUNICATIONS & PUBLIC RELATIONS				
Comm & Public Relations	1160	336,900	352,700	15,800
Publications	1161	26,500	26,500	0
Community Advertising	1163	89,500	89,500	0
Community Report	1164	8,800	8,800	0
Web Management	1165	20,600	20,600	0
Total Communications & Public Relations		482,300	498,100	15,800
OTHER PROGRAMS				
Admin CAO Corporate	1120	365,500	365,500	0
Civic Engagement	1125	10,000	10,000	0
Total Other Programs		375,500	375,500	0
CORPORATE EMERGENCY PROGRAMS				
General Preparedness	3010	30,000	30,000	0
NSEMO-Non Shared	8205	230,846	234,661	3,815
Total Corporate Emergency Programs		260,846	264,661	3,815
FACILITIES MANAGEMENT				
Facilities Management	2140	83,035	266,435	183,400
Grounds	2141	23,000	23,000	0
General Building	2142	214,000	214,000	0
Heat, Ventilation and Air Conditioning	2143	37,800	37,800	0
Electrical	2144	42,800	42,800	0
Plumbing	2146	12,600	12,600	0
Fire & Safety	2147	34,800	34,800	0
Janitorial	2148	287,600	305,100	17,500
Security	2149	100,000	100,000	0
Capital Overhead Recovery	2151	0	-60,000	-60,000
Conference A Vending	2135	3,500	3,500	0
Total FACILITIES MANAGEMENT		839,135	980,035	140,900
PROPERTY MANAGEMENT				
Property Management	1971	492,625	527,315	34,690
Total Property Management		492,625	527,315	34,690

Chief Administrative Officer Expenses (continued)

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
INFORMATION TECHNOLOGY				
Administration	2510	-417,447	-301,847	115,600
Support Services	2520	101,614	101,614	0
Application Support	2530	974,550	1,008,350	33,800
Web Support	2535	67,600	68,700	1,100
Geographic Information Services	2540	260,450	281,250	20,800
Server Network Support	2545	713,850	754,950	41,100
PC Support	2550	421,900	434,900	13,000
Telecom Support	2555	269,880	273,980	4,100
Total Information Technology		2,392,397	2,621,897	229,500
Total Chief Administrative Officer Expenses		5,397,853	5,831,558	433,705

Chief Administrative Officer Revenue

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
PROPERTY MANAGEMENT				
Property Management	1971	652,903	704,593	51,690
Total Property Management		652,903	704,593	51,690
Total Chief Administrative Officer Revenue		652,903	704,593	51,690

Legislative Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2610	224,397	227,397	3,000
Total Management and Support		224,397	227,397	3,000
SUPPORT PROGRAMS				
Legislative	2620	451,871	460,371	8,500
Sister Cities	2631	20,000	20,000	0
Regional Legislative Meetings	3340	643	643	0
Total Support Programs		472,514	481,014	8,500
Total Legislative Expenses		696,911	708,411	11,500

City Clerks Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1310	863,816	884,716	20,900
Total Management and Support		863,816	884,716	20,900
GENERAL PROGRAMS				
Volunteer Appreciation	1341	10,000	10,000	0
Election Administration	1350	30,000	30,000	0
Legal Advertising	1162	44,000	44,000	0
Total General Programs		84,000	84,000	0
OTHER PROGRAMS				
Board of Variance	2750	2,087	2,087	0
Lower Level Road Port/Cmty Liaison	3333	5,000	5,000	0
Sub Total Other Programs		7,087	7,087	0
Total City Clerks Expenses		954,903	975,803	20,900

City Clerks Revenue

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1310	650	650	0
Legal Advertising	1162	40,000	40,000	0
Total General Programs		40,650	40,650	0
Total City Clerks Revenue		40,650	40,650	0

Human Resources Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1510	523,000	544,000	21,000
Total Management and Support		523,000	544,000	21,000
GENERAL PROGRAMS				
Special Administration	1511	20,450	20,450	0
Recruitment	1520	243,900	252,500	8,600
Benefits Administration	1540	57,400	58,400	1,000
Employee Fitness	1541	4,500	4,500	0
Employee Assistance	1542	23,000	23,000	0
Disability Management	1545	5,000	15,000	10,000
Employee Recognition	1570	15,563	15,563	0
Labour Relations	1580	153,600	49,500	-104,100
Health & Safety	1590	156,240	158,240	2,000
Total General Programs		679,653	597,153	-82,500
Total Human Resources Expenses		1,202,653	1,141,153	-61,500

Community Development Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1710	424,460	411,460	-13,000
Comm Dev Budget Savings	1717	-15,000	-15,000	0
Total Management and Support		409,460	396,460	-13,000
PLANNING				
DEVELOPMENT PLANNING				
Development Planning	1720	828,900	808,000	-20,900
Heritage Planning	1950	5,250	5,250	0
Total Development Planning		834,150	813,250	-20,900
COMMUNITY PLANNING				
Community Planning	1920	683,750	784,750	101,000
Youth Services	8305	14,650	14,650	0
Total Community Planning		698,400	799,400	101,000
Total Planning		1,532,550	1,612,650	80,100
PERMITS & INSPECTIONS				
Permits and Inspections	1760	1,311,764	1,343,664	31,900
Property Use	1820	49,557	51,057	1,500
Total Permits & Inspections		1,361,321	1,394,721	33,400
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Intermunicipal Program	1800	15,200	20,700	5,500
Business License	1900	134,000	132,000	-2,000
Economic Development	1150	88,000	88,000	0
Filming Administration	1360	129,400	132,200	2,800
Tourism Development Fund	1151	25,000	0	-25,000
Chamber of Commerce	8500	41,975	50,000	8,025
Total Business License & Economic Development		433,575	422,900	-10,675
LANDS				
City Lands	1960	345,600	360,300	14,700
Parking	1973	76,000	76,000	0
Real Estate	1980	16,020	16,020	0
Total Lands		437,620	452,320	14,700

Community Development Expenses (continued)

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
BYLAW MANAGEMENT				
Bylaw Enforcement	1392	774,195	792,895	18,700
Bylaw Dispute Registry	1396	17,100	17,500	400
Animal Control	8210	143,700	149,088	5,388
VCH-Municipal Services	3350	28,398	28,398	0
Total Bylaw Management		963,393	987,881	24,488
Sub Total Community Development Programs		5,137,919	5,266,932	129,013
Advisory Committees		141,280	141,280	0
Task Committees		25,000	30,000	5,000
Outside Agencies		1,153,670	1,204,115	50,445
Sub Total Committees and Agencies		1,319,950	1,375,395	55,445
Total Community Development Expenses		6,457,869	6,642,327	184,458

Community Development Revenue

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1710	4,650	10,000	5,350
PERMITS & INSPECTIONS				
Development Approvals	1730	69,000	90,000	21,000
Permits and Fees	1770	2,000,000	2,000,000	0
Total Permits & Inspections		2,069,000	2,090,000	21,000
BUSINESS LICENSE & ECONOMIC DEVELOPMENT				
Intermunicipal Program	1800	27,050	40,000	12,950
Business License	1900	1,115,000	1,145,800	30,800
Filming Administration	1360	95,000	95,000	0
Tourism Development Fund	1151	25,000	0	-25,000
Total Business License & Economic Development		1,262,050	1,280,800	18,750
LANDS				
Parking	1973	375,000	425,000	50,000
Total Lands		375,000	425,000	50,000
BYLAW MANAGEMENT				
Bylaw Enforcement	1392	838,000	750,000	-88,000
Bylaw Dispute Registry	1396	17,000	17,000	0
Animal Control	8210	36,000	43,000	7,000
Total Bylaw Management		891,000	810,000	-81,000
Total Community Development Revenue		4,601,700	4,615,800	14,100

Finance Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2110	499,385	514,285	14,900
Fin Budget Savings	2117	-15,000	-15,000	0
Total Management and Support		484,385	499,285	14,900
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	255,400	265,900	10,500
Vehicle Fleet Admin	2160	34,800	34,800	0
Risk Liability and Insurance	2150	266,621	270,421	3,800
Total Purchasing & Risk Management		556,821	571,121	14,300
ACCOUNTING & TAXATION				
Financial Accounting	2170	374,944	402,944	28,000
Accounts Payable	2180	-63,850	-55,250	8,600
Treasury	2192	81,000	81,000	0
Taxation	2302	646,500	670,200	23,700
Total Accounting & Taxation		1,038,594	1,098,894	60,300
FINANCIAL PLANNING & PAYROLL				
Financial Planning	2400	275,400	292,300	16,900
Payroll	2200	131,550	155,250	23,700
Council Grants	8401	50,000	50,000	0
Travel Grants	8410	2,500	2,500	0
Total Financial Planning & Payroll		459,450	500,050	40,600
Sub Total Finance Programs		2,539,250	2,669,350	130,100
FINANCE CORPORATE PROGRAMS				
Financial Plan Contingency	2401	1,000,000	1,000,000	0
Planning	2420	6,629,183	7,316,426	687,243
District Energy Coordination	2450	25,000	25,000	0
Sub Total Finance Corporate Programs		7,654,183	8,341,426	687,243
Total Finance Expenses		10,193,433	11,010,776	817,343

Finance Revenue

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	10,000	10,000	0
Risk Liability and Insurance	2150	48,800	48,800	0
Total Purchasing & Risk Management		58,800	58,800	0
ACCOUNTING & TAXATION				
Treasury	2192	1,820,000	1,858,000	38,000
Taxes	2302	3,541,000	3,641,600	100,600
Other Revenue	2303	118,400	56,400	-62,000
Total Accounting & Taxation		5,479,400	5,556,000	76,600
Sub Total Finance Programs		5,538,200	5,614,800	76,600
FINANCE CORPORATE PROGRAMS				
Financial Planning Contingency	2401	1,000,000	1,000,000	0
Sub Total Finance Corporate Programs		1,000,000	1,000,000	0
Total Finance Programs		6,538,200	6,614,800	76,600

Fire Department Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	4010	1,076,842	1,110,742	33,900
Fire Budget Savings	4017	-15,000	-15,000	0
Total Management and Support		1,061,842	1,095,742	33,900
SUPPORT PROGRAMS				
Fire Apparatus	4020	348,800	362,800	14,000
Fire Operations	4030	5,920,429	6,107,029	186,600
Fire Prevention	4040	690,863	665,963	-24,900
Dispatch Services	4044	290,000	290,000	0
Total Support Programs		7,250,092	7,425,792	175,700
Total Fire Department Expenses		8,311,934	8,521,534	209,600

Fire Department Revenue

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
SUPPORT PROGRAMS				
Fire Operations	4030	5,000	5,000	0
Fire Prevention	4040	5,000	105,000	100,000
Total Support Programs		10,000	110,000	100,000
Total Fire Department Revenue		10,000	110,000	100,000

Police Department Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MUNICIPAL SHARED PROGRAMS				
BUILDING				
GBB Facility Operations	4600	466,370	465,070	-1,300
Total Building		466,370	465,070	-1,300
ADMINISTRATION				
Administration	4610	887,574	850,150	-37,424
Total Administration		887,574	850,150	-37,424
RECORDS AND INFORMATION				
Records & Information	4615	1,859,200	1,915,900	56,700
Total Records and Information		1,859,200	1,915,900	56,700
TELECOM				
Telecom	4620	2,254,900	2,289,300	34,400
North Shore Dispatch	4621	183,800	183,800	0
Total Telecom		2,438,700	2,473,100	34,400
CLIENT SERVICES				
Client Services Support	4640	536,449	651,000	114,551
Keep of Prisoners	4630	317,400	341,900	24,500
Victim Services	4641	289,963	301,880	11,917
Crime Prevention	4642	74,310	79,210	4,900
Block Watch	4643	67,330	73,650	6,320
Auxiliary Police	4644	79,400	83,360	3,960
False Alarm Reduction	4646	8,000	8,000	0
Total Client Services		1,372,852	1,539,000	166,148
POLICE PROGRAMS				
Bicycle Patrol	4645	13,000	15,000	2,000
D.A.R.E.(Drug Resistance)	4653	7,250	7,250	0
Spurs Cadet Program	4655	5,000	10,000	5,000
Fleet Vehicles	4660	94,923	100,000	5,077
Total Police Programs		120,173	132,250	12,077
Total Shared Programs		7,144,869	7,375,470	230,601
Recovery for Shared Costs	4701	-3,858,229	-3,982,800	-124,571
Administration Non-Shared	4710	-239,200	-261,500	-22,300
Total Recoveries for Shared Programs		-4,097,429	-4,244,300	-146,871
Net City Shared Programs		3,047,440	3,131,170	83,730

Police Department Expenses (continued)

Programs	2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual	
NON-SHARED (CITY ONLY) PROGRAMS				
CNV Community Policing	4720	110,524	106,545	-3,979
Crimestoppers	8220	5,000	5,000	0
Total Non-Shared (City Only)	115,524	111,545	-3,979	
POLICE CONTRACT *				
Police Contract	9,103,154	9,103,000		-154
Total City Only Programs	9,218,678	9,214,545	-4,133	
Total Police Expenses	12,266,118	12,345,715	79,597	

Police Department Revenue

Programs	2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual	
CITY ONLY PROGRAMS				
Admin Police Non-Shared	4710	821,500	818,344	-3,156
Total Non-Shared (City Only) Programs	821,500	818,344	-3,156	
Total Police Revenue	821,500	818,344	-3,156	

* The total approved Police Contract Budget is \$9,478,000 (\$9,103K and \$375K from non-statutory reserves)

Engineering, Parks and Environment Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	21,724	21,724	0
Engineering Budget Savings	5017	-30,000	-30,000	0
Total Management and Support		-8,276	-8,276	0
DEPUTY ENGINEER				
Design				
Survey	5170	26,031	26,031	0
Total Design		26,031	26,031	0
Development				
Public Process	1315	4,854	4,854	0
Total Development		4,854	4,854	0
Traffic & Transportation				
Public Transportation Alternative	1543	7,500	7,500	0
NS Transportation Advisory Cmt	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	47,131	48,031	900
School Crossing Guards	8232	70,000	93,800	23,800
Total Traffic & Transportation		130,801	155,501	24,700
Total Deputy Engineer		161,686	186,386	24,700
OPERATIONS DIVISION				
Streets				
Streets Operations	5160	1,518,708	1,578,068	59,360
Streets Admin	5165	1,123,692	1,166,192	42,500
Total Streets		2,642,400	2,744,260	101,860
Parks				
Environmental Stewardship	5040	83,780	83,780	0
Parks Operations	5070	2,573,803	2,105,803	-468,000
Parks Special Events	5071	68,406	70,106	1,700
Sport Field Users	5073	200,991	210,191	9,200
Streetscapes and Greenways	5074	0	617,200	617,200
Parks Administration	5075	1,089,936	1,121,336	31,400
Total Parks		4,016,916	4,208,416	191,500
Total Operations Division		6,659,316	6,952,676	293,360

Engineering, Parks and Environment Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
COMMITTEES				
Parks Environmental Advisory	2815	8,809	8,809	0
Integrated Transportation	2805	8,800	8,800	0
Advisory Disability Issues	3120	4,200	4,767	567
Joint Use	2910	500	500	0
Total Committees		22,309	22,876	567
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 Fund Expenses		6,760,035	7,078,662	318,627

Engineering, Parks and Environment Revenue

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
MANAGEMENT AND SUPPORT				
Management and Support	5010	355,000	355,000	0
Total Management and Support		355,000	355,000	0
DEPUTY ENGINEER				
Commercial Bike Racks	3260	3,500	3,500	0
Total Traffic & Transportation		3,500	3,500	0
Total Deputy Engineer		3,500	3,500	0
PIER				
Pier Operations	1153	10,000	10,000	0
Total Pier		10,000	10,000	0
OPERATIONS DIVISION				
Streets				
Streets Operations	5160	295,000	295,000	0
Streets Admin	5165	125,028	125,028	0
Total Streets		420,028	420,028	0
Parks				
Parks Operations	5070	50,000	50,000	0
Sport Field Users	5073	52,000	52,000	0
Parks Administration	5075	35,000	35,000	0
Total Parks		137,000	137,000	0
Total Operations Division		557,028	557,028	0
Total General Engineering Revenues		925,528	925,528	0

Shared Corporate Programs Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
SHARED PROGRAMS				
Training Programs	1560 - 1564	285,480	285,480	0
OUTSIDE AGENCIES				
City Library	8601	3,193,255	3,280,859	87,604
Museum & Archives	8602	487,314	490,049	2,735
Recreation Commission	8603	3,700,989	3,700,989	0
Office of Cultural Affairs	8060	705,717	715,382	9,665
Total Outside Agencies		8,087,275	8,187,279	100,004
Total Shared Corporate Programs Expenses		8,372,755	8,472,759	100,004

Shared Corporate Programs Revenue

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
OUTSIDE AGENCIES				
Rent Community Facilities		109,983	109,983	0
Office of Cultural Affairs	8060	109,983	109,983	0
Total Outside Agencies		109,983	109,983	0
Total Shared Corporate Programs Revenue		109,983	109,983	0

City Cemetery Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
CEMETERY DIVISION				
Cemetery Administration	1330	92,699	92,699	0
Cemetery Advisory Committee	2860	1,000	1,000	0
Cemetery Operations	5020	232,618	232,618	0
Total Cemetery Expenses		326,317	326,317	0

City Cemetery Revenue

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
CEMETERY DIVISION				
Cemetery Administration	1330	321,317	321,317	0
Filming Admin - Cemetery	1360	5,000	5,000	0
Total Cemetery Revenue		326,317	326,317	0

Utilities Expenses

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
WATER UTILITY				
Water Operations	5190	503,500	520,500	17,000
Water Admin	5195	8,517,308	9,242,591	725,283
Sub Total Water Operating		9,020,808	9,763,091	742,283
Overhead Water Capital	5197	-33,000	-33,000	0
Total Water Division		8,987,808	9,730,091	742,283
SEWER AND DRAINAGE UTILITY				
Sanitary Operations	5100	184,000	164,000	-20,000
Sanitary Administration	5105	6,758,823	6,869,676	110,853
Storm Operations	5110	161,000	161,000	0
Storm Administration	5115	997,049	1,460,732	463,683
Sub Total Sewer Operating		8,100,872	8,655,408	554,536
Overhead Sewer Capital	5107	-52,000	-52,000	0
Total Sewer Division		8,048,872	8,603,408	554,536
SOLID WASTE UTILITY				
Recycling Operations	5080	1,739,500	1,594,100	-145,400
Recycling & Yard Trimming Admin	5085	223,350	227,980	4,630
Zero Waste Challenge	5086	254,600	254,600	0
Refuse Operations	5090	778,921	773,835	-5,086
Refuse Administration	5095	269,600	286,717	17,117
Yard Trimmings Operations	5091	404,000	492,000	88,000
Eco Levy Programs	5092	690,000	748,800	58,800
Total Solid Waste Division		4,359,971	4,378,032	18,061
Total Utilities Expenses		21,396,651	22,711,531	1,314,880

Utilities Revenue

Programs		2013 Annual Budget	2014 Annual Budget	Variance 2014 Annual to 2013 Annual
WATER UTILITY				
Water Operations	5190	237,500	402,500	165,000
Water Admin	5195	8,750,308	9,327,591	577,283
Total Water Division		8,987,808	9,730,091	742,283
SEWER AND DRAINAGE UTILITY				
Sanitary Operations	5100	283,150	334,650	51,500
Sanitary Administration	5105	6,092,322	6,442,598	350,276
Storm Operations	5110	134,400	194,820	60,420
Storm Administration	5115	1,539,000	1,631,340	92,340
Total Sewer Division		8,048,872	8,603,408	554,536
SOLID WASTE UTILITY				
Recycling & Yard Trimming Admin	5085	2,621,450	2,568,515	-52,935
Refuse Operations	5090	14,500	294,500	280,000
Refuse Administration	5095	1,034,021	766,217	-267,804
Eco Levy Programs	5092	690,000	748,800	58,800
Total Solid Waste Division		4,359,971	4,378,032	18,061
Total Utilities Revenues		21,396,651	22,711,531	1,314,880

Staff Schedule - Corporation of the City of North Vancouver

Staff Count by Department

2014	
DEPARTMENT	Approved Complement
Chief Administrative Officer (includes Communications, Information Technology, and Facilities)	40.00
Legislative	2.00
Clerk's Office	9.00
Human Resources	8.00
Community Development	49.00
Finance	28.00
Fire Department	68.00
Police Department - Civilian	81.00
RCMP Members - City	64.00
Engineering Parks & Environment	117.00
	<u>466.00</u>

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

2014-2023 Capital Project Plan

Introduction

The 10-year Project Plan provides a framework to organize capital projects for the construction of new facilities and infrastructure in the City, the maintenance and replacement of existing capital assets, and various one-time studies. The capital projects are defined as those which will generate assets with a useful life of more than one year. One-time studies are studies with a beginning and an end date and support the City's strategic objectives.

While the Community Charter requires a 5-year planning period, the City has determined that a 10-year horizon is preferable for infrastructure planning, to allow the review of large capital projects scheduled for implementation during that period. The Project Plan includes the projects that are to be funded by the City, as well as the portion of funding to be provided by external sources, such as contributions, grants or fund raising campaigns. It is based on an understanding of Council's objectives and the results of the most recent public survey.

Each project of \$10,000 or more is presented separately with its cost estimate. Projects are grouped in the following categories: Land and Major Investments; Buildings; Structures (Streets and Traffic, Parks and Environment, and Public Arts); Equipment (includes Block Funding and One-Time Studies). Block Funding is used to provide funds to various departments for projects with a value of less than \$10,000.

The source of funds is identified for each of the 2014 projects in the 2014 Project Budget. In the 2014-2023 Project Plan, for simplicity, some projects of the same category may be grouped together on a yearly basis when identifying the source of funds.

The Water, Sewerage and Drainage projects are also presented in the Plan. These projects are funded from the Utility Operating Budget.

Basis of Budgeting

The amounts included in the Project Plan are provided on a provisional basis. The fact that a project is mentioned in the 2014 budget or in the 10-year plan is not sufficient to allow the appropriation of the funds. A Council bylaw or resolution is necessary to appropriate the funds. The amounts included in the Plan are based on the year that the funds should be appropriated to allow proper financing of the project, and for the purpose of entering into various contractual agreements. In most cases, the cash disbursement will occur in the years that follow the appropriation.

Projects are grouped into six project types:

- Maintenance and Replacement
- Ongoing Program
- Provision
- Major Renovation
- New Capital Asset
- One-Time Studies

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

Also included in the Base Program are ongoing programs, such as the annual allocation of \$85,000 to public art. Provisions included in the plan to provide Council with some flexibility to fund projects from various designated sources of funding are also included in the Base Program. Such provisions can only be appropriated after a project has been identified and approved by Council.

Projects in the Major Renovation, New Capital Assets, and One-Time Studies categories would provide new facilities and/or new levels of service to the community. These projects are considered New Initiatives. Many of these projects have a dedicated source of funding in conformity with the terms of reference of the reserve bylaws. Others in this category do not have a dedicated source of funding and for which a source of funding remains to be identified. There is approximately \$18.8 million of unfunded projects in the 2014-2023 Project Plan.

Shortfalls in the Plan are permissible, especially if they occur in the latter portion of the Plan. The shortfalls indicate areas where funding is insufficient, and provide a signal for the need to make future adjustments such as deferral of projects, reduction of project scope, or identification of new sources of funding. The 2014-2023 Project Plan has a shortfall in years 2015 to 2023. It is important to note that the 2014 Project Plan is "balanced", with no shortfall.

Underlying Project Planning Principles, Objectives and Benefits

The 10-Year Project Plan is a model that presents concepts and ideas for discussion purposes. Costs are orders of magnitude, the more so for projects scheduled in the latter years of the plan.

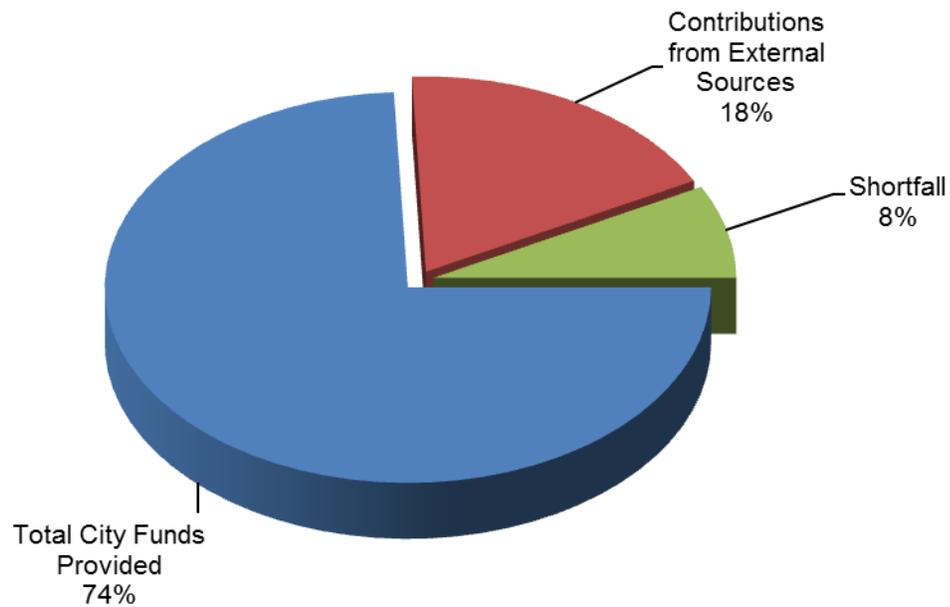
The preparation and review of the Plan provides several benefits:

- Informs Council and the public of project scheduling and prioritization, which allows for significant feedback;
- Allows for optimal use of financing from various reserves;
- Ensures that funding is set aside for repair, maintenance, and replacement of existing capital assets; and
- Allows for consideration of environmental impact, population growth, and the Official Community Plan.

Summary of 2014 – 2023 Project Plan

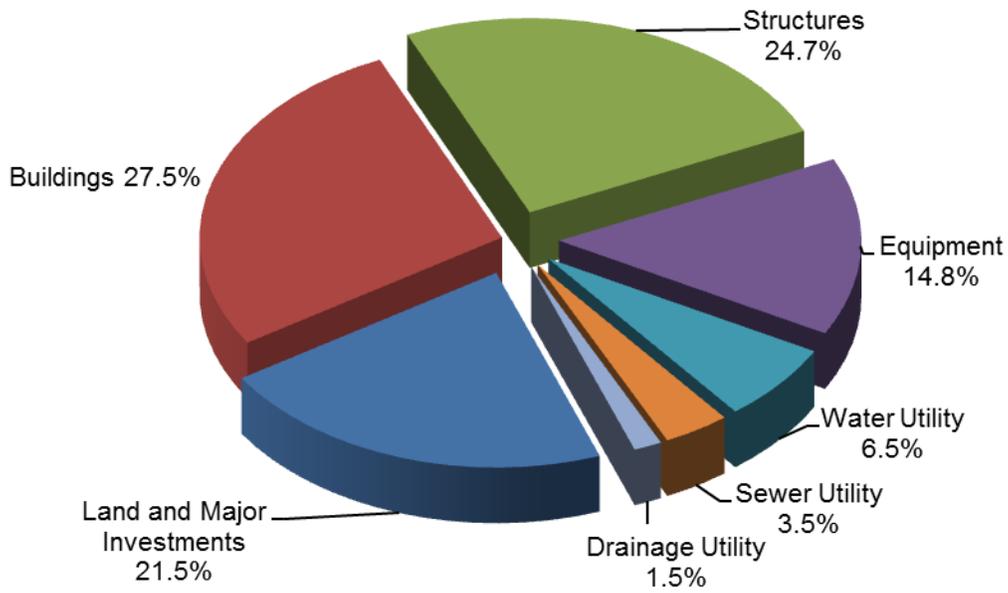
The Project Plan includes only the projects for which the appropriation of funds could be necessary for expenditure in 2014 and forward. “Work in Progress” funding from prior years is not included in the Project Plan.

Summary of 2014 - 2023 Project Plan - \$000's		
Total City Funds Provided	74.3%	\$ 181,151
Contributions from External Sources	18.0%	43,917
Shortfall	7.7%	18,789
		<u>\$ 243,857</u>



2014 – 2023 Funded Project Categories

2014 - 2023 Funded Project Categories - \$000's		
Land and Major Investments	21.5%	\$ 48,290
Buildings	27.5%	61,827
Structures	24.7%	55,698
Equipment	14.8%	33,282
Water Utility	6.5%	14,621
Sewer Utility	3.5%	7,985
Drainage Utility	1.5%	3,365
		<u>\$ 225,068</u>



Major Projects in the 10-year Plan

Relocation of Presentation House Gallery - \$15 million (\$2.1 million City funding)

The construction of a fully professional Public Art Gallery on the North Shore that will provide access to all visitors, environmental controls necessary to the display and preservation of artworks, as well as space and resources for public programming and educational outreach. This use in the Central Waterfront area will contribute to the City's waterfront vision which is to create a vibrant destination for the community and visitors.

A new facility for Presentation House Gallery in the Lower Lonsdale area is aligned with key OCP goals related to the Sense of Place concept, as well as OCP goals related to Community Well-Being (7.3). The gallery would feature as an especially significant realization of OCP goals concerning Leisure and Culture (10.1), with emphasis on the OCP priority for Arts and Culture (10.2) and the goal of upgraded cultural facilities in the Lower Lonsdale area.

New Museum - \$10 million (\$5 million City Funding)

A community museum with two floors of innovative exhibits and interactive displays, containing some 11,900 square feet of public space, will be built in the historic "Pipe Shop" at The Shipyards. The goal is to create an exciting, relevant and contemporary heritage attraction of interest to local residents and visitors alike--that is economically, socially and environmentally sustainable and can be operated successfully without any net increase in municipal funding.

The new museum will reinforce the City's official community vision and will support the OCP goals relating to "sense of place" (4.9 and 4.10), "institutional land use" (5.5), "community well-being" (7.3.9) and "leisure and culture" (10.2, 10.5, and 10.6).

Harry Jerome Recreation Complex Building Replacement & Renewal \$16.4 million funded

To complete the Harry Jerome Redevelopment Study leading to Council selecting a preferred redevelopment option for the Harry Jerome Community Recreation Centre, and to begin work towards the realization of that option.

Replacement/renewal of the facilities at the Harry Jerome Complex addresses the OCP's Leisure and Culture Goal 10.5.5: "To operate maintain, increase, improve and encourage the provision of cultural and recreational facilities." and Infrastructure Management Goal 11.7.4: "To maintain structures to optimize the useful life of our infrastructure and replace it when necessary to maintain reliable service. . . ."

Green Necklace Greenway - \$4.5 million (\$1.5 million City Funding)

The City's Green Necklace is an urban greenway that will link parks, public spaces, and natural habitats and provide safe, alternative transportation options and recreation opportunities for people of all ages and abilities.

Based on a vision outlined in the City's original 1907 town plan, the Green Necklace will form a continuous green loop around the Central Lonsdale area, stretching 7km long when complete. The project builds upon existing infrastructure and integrates innovative recreational, ecological and sustainable best practices. For example, storm water management features such as bio swales and rain gardens help to improve water quality, protect fish bearing streams, and reduce the impact of urban run-off.

This project supports the goals and objectives of Chapters 6, 8 and 9 of the OCP. Greenways enhance the walkability of the City, connecting people to parks and other amenities, while providing enhanced recreational opportunities, promoting safe, alternative means of transportation, and reducing greenhouse gas emissions.

Spirit Trail Greenway - \$4 million (\$3.6 million City Funding)

The City, together with the provincial government, North Shore municipalities, First Nations, and other agencies and organizations are working in partnership to create the North Shore Spirit Trail. The Spirit Trail will be a unique, waterfront-oriented, multi-use and fully accessible greenway that will provide pedestrians, cyclists, inline skaters and people with wheeled mobility aids access across the North Shore, from Horseshoe Bay to Deep Cove.

This project supports the goals and objectives of Chapters 6, 8 and 9 of the OCP, the Parks and Greenways Plan, and the Environmental Protection Program.

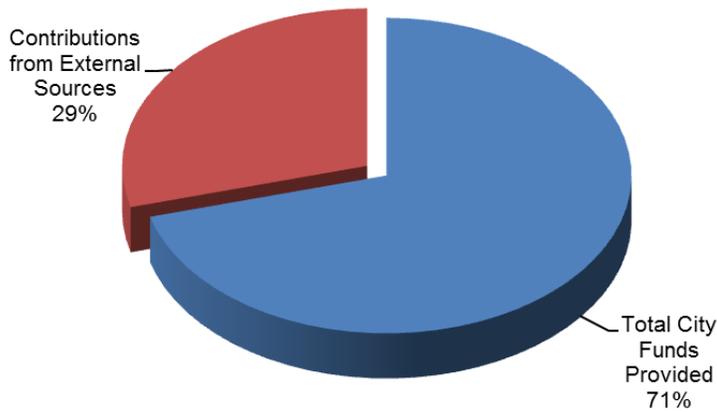
3rd Artificial Turf Field – 2.5 million

The Parks Master Plan identifies unmet demand for ATF's due to increased demand for high quality sports fields. Initial planning and a stakeholder workshop has identified Mahon Park area as priority location for a new ATF. Three potential sites within Mahon Park have been identified and the final site selection will be confirmed following completion of the geotechnical investigation, conceptual planning and public consultation for a 3rd Artificial Turf Field (ATF) to be located within Mahon Park.

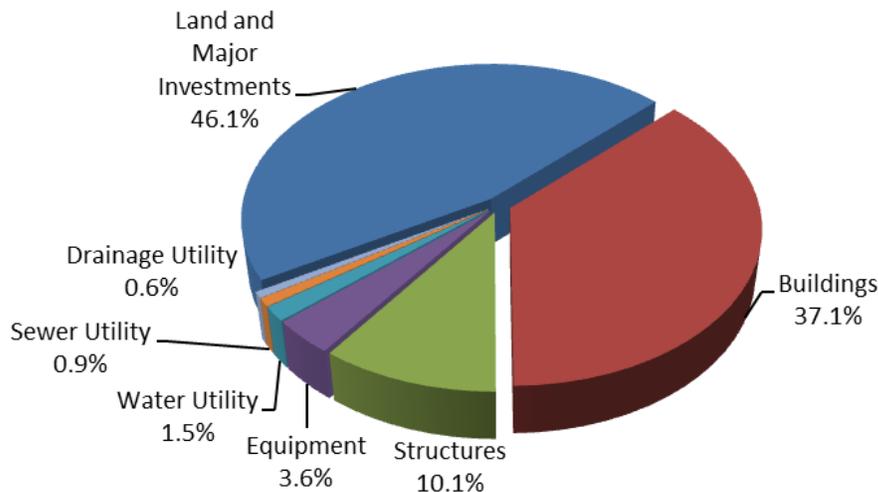
This project supports the goals and objectives of Chapter 9 of the OCP, by protecting and maintaining new and existing public infrastructure and amenities, and enhancing the natural and built environment.

Summary of 2014 Project Plan

Summary of 2014 Project Plan - \$000's			
Total City Funds Provided	70.8%	\$	70,577
Contributions from External Sources	29.2%		29,039
		\$	<u>99,616</u>



2014 Funded Project Categories - \$000's			
Land and Major Investments	46.1%	\$	45,950
Buildings	37.1%		36,970
Structures	10.1%		10,071
Equipment	3.6%		3,622
Water Utility	1.5%		1,507
Sewer Utility	0.9%		856
Drainage Utility	0.6%		640
		\$	<u>99,616</u>



Major Projects included in the 2014 Project Budget:

In addition to starting some of the projects discussed in the previous section discussing projects included in the 10-year plan, the following 2014 projects are also worth mentioning.

Foot of Lonsdale Open Space - \$3.5 million

Development of the Foot of Lonsdale into a public open space including: public access to the waterfront; Spirit Trail connection; informal programming / plaza opportunities; outdoor dining spill out space; integration with new Presentation House Gallery and Lot 3 tenant; vehicular and pedestrian improvements to Lonsdale and Carrie Cates Court; and enhanced connection to the Shipyards.

Foot of Lonsdale is currently a highly underutilized City-owned waterfront property. Once deck replacement, stabilization and remediation work is completed, this project will develop a public open space incorporating the Spirit Trail and informal programming opportunities.

This project is aligned with the following OCP Goals: A Sense of Place- 4.9.1, 4.9.2, 4.9.3, 4.9.5, 4.9.6, Land Use-5.6.4, Community Well-Being- 7.3.10, Sense of Place 4.9.1, 4.9.3, 4.9.6, Community Well-Being 7.3.5,7.3.7, Parks and Greenways 9.9, Leisure & Culture 10.5.6, Economy & Economic Development 12.6.9.

Foot of Lonsdale Deck and Remediation - \$2.5 million

Completion of subsurface works as part of Foot of Lonsdale Deck Replacement project. Scope of work includes: replacement of the existing deck structure with partial fill / partial deck structure; a seismic berm; associated habitat compensation works; and environmental remediation of overall site.

This project is aligned with the following OCP Goals: A Sense of Place- 4.9.1, 4.9.2, 4.9.3, Land Use - 5.6.4, and Community Infrastructure 11.7.2, 11.7.4.

Spirit Trail - Mosquito Creek Marina/Squamish Nation - \$2.4 million

Completion of all phases of planning, design and construction relating to the implementation of the Spirit Trail section connecting Bewicke to existing Squamish Nation section. The output will be the implementation of a 215m multi-use trail connection including a bridge over Mosquito Creek, riparian habitat improvements, trail structure under boat lift, landscaping and lighting. Maintenance will be the responsibility of Squamish Nation.

This project supports the goals and objectives of Chapter 6, 8, 9 and 11 of the OCP, by protecting and maintaining new and existing public infrastructure and amenities, and enhancing the natural and built environment and by enhancing community safety. This project also supports the goals and objectives of the Parks Master Plan.

Pavement Management – Streets & Lanes - \$1.3 million

Preservation and rehabilitation of pavements through strategies such as crack sealing, profiling, milling and repaving, or other pavement rehabilitation techniques as appropriate; reconstruction of curbs and sidewalks as appropriate.

Projects include:

Marine Drive: Fell Avenue to Bewicke Avenue

3rd Street: Bewicke Avenue to Forbes Avenue

13th Street: Moody Avenue to Grand Boulevard (east)

15th Street: Moody Avenue to Grand Boulevard (east)

St. Georges Avenue: 11th Street to 13th Street

This program is aligned with the goals of section 11.7 (infrastructure management), section 11.8.1 through 11.8.5 (asset management), section 6.11.3 (provide a safe, convenient, and efficient network of roads, paths, greenways, and pedestrian corridors), and section 6.12.16 (optimize the use of the existing road network).

Confederation Field Turf Replacement - \$800,000

The synthetic turf playing surface at Confederation Field was installed in 2002 with an expected life of 10 years. Based on that projected life expectancy, the turf was scheduled for replacement in 2012. However, a recent assessment of the playing surface recommended extending the scheduled replacement by two years, to 2014. The gravel base drainage layer will also be upgraded at this time

The construction of Confederation Field has proven to be an effective means of responding to the increasing demand for field time, given the limited available space for adding additional grass fields in the City. Replacement of the playing surface and drainage layer will ensure the safety of the field and will minimize down time due to closures.

This project supports the goals and objectives of Chapter 9 of the OCP, by protecting and maintaining new and existing public infrastructure and amenities, and enhancing the natural and built environment.

3rd Street Pedestrian and Cycling Facilities (Forbes - 2nd St) - \$690,000 (\$350,000 City Funding)

The design and construction of pedestrian and bicycle improvements along 3rd Street (from Forbes to 2nd Street). This project is a continuation of the works completed on Forbes, from Esplanade to 3rd Street, in 2013.

The cycling facilities along 3rd will connect to the Forbes, Esplanade and 2nd Street bike routes, widen sidewalks, pedestrian signal improvements at the intersection of 3rd and Forbes, new retaining walls, repaving and re-striping of lanes.

The project aligns with the OCP in the following ways: 4.9.4: To enhance neighbourhoods outside the Town Centre with linkages to the Town Centre and neighbouring municipalities; 4.10.9: To provide connections to trails, bicycle routes and attractions in our neighbouring municipalities; 6.11.1: To encourage the use of a variety of transportation choices to serve the needs of all residents and visitors, with priority given to transit, cycling and walking.

Rail Crossing Improvements - \$610,000 (\$355,000 City Funding)

To provide the anticipated share of City funding necessary to install crossing controls at three at-grade rail crossings in the City. These controls will improve safety and reduce the need for train whistling, which has long been a source of complaint. Studies were conducted in 2010 which identified the priority crossings and a shared funding model is being developed

This project aligns with OPC section, Community life: 7.3.1 To maintain and enhance well-being and quality of life for all community members.

City of North Vancouver 2014 - 2023 Project Plan Summary

	2014	2015	2016	2017	2018	2019-2023	TOTAL
LAND/MAJOR INVESTMENTS							
Funding Requested	45,950,000	260,000	260,000	260,000	260,000	\$1,300,000	\$48,290,000
City Funding	30,950,000	260,000	260,000	260,000	260,000	1,300,000	33,290,000
Contributions	15,000,000	-	-	-	-	-	15,000,000
Funded Amount	45,950,000	260,000	260,000	260,000	260,000	1,300,000	48,290,000
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BUILDINGS							
Funding Requested	\$ 36,970,085	\$ 4,187,380	\$ 2,058,110	\$ 1,587,550	\$ 1,372,250	\$16,663,800	\$62,839,175
City Funding	23,932,385	2,973,147	1,960,910	1,485,490	1,326,350	11,334,400	43,012,682
Contributions	13,037,700	202,230	97,200	102,060	45,900	5,329,400	18,814,490
Funded Amount	36,970,085	3,175,377	2,058,110	1,587,550	1,372,250	16,663,800	61,827,172
Funding Excess (Shortfall)	\$0	(\$1,012,003)	\$0	\$0	\$0	\$0	(\$1,012,003)
STRUCTURES							
Funding Requested	\$ 10,071,322	\$ 9,168,000	\$ 6,635,750	\$ 5,921,750	\$ 8,366,750	\$31,038,750	\$71,202,322
City Funding	9,377,322	6,318,863	4,020,718	4,069,623	4,772,854	19,720,147	48,279,527
Contributions	694,000	1,075,000	1,350,000	935,000	2,535,000	830,000	7,419,000
Funded Amount	10,071,322	7,393,863	5,370,718	5,004,623	7,307,854	20,550,147	55,698,527
Funding Excess (Shortfall)	\$0	(\$1,774,137)	(\$1,265,032)	(\$917,127)	(\$1,058,896)	(\$10,488,603)	(\$15,503,795)
EQUIPMENT							
Funding Requested	\$ 3,622,257	\$ 3,794,925	\$ 3,835,473	\$ 3,765,750	\$ 3,893,662	\$ 16,642,852	\$ 35,554,919
City Funding	3,314,540	2,298,100	2,686,600	3,346,000	3,711,910	15,240,671	30,597,821
Contributions	307,717	281,821	227,545	283,171	181,752	1,402,181	2,684,187
Funded Amount	3,622,257	2,579,921	2,914,145	3,629,171	3,893,662	16,642,852	33,282,008
Funding Excess (Shortfall)	\$0	(\$1,215,004)	(\$921,328)	(\$136,579)	\$0	\$0	(\$2,272,911)
GENERAL CAPITAL TOTALS							
FUNDING REQUESTED	\$ 96,613,664	\$17,410,305	\$12,789,333	\$11,535,050	\$13,892,662	\$65,645,402	\$217,886,416
CITY FUNDING	67,574,247	11,850,110	8,928,228	9,161,113	10,071,114	47,595,218	155,180,030
CONTRIBUTIONS	29,039,417	1,559,051	1,674,745	1,320,231	2,762,652	7,561,581	43,917,677
FUNDING EXCESS (SHORTFALL)	\$0	(\$4,001,144)	(\$2,186,360)	(\$1,053,706)	(\$1,058,896)	(\$10,488,603)	(\$18,788,709)
WATER UTILITY							
Funding Requested	\$ 1,507,000	\$ 1,667,000	\$ 1,667,000	\$ 1,607,000	\$ 1,357,000	\$ 6,816,000	\$ 14,621,000
City Funding	1,507,000	1,667,000	1,667,000	1,607,000	1,357,000	6,816,000	14,621,000
Contributions	-	-	-	-	-	-	-
Funded Amount	1,507,000	1,667,000	1,667,000	1,607,000	1,357,000	6,816,000	14,621,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SEWER UTILITY							
Funding Requested	\$ 856,000	\$ 1,431,000	\$ 756,000	\$ 806,000	\$ 756,000	\$ 3,380,000	\$ 7,985,000
City Funding	856,000	1,431,000	756,000	806,000	756,000	3,380,000	7,985,000
Contributions	-	-	-	-	-	-	-
Funded Amount	856,000	1,431,000	756,000	806,000	756,000	3,380,000	7,985,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DRAINAGE UTILITY							
Funding Requested	\$ 640,000	\$ 365,000	\$ 315,000	\$ 315,000	\$ 345,000	\$ 1,385,000	\$ 3,365,000
City Funding	640,000	365,000	315,000	315,000	345,000	1,385,000	3,365,000
Contributions	-	-	-	-	-	-	-
Funded Amount	640,000	365,000	315,000	315,000	345,000	1,385,000	3,365,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
UTILITY CAPITAL TOTALS							
FUNDING REQUESTED	\$ 3,003,000	\$ 3,463,000	\$ 2,738,000	\$ 2,728,000	\$ 2,458,000	\$ 11,581,000	\$ 25,971,000
CITY FUNDING	3,003,000	3,463,000	2,738,000	2,728,000	2,458,000	11,581,000	25,971,000
CONTRIBUTIONS	-	-	-	-	-	-	-
FUNDING EXCESS (SHORTFALL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTALS							
FUNDING REQUESTED	\$ 99,616,664	\$ 20,873,305	\$ 15,527,333	\$ 14,263,050	\$ 16,350,662	\$77,226,402	\$243,857,416
CITY FUNDING	70,577,247	15,313,110	11,666,228	11,889,113	12,529,114	59,176,218	181,151,030
CONTRIBUTIONS	29,039,417	1,559,051	1,674,745	1,320,231	2,762,652	7,561,581	43,917,677
FUNDING EXCESS (SHORTFALL)	\$0	(\$4,001,144)	(\$2,186,360)	(\$1,053,706)	(\$1,058,896)	(\$10,488,603)	(\$18,788,709)

