

## 2015 – 2024 Financial Plan





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# Financial Plan Summary

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## Introduction

The City of North Vancouver 2015 to 2024 Financial Plan was approved by City Council on April 27, 2015. 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 2015 to 2024 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 2015 overall tax rate increase is 3.9%. This tax rate increase remains competitive in the Metro Vancouver region and includes 1.9% rate increase for the program plan (operating), a 1% levy for the Project Plan and 1% 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 2015 to 2024 focuses not only on the current 2015 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 participation, attendance and enhance awareness.

To further encourage community engagement in the financial planning process, the City engaged in a consultation process with citizens that informed 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 and cultural 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.

## 2015 Financial Plan Highlights

The City's 2015 Financial Plan totals \$228.1 million which includes the following.

Financial Plan (millions)	
Capital	\$ 76.8
General Operating	\$ 65.5
Non Statutory Reserves	\$ 6.4
Water	\$ 10.2
Sewer and Drainage	\$ 9.1
Refuse and Recycling	\$ 4.9
Cemetery	\$ 0.3
Depreciation	\$ 11.3
<b>Sub-Total</b>	<b>\$ 184.5</b>
Payments to Other Authorities	\$ 43.6
<b>Total</b>	<b>\$ 228.1</b>

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.

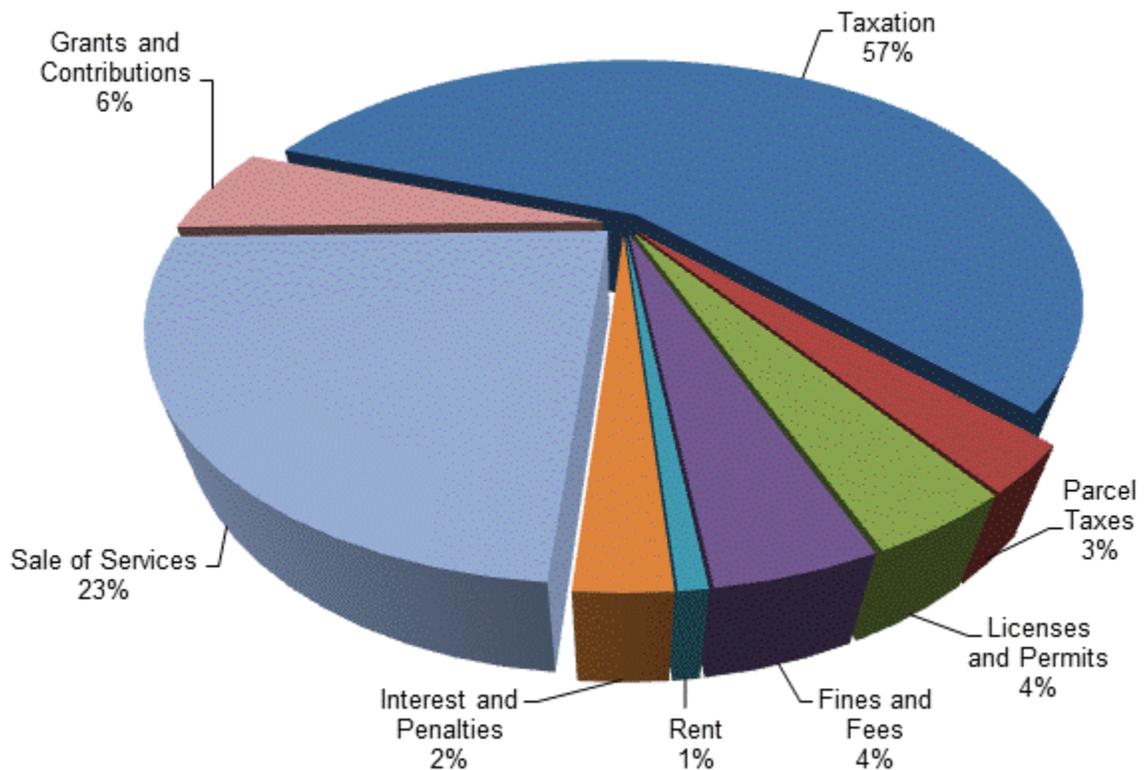
Payments to Other Authorities (000s)	
BC Assessment	\$ 1,220
Metro Vancouver (GVRD)	1,141
Transit	7,615
Municipal Finance Authority	4
Provincial School	33,665
<b>Total</b>	<b>\$ 43,645</b>

## Major Revenue by Source

The City has budgeted for \$89,922,000 (excluding collections for other governments) in general, water and sewer operating revenue for 2015 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 2015 Financial Plan.

2015 Budget Revenue - Operating - \$000s		
Taxation	\$	51,206
Parcel Taxes		2,437
Licenses and Permits		3,378
Fines and Fees		3,703
Rent		659
Interest and Penalties		2,147
Sale of Services		21,040
Grants and Contributions		5,352
<b>Total</b>	<b>\$</b>	<b>89,922</b>

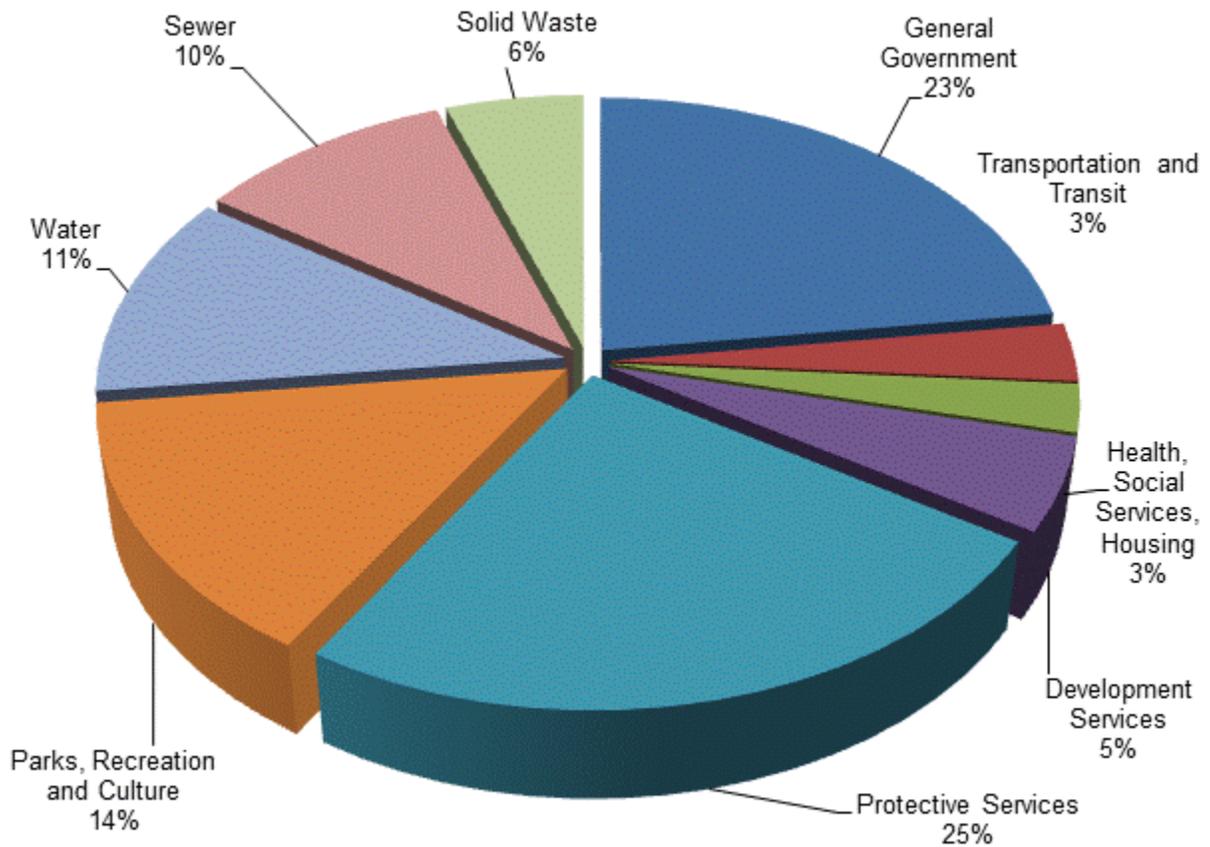


# Expenditures by Segment

Total expenditures by service area are \$89,922,000.

The following graph represents each revenue source share of our total budget for the 2015 Financial Plan.

2015 Budget Expenses - Operating - \$000s		
General Government	\$	20,599
Transportation and Transit		2,892
Health, Social Services, Housing		2,381
Development Services		4,645
Protective Services		22,387
Parks, Recreation and Culture		12,892
Water		10,178
Sewer		9,079
Solid Waste		4,869
<b>Total</b>	<b>\$</b>	<b>89,922</b>



# Financial Plan Bylaw No. 8413

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. 8413, Financial Plan for the Years 2015 to 2024** 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 2015 – 2024 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 2015 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 2015 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. 8413**

**Financial Plan for the Years 2015 to 2024**

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 2015 to 2024 Bylaw, 2015, No. 8413**”.
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2015, and ending December 31, 2024.

READ a first time by the Council on the 13<sup>th</sup> day of April, 2015.

READ a second time by the Council on the 13<sup>th</sup> day of April, 2015.

READ a third time and passed by the Council on the 13<sup>th</sup> day of April, 2015.

RECONSIDERED and finally adopted by the Council, signed by the Mayor and City Clerk and sealed with the Corporate Seal on the 27<sup>th</sup> day of April, 2015.

“Darrell R. Mussatto”

\_\_\_\_\_  
MAYOR

“Karla D. Graham”

\_\_\_\_\_  
CITY CLERK

**SCHEDULE "A" TO BYLAW NO. 8413  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2015 - 2024**

(1) 2015 – 2024 Financial Plan (000's)

For the year ended December 31	2015	2016	2017	2018	2019	2020-2024
<b>Revenue</b>						
Property Value Tax	51,206	52,642	54,101	55,583	57,088	296,376
Parcel taxes	2,437	2,544	2,656	2,773	2,895	16,516
Licenses and Permits	3,378	3,412	3,446	3,480	3,515	17,751
Fines and Fees	3,703	3,762	3,824	3,888	3,953	20,496
Rent	659	666	673	679	686	3,466
Interest and Penalties	2,147	2,169	2,191	2,214	2,237	11,314
Sale of Services	21,040	22,513	23,962	25,399	26,933	171,012
Rebates and Recoveries	81	82	83	84	84	426
Grants	3,160	2,892	2,921	2,950	2,980	15,047
Contributions	2,111	1,706	1,751	1,837	1,834	9,144
	<u>89,922</u>	<u>92,388</u>	<u>95,608</u>	<u>98,887</u>	<u>102,205</u>	<u>561,548</u>
Collections for Other Governments	43,645	44,517	45,407	46,315	47,241	240,930
	<u>133,567</u>	<u>136,905</u>	<u>141,015</u>	<u>145,202</u>	<u>149,446</u>	<u>802,478</u>
<b>Expenses</b>						
General Government	23,613	24,085	24,566	25,058	25,559	130,350
Transportation and Transit	4,292	4,378	4,466	4,555	4,646	23,695
Health, Social Services, Housing	2,456	2,505	2,555	2,606	2,658	13,556
Development Services	4,645	4,739	4,833	4,930	5,029	25,649
Protective Services	23,487	23,957	24,436	24,925	25,424	129,663
Parks, Recreation and Culture	18,397	18,765	19,140	19,523	19,913	101,557
Water	8,891	9,271	9,668	10,083	10,517	66,187
Sewer	7,378	7,790	8,679	9,710	10,909	78,764
Solid Waste	4,342	4,476	4,609	4,745	4,885	26,635
	<u>97,501</u>	<u>99,965</u>	<u>102,952</u>	<u>106,135</u>	<u>109,540</u>	<u>596,055</u>
Collections for Other Governments	43,645	44,517	45,407	46,315	47,241	240,930
	<u>141,146</u>	<u>144,482</u>	<u>148,359</u>	<u>152,450</u>	<u>156,781</u>	<u>836,985</u>
Surplus(Deficit) for the year	<u>(7,579)</u>	<u>(7,577)</u>	<u>(7,344)</u>	<u>(7,248)</u>	<u>(7,335)</u>	<u>(34,507)</u>
<b>Reserves and capital</b>						
Capital Expenditures	(75,063)	(16,842)	(17,859)	(13,714)	(18,509)	(79,890)
Depreciation	11,300	11,526	11,757	11,992	12,232	62,995
Reserves	41,868	10,114	7,786	7,195	9,204	48,107
Contributions	29,474	2,779	5,660	1,775	4,408	3,295
	<u>7,579</u>	<u>7,577</u>	<u>7,344</u>	<u>7,248</u>	<u>7,335</u>	<u>34,507</u>
<b>Budget Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**SCHEDULE "A" TO BYLAW NO. 8413  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2015 - 2024**

**(2) Revenue Proportions by Funding Source**

(Excluding Transfers from Reserves and Collections for Other Governments)

**Revenue Proportions by funding source**

	(000's)									
	2015	%	2016	%	2017	%	2018	%	2019	%
Property Value Tax	51,206	57	52,642	57	54,101	56	55,583	56	57,088	56
Parcel Taxes	2,437	3	2,544	3	2,656	3	2,773	3	2,895	3
Revenue from Fees	30,927	34	32,522	35	34,096	36	35,660	36	37,324	36
Revenue from other Sources	5,352	6	4,680	5	4,755	5	4,871	5	4,898	5
<b>Total Revenues</b>	<b>89,922</b>	<b>100</b>	<b>92,388</b>	<b>100</b>	<b>95,608</b>	<b>100</b>	<b>98,887</b>	<b>100</b>	<b>102,205</b>	<b>100</b>

**Background:** Property Taxes are the City's major source of revenue. The City's reliance on property tax as a source of revenue has increased 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 2015 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 %	
	2014	2015
1 Residential	54.51%	55.12%
2 Utilities	0.73%	0.68%
4 Major Industry - Capped	6.65%	7.17%
4 Major Industry - Non capped	0.71%	0.70%
5 Light Industry	0.80%	0.84%
6 Business	36.56%	35.46%
8 Recreation/Non-Profit	0.04%	0.03%

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

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

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

**SCHEDULE "A" TO BYLAW NO. 8413  
CITY OF NORTH VANCOUVER FINANCIAL PLAN  
FOR THE YEARS 2015 - 2024**

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**(4) Use of Permissive Tax Exemptions**

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

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

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

# 2015 PROPERTY TAX INFORMATION

cnv.org/tax



The City of North Vancouver has delivered a balanced 2015 budget and has established an overall tax rate increase of 3.9%. This tax rate increase remains competitive in the Metro Vancouver region and includes 1.9% for general operating, 1% for infrastructure and 1% for the redevelopment of the Harry Jerome Community Recreation Centre. In 2015, an average Single Detached Residential home assessed at \$962,308 will pay \$2,310 in municipal taxes and an average Strata Residence assessed at \$441,143 will pay \$1,059. This excludes utilities and levies from other taxing authorities.

## PROPERTY TAX FAQ'S

### 1. How is my property assessed?

BC Assessment (BCA) 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 Property Taxes calculated?

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. 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.

### 4. 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

### 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 in your property value are lower than the average change in your property class, you may see a reduction in your taxes payable.

## AVERAGE 2015 TAX INCREASE

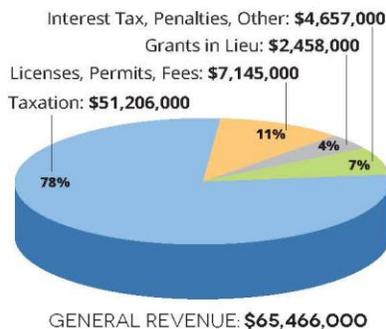
TYPICAL SINGLE DETACHED RESIDENCE				
	2014	2015	CHANGE	%
Average Assessed Value	\$902,181	\$962,308	\$60,127	6.66%
<b>CITY OF NORTH VANCOUVER</b>				
Municipal Property Taxes	\$2,148	\$2,310	\$162	7.54%
Municipal Utilities	\$1,057	\$1,091	\$34	3.22%
<b>TOTAL CITY OF NORTH VANCOUVER</b>	<b>\$3,205</b>	<b>\$3,401</b>	<b>\$196</b>	<b>6.12%</b>
<b>OTHER TAXING AUTHORITIES</b>				
School	\$1,346	\$1,385	\$39	2.90%
Translink	\$299	\$305	\$6	2.01%
All Other	\$108	\$113	\$5	4.63%
<b>TOTAL OTHER TAXING AUTHORITIES</b>	<b>\$1,753</b>	<b>\$1,803</b>	<b>\$50</b>	<b>2.85%</b>
<b>GROSS TAX AND UTILITIES*</b>	<b>\$4,958</b>	<b>\$5,204</b>	<b>\$246</b>	<b>4.96%</b>

TYPICAL STRATA RESIDENCE				
	2014	2015	CHANGE	%
Average Assessed Value	\$436,736	\$441,143	\$4,407	1.01%
<b>CITY OF NORTH VANCOUVER</b>				
Municipal Property Taxes	\$1,040	\$1,059	\$19	1.83%
Municipal Utilities	\$509	\$525	\$16	3.14%
<b>TOTAL CITY OF NORTH VANCOUVER</b>	<b>\$1,549</b>	<b>\$1,584</b>	<b>\$35</b>	<b>2.26%</b>
<b>OTHER TAXING AUTHORITIES</b>				
School	\$652	\$635	\$(17)	-2.61%
Translink	\$145	\$140	\$(5)	-3.45%
All Other	\$52	\$52	-	0.00%
<b>TOTAL OTHER TAXING AUTHORITIES</b>	<b>\$849</b>	<b>\$827</b>	<b>\$(22)</b>	<b>-2.59%</b>
<b>GROSS TAX AND UTILITIES*</b>	<b>\$2,398</b>	<b>\$2,411</b>	<b>\$13</b>	<b>0.54%</b>

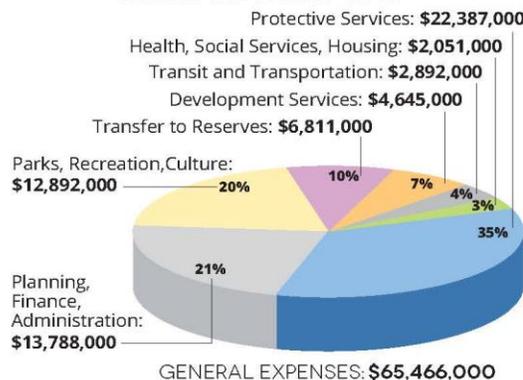
\* Before deducting the Home Owner Grant

## 2015 OPERATING BUDGET

### WHERE THE MONEY COMES FROM



### WHERE THE MONEY GOES



# PAYING YOUR 2015 TAXES

[cnv.org/tax](http://cnv.org/tax)



## HOW TO PAY YOUR TAXES (Due Thursday, July 2, 2015)

### BY MAIL

Cheques received up to and including July 2, 2015 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.

### 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 3 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 [cnv.org/ptaxinfo](http://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, 2015** and an additional 5% will be added to current taxes not paid by Tuesday, **September 1, 2015**.

### NORTH VANCOUVER CITY HALL

141 West 14th Street  
North Vancouver, BC  
V7M 1H9  
Tel: 604.983.7316 | Fax: 604.985.1573  
[cnv.org](http://cnv.org)

### Pre-authorized Tax & Utility Payment Plan for 2016

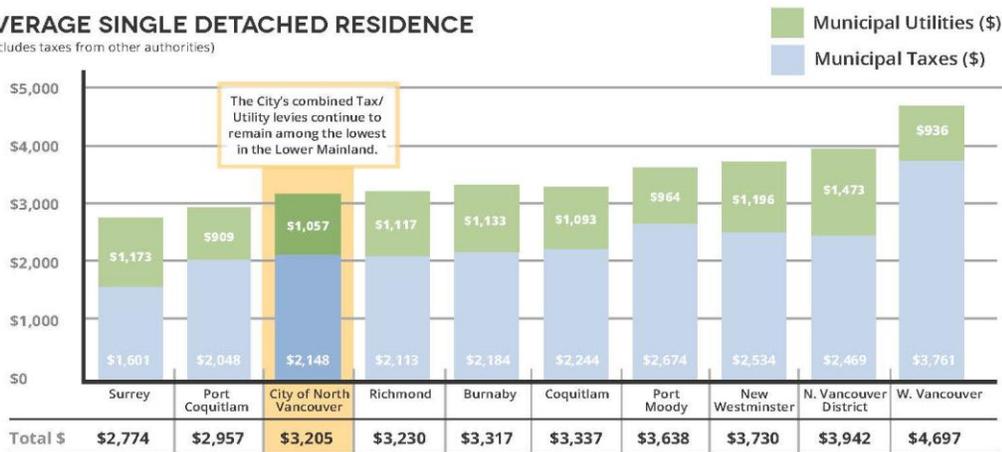
**FOR NEW APPLICANTS ONLY.** This is a prepayment plan for 2016 taxes and utilities. Complete the enclosed form or complete and email the online fillable form at [cnv.org/prepaymentplan](http://cnv.org/prepaymentplan).

*Note:* All 2015 taxes and utilities must be paid in full prior to commencement of the 2016 prepayment plan.

## HOW WE COMPARED WITH OTHER LOCAL MUNICIPALITIES IN 2014

### AVERAGE SINGLE DETACHED RESIDENCE

(Excludes taxes from other authorities)



## HOME OWNER GRANT (Must be claimed by July 2, 2015)

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. To avoid penalty, your Home Owner Grant must be claimed by the tax due date (July 2, 2015). 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 [cnv.org/ehog](http://cnv.org/ehog). 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.

### 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 1950 or earlier)/other

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

The Regular Grant is eliminated on properties assessed at \$1,214,000 or more and the Additional Grant is eliminated on properties assessed at \$1,269,000 or more.

## PROPERTY TAX DEFERMENT PROGRAM

The B.C. Property Tax Deferral Program is a low interest loan program that assists qualifying B.C. homeowners in paying the annual property taxes on their homes. You must be a Canadian citizen or permanent resident who has lived in B.C. 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 deferral program is also available under The Families with Children (FC) Property Tax Deferral 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 [gov.bc.ca/propertytaxdeferral](http://gov.bc.ca/propertytaxdeferral).

TAX QUESTIONS CALL **604.983.7316** OR EMAIL [TAX@CNV.ORG](mailto:TAX@CNV.ORG)

# 2015 Operating Program Plan

## All Departments Expenses

Programs	2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
Chief Administrative Officer	6,307,200	6,419,800	112,600
Legislative	708,400	719,500	11,100
City Clerks	975,800	1,014,200	38,400
Human Resources	1,141,200	1,152,600	11,400
Community Development	6,193,500	6,287,700	94,200
Finance	10,611,600	12,090,300	1,478,700
Fire	8,531,900	8,550,300	18,400
RCMP	12,728,200	13,000,700	272,500
Engineering, Parks and Environment	7,114,200	7,325,500	211,300
Corporate Shared Programs	8,791,700	8,904,700	113,000
<b>Total Operating Expenses</b>	<b>63,103,700</b>	<b>65,465,300</b>	<b>2,361,600</b>
Taxes Other Government	43,463,500	43,644,500	181,000
Water Utility	9,730,100	10,178,600	448,500
Sewer and Drainage Utility	8,603,400	9,079,400	476,000
Solid Waste Utility	4,378,000	4,869,000	491,000
<b>Total Utility Expenses</b>	<b>22,711,500</b>	<b>24,127,000</b>	<b>1,415,500</b>
Total Cemetery Expenses	326,300	329,700	3,400
<b>Grand Total Expenses</b>	<b>129,605,000</b>	<b>133,566,500</b>	<b>3,961,500</b>

## All Departments Revenue

Programs	2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
Chief Administrative Officer	1,129,600	1,129,600	0
City Clerks	40,700	40,000	-700
Community Development	4,200,800	4,227,800	27,000
Property Tax	48,789,000	51,206,200	2,417,200
Finance	6,614,800	6,584,200	-30,600
Fire	110,000	110,000	0
RCMP	1,193,300	1,142,000	-51,300
Engineering, Parks and Environment	915,500	915,500	0
Shared Corporate - Agencies	110,000	110,000	0
<b>Total Operating Revenues</b>	<b>63,103,700</b>	<b>65,465,300</b>	<b>2,361,600</b>
Taxes Other Government	43,463,500	43,644,500	181,000
Water Utility	9,730,100	10,178,600	448,500
Sewer and Drainage Utility	8,603,400	9,079,400	476,000
Solid Waste Utility	4,378,000	4,869,000	491,000
<b>Total Utility Revenue</b>	<b>22,711,500</b>	<b>24,127,000</b>	<b>1,415,500</b>
<b>Total Cemetery Revenue</b>	<b>326,300</b>	<b>329,700</b>	<b>3,400</b>
<b>Grand Total Revenue</b>	<b>129,605,000</b>	<b>133,566,500</b>	<b>3,961,500</b>

## Chief Administrative Office Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	1110	579,050	588,550	9,500
CAO Budget Savings	1217	-15,000	-15,000	0
<b>Total Management and Support</b>		<b>564,050</b>	<b>573,550</b>	<b>9,500</b>
<b>COMMUNICATIONS &amp; PUBLIC RELATIONS</b>				
Comm & Public Relations	1160	352,700	361,700	9,000
Publications	1161	26,500	26,500	0
Community Advertising	1163	89,500	89,500	0
Community Report	1164	8,800	8,800	0
Web Management	1165	20,600	20,600	0
<b>Total Communications &amp; Public Relations</b>		<b>498,100</b>	<b>507,100</b>	<b>9,000</b>
<b>OTHER PROGRAMS</b>				
Admin CAO Corporate	1120	365,500	365,500	0
Civic Engagement	1125	10,000	10,000	0
<b>Total Other Programs</b>		<b>375,500</b>	<b>375,500</b>	<b>0</b>
<b>CORPORATE EMERGENCY PROGRAMS</b>				
General Preparedness	3010	30,000	30,000	0
NSEMO-Non Shared	8205	232,986	241,786	8,800
<b>Total Corporate Emergency Programs</b>		<b>262,986</b>	<b>271,786</b>	<b>8,800</b>
<b>FACILITIES MANAGEMENT</b>				
Facilities Management	2140	266,435	304,621	38,186
FM-Grounds	2141	23,000	23,000	0
FM-General Bldg	2142	214,000	215,600	1,600
FM-HVAC	2143	37,800	37,800	0
FM-Electrical	2144	42,800	42,800	0
FM-Plumbing	2146	12,600	12,600	0
FM-Fire & Safety	2147	34,800	34,800	0
FM-Janitorial	2148	305,100	310,200	5,100
FM-Security	2149	100,000	100,000	0
FM-Capital OH Recovery	2151	-60,000	-60,000	0
Conference A Vending	2135	3,500	3,500	0
<b>Total FACILITIES MANAGEMENT</b>		<b>980,035</b>	<b>1,024,921</b>	<b>44,886</b>
<b>REAL ESTATE MANAGEMENT</b>				
City Lands	1960	385,300	392,400	7,100
Parking	1973	76,000	76,200	200
Real Estate	1980	16,020	16,020	0
Property Management	1971	527,315	527,715	400
<b>Total Lands Property Management</b>		<b>1,004,635</b>	<b>1,012,335</b>	<b>7,700</b>

## Chief Administrative Office Expenses (continued)

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>INFORMATION TECHNOLOGY</b>				
IT Administration	2510	-301,847	-105,447	196,400
Support Services	2520	101,614	0	-101,614
IT Application Services	2530	1,008,350	1,050,150	41,800
Web Support	2535	68,700	0	-68,700
IT GIS	2540	281,250	252,350	-28,900
IT Technical Services	2545	754,950	1,114,430	359,480
IT Client Services	2550	434,900	343,100	-91,800
Telecom Support	2555	273,980	0	-273,980
<b>Total Information Technology</b>		<b>2,621,897</b>	<b>2,654,583</b>	<b>32,686</b>
<b>Total Chief Administrative Officer Expenses</b>		<b>6,307,203</b>	<b>6,419,775</b>	<b>112,572</b>

## Chief Administrative Office Revenue

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>REAL ESTATE MANAGEMENT REVENUE</b>				
Parking	1973	425,000	425,000	0
Property Management	1971	704,593	704,593	0
<b>Total Property Management</b>		<b>1,129,593</b>	<b>1,129,593</b>	<b>0</b>
<b>Total Chief Administrative Officer Revenue</b>		<b>1,129,593</b>	<b>1,129,593</b>	<b>0</b>

# Legislative Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	2610	227,397	226,597	-800
<b>Total Management and Support</b>		<b>227,397</b>	<b>226,597</b>	<b>-800</b>
<b>SUPPORT PROGRAMS</b>				
Legislative	2620	460,371	472,271	11,900
Sister Cities	2631	20,000	20,000	0
Regional Legislative Mtg	3340	643	643	0
<b>Total Support Programs</b>		<b>481,014</b>	<b>492,914</b>	<b>11,900</b>
<b>Total Legislative Expenses</b>		<b>708,411</b>	<b>719,511</b>	<b>11,100</b>

## City Clerks Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	1310	884,716	913,116	28,400
<b>Total Management and Support</b>		<b>884,716</b>	<b>913,116</b>	<b>28,400</b>
<b>GENERAL PROGRAMS</b>				
Volunteer Appreciation	1341	10,000	10,000	0
Election Administration	1350	30,000	40,000	10,000
Legal Advertising	1162	44,000	44,000	0
<b>Total General Programs</b>		<b>84,000</b>	<b>94,000</b>	<b>10,000</b>
<b>OTHER PROGRAMS</b>				
Board of Variance	2750	2,087	2,087	0
LL Rd Port Area Cmty Liaison	3333	5,000	5,000	0
<b>Sub Total Other Programs</b>		<b>7,087</b>	<b>7,087</b>	<b>0</b>
<b>Total City Clerks Expenses</b>		<b>975,803</b>	<b>1,014,203</b>	<b>38,400</b>

## City Clerks Revenue

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	1310	650	0	-650
Legal Advertising	1162	40,000	40,000	0
<b>Total General Programs</b>		<b>40,650</b>	<b>40,000</b>	<b>-650</b>
<b>Total City Clerks Revenue</b>		<b>40,650</b>	<b>40,000</b>	<b>-650</b>

## Human Resources Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	1510	544,000	547,500	3,500
<b>Total Management and Support</b>		<b>544,000</b>	<b>547,500</b>	<b>3,500</b>
<b>GENERAL PROGRAMS</b>				
Special Administration	1511	20,450	20,450	0
Recruitment	1520	252,500	262,400	9,900
Benefits Administration	1540	58,400	53,500	-4,900
Employee Fitness	1541	4,500	4,500	0
Employee Assistance	1542	23,000	23,000	0
Disability Management	1545	15,000	15,000	0
Employee Recognition	1570	15,563	15,563	0
Labour Relations	1580	49,500	50,400	900
Health & Safety	1590	158,240	160,240	2,000
<b>Total General Programs</b>		<b>597,153</b>	<b>605,053</b>	<b>7,900</b>
<b>Total Human Resources Expenses</b>		<b>1,141,153</b>	<b>1,152,553</b>	<b>11,400</b>

# Community Development Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	1710	411,460	419,660	8,200
Comm Dev Budget Savings	1717	-15,000	-15,000	0
<b>Total Management and Support</b>		<b>396,460</b>	<b>404,660</b>	<b>8,200</b>
<b>PLANNING</b>				
<b>DEVELOPMENT PLANNING</b>				
Development Planning	1720	808,000	819,700	11,700
Heritage Planning	1950	5,250	5,250	0
<b>Total Development Planning</b>		<b>813,250</b>	<b>824,950</b>	<b>11,700</b>
<b>COMMUNITY PLANNING</b>				
Community Planning	1920	784,750	803,350	18,600
Youth Services	8305	14,650	19,650	5,000
<b>Total Community Planning</b>		<b>799,400</b>	<b>823,000</b>	<b>23,600</b>
<b>Total Planning</b>		<b>1,612,650</b>	<b>1,647,950</b>	<b>35,300</b>
<b>PERMITS &amp; INSPECTIONS</b>				
Permits and Inspections	1760	1,343,664	1,369,264	25,600
Property Use	1820	51,057	51,757	700
<b>Total Permits &amp; Inspections</b>		<b>1,394,721</b>	<b>1,421,021</b>	<b>26,300</b>
<b>BUSINESS LICENSE &amp; ECONOMIC DEVELOPMENT</b>				
Intermunicipal Program	1800	20,700	20,700	0
Business License	1900	132,000	137,600	5,600
Economic Development	1150	88,000	88,000	0
Filming Administration	1360	135,700	134,100	-1,600
Chamber of Commerce	8500	50,000	50,000	0
<b>Total Business License &amp; Economic Dev</b>		<b>426,400</b>	<b>430,400</b>	<b>4,000</b>
<b>BYLAW MANAGEMENT</b>				
Bylaw Enforcement	1392	792,895	818,595	25,700
Bylaw Dispute Registry	1396	17,500	17,700	200
Animal Control	8210	149,088	151,488	2,400
VCH-Municipal Services	3350	28,398	28,398	0
<b>Total Bylaw Management</b>		<b>987,881</b>	<b>1,016,181</b>	<b>28,300</b>
<b>Sub Total Community Development Programs</b>		<b>4,818,112</b>	<b>4,920,212</b>	<b>102,100</b>
Advisory Committees		141,280	119,280	-22,000
Task Committees		30,000	30,000	0
Outside Agencies		1,204,115	1,218,199	14,084
<b>Sub Total Other Programs</b>		<b>1,375,395</b>	<b>1,367,479</b>	<b>-7,916</b>
<b>Total Community Development Expenses</b>		<b>6,193,507</b>	<b>6,287,691</b>	<b>94,184</b>

## Community Development Revenue

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	1710	10,000	10,000	0
<b>PERMITS &amp; INSPECTIONS</b>				
Development Approvals	1730	90,000	90,000	0
Permits and Fees	1770	2,000,000	2,000,000	0
<b>Total Permits &amp; Inspections</b>		<b>2,090,000</b>	<b>2,090,000</b>	<b>0</b>
<b>BUSINESS LICENSE &amp; ECONOMIC DEVELOPMENT</b>				
Intermunicipal Program	1800	40,000	40,000	0
Business License	1900	1,145,800	1,172,800	27,000
Pier	1153	10,000	10,000	0
Filming Administration	1360	95,000	95,000	0
<b>Total Business License &amp; Economic Dev</b>		<b>1,290,800</b>	<b>1,317,800</b>	<b>27,000</b>
<b>BYLAW MANAGEMENT</b>				
Bylaw Enforcement	1392	750,000	750,000	0
Bylaw Dispute Registry	1396	17,000	17,000	0
Animal Control	8210	43,000	43,000	0
<b>Total Bylaw Management</b>		<b>810,000</b>	<b>810,000</b>	<b>0</b>
<b>Total Community Development Revenues</b>		<b>4,200,800</b>	<b>4,227,800</b>	<b>27,000</b>

# Finance Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	2110	366,485	483,385	116,900
Fin Budget Savings	2117	-15,000	-15,000	0
<b>Total Management and Support</b>		<b>351,485</b>	<b>468,385</b>	<b>116,900</b>
<b>PURCHASING &amp; RISK MANAGEMENT</b>				
Purchasing	2130	265,900	202,200	-63,700
Vehicle Fleet Admin	2160	34,800	34,800	0
Risk Liability and Insurance	2150	270,421	341,821	71,400
<b>Total Purchasing &amp; Risk Management</b>		<b>571,121</b>	<b>578,821</b>	<b>7,700</b>
<b>ACCOUNTING &amp; TAXATION</b>				
Financial Accounting	2170	402,944	493,044	90,100
Accounts Payable	2180	-55,250	32,650	87,900
Treasury	2192	81,000	81,000	0
Taxation	2302	670,200	636,600	-33,600
Other Revenue	2303	0	0	0
<b>Total Accounting &amp; Taxation</b>		<b>1,098,894</b>	<b>1,243,294</b>	<b>144,400</b>
<b>FINANCIAL PLANNING &amp; PAYROLL</b>				
Financial Planning	2400	292,300	77,900	-214,400
Payroll	2200	155,250	150,850	-4,400
Council Grants	8401	50,000	50,000	0
Travel Grants	8410	2,500	2,500	0
<b>Total Financial Planning &amp; Payroll</b>		<b>500,050</b>	<b>281,250</b>	<b>-218,800</b>
<b>Sub Total Finance Programs</b>		<b>2,521,550</b>	<b>2,571,750</b>	<b>50,200</b>
<b>FINANCE CORPORATE PROGRAMS</b>				
Finance Corporate	2120	147,800	154,800	7,000
Financial Plan Contingency	2401	1,000,000	1,000,000	0
Planning	2420	6,917,244	8,338,765	1,421,521
District Energy Coordination	2450	25,000	25,000	0
<b>Sub Total Finance Corporate Programs</b>		<b>8,090,044</b>	<b>9,518,565</b>	<b>1,428,521</b>
<b>Total Finance Expenses</b>		<b>10,611,594</b>	<b>12,090,315</b>	<b>1,478,721</b>

# Finance Revenue

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>PURCHASING &amp; RISK MANAGEMENT</b>				
Purchasing	2130	10,000	12,000	2,000
Risk Liability and Insurance	2150	48,800	48,800	0
<b>Total Purchasing &amp; Risk Management</b>		<b>58,800</b>	<b>60,800</b>	<b>2,000</b>
<b>ACCOUNTING &amp; TAXATION</b>				
Treasury	2192	1,858,000	1,858,000	0
Tax Division	2302	3,641,600	3,609,000	-32,600
Other Revenue	2303	56,400	56,400	0
<b>Total Accounting &amp; Taxation</b>		<b>5,556,000</b>	<b>5,523,400</b>	<b>-32,600</b>
<b>Sub Total Finance Programs</b>		<b>5,614,800</b>	<b>5,584,200</b>	<b>-30,600</b>
<b>FINANCE CORPORATE PROGRAMS</b>				
Financial Plan Contingency	2401	1,000,000	1,000,000	0
<b>Sub Total Finance Corporate Programs</b>		<b>1,000,000</b>	<b>1,000,000</b>	<b>0</b>
<b>Total Finance Revenue</b>		<b>6,614,800</b>	<b>6,584,200</b>	<b>-30,600</b>

## Fire Department Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	4010	1,121,142	1,124,142	3,000
Fire Budget Savings	4017	-15,000	-15,000	0
<b>Total Management and Support</b>		<b>1,106,142</b>	<b>1,109,142</b>	<b>3,000</b>
<b>SUPPORT PROGRAMS</b>				
Fire Apparatus	4020	362,800	362,800	0
Fire Operations	4030	6,107,029	6,172,629	65,600
Fire Prevention	4040	665,963	615,763	-50,200
Dispatch Services	4044	290,000	290,000	0
<b>Total Support Programs</b>		<b>7,425,792</b>	<b>7,441,192</b>	<b>15,400</b>
<b>Total Fire Department Expenses</b>		<b>8,531,934</b>	<b>8,550,334</b>	<b>18,400</b>

## Fire Department Revenue

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>SUPPORT PROGRAMS</b>				
Fire Operations	4030	5,000	5,000	0
Fire Prevention	4040	105,000	105,000	0
<b>Total Fire Dept Support Programs</b>		<b>110,000</b>	<b>110,000</b>	<b>0</b>
<b>Total Fire Department Revenue</b>		<b>110,000</b>	<b>110,000</b>	<b>0</b>

## Police Department (RCMP) Expenses

Programs		2014 Annual Budget	2015 Provisional Budget	Variance 2015 Provisional to 2014 Annual
<b>MUNICIPAL SHARED PROGRAMS</b>				
<b>BUILDING</b>				
Total Building	4600	464,670	517,370	52,700
<b>ADMINISTRATION</b>				
Total Administration	4610	849,050	856,250	7,200
<b>RECORDS AND INFORMATION</b>				
Total Records and Information	4615	1,920,400	1,970,900	50,500
<b>TELECOM</b>				
Telecom	4620	2,305,900	2,339,100	33,200
North Shore Dispatch	4621	183,800	183,800	0
Total Telecom		2,489,700	2,522,900	33,200
<b>CLIENT SERVICES</b>				
Client Services Support	4640	646,600	644,800	-1,800
Keep of Prisoners	4630	342,100	348,900	6,800
Victim Services	4641	302,480	311,180	8,700
Crime Prevention	4642	79,310	80,610	1,300
Block Watch	4643	73,750	75,050	1,300
Auxiliary Police	4644	84,200	87,400	3,200
False Alarm Reduction	4646	8,000	8,000	0
Total Client Services		1,536,440	1,555,940	19,500
<b>POLICE PROGRAMS</b>				
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	100,100	101,800	1,700
Total Police Programs		132,350	134,050	1,700
Total Shared Programs		7,392,610	7,557,410	164,800
Recovery for Shared Costs	4701	-3,992,000	-4,081,000	-89,000
Administration Non-Shared	4710	-262,100	-267,400	-5,300
Total Recoveries for Shared Programs		-4,254,100	-4,348,400	-94,300
<b>Net City Shared Programs</b>		<b>3,138,510</b>	<b>3,209,010</b>	<b>70,500</b>

## Police Department (RCMP) Expenses (continued)

Programs	2014 Annual Budget	2015 Provisional Budget	Variance 2015 Provisional to 2014 Annual
<b>NON-SHARED (CITY ONLY) PROGRAMS</b>			
CNV Community Policing	4720	106,645	3,800
Crimestoppers	8220	5,200	200
Sub Total Non-Shared (City Only)	111,645	115,645	4,000
<b>POLICE CONTRACT</b>			
Total Police RCMP Contract (City Only)	4700	9,478,000	198,000
Total City Only Programs	9,589,645	9,791,645	202,000
Total Police Programs	12,728,155	13,000,655	272,500

## Police Department (RCMP) Revenue

Programs	2014 Annual Budget	2015 Provisional Budget	Variance 2015 Provisional to 2014 Annual
<b>NON-SHARED (CITY ONLY) PROGRAMS</b>			
Admin Police Non-Shared	4710	818,344	-51,344
Sub Total Non-Shared (City Only) Programs	818,344	767,000	-51,344
<b>POLICE CONTRACT</b>			
Police Contract	4700	375,000	0
Total Police Contract	375,000	375,000	0
Total City Only Programs	1,193,344	1,142,000	-51,344
Total Police Revenue	1,193,344	1,142,000	-51,344

## Engineering, Parks and Environment Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	5010	21,724	21,724	0
Engr Budget Savings	5017	-30,000	-30,000	0
<b>Total Management and Support</b>		<b>-8,276</b>	<b>-8,276</b>	<b>0</b>
<b>DEPUTY ENGINEER</b>				
Design				
Survey	5170	26,031	26,031	0
<b>Total Design</b>		<b>26,031</b>	<b>26,031</b>	<b>0</b>
Development				
Public Process	1315	4,854	4,854	0
<b>Total Development</b>		<b>4,854</b>	<b>4,854</b>	<b>0</b>
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	48,031	48,031	0
School Crossing Guards	8232	93,800	93,800	0
<b>Total Traffic &amp; Transportation</b>		<b>155,501</b>	<b>155,501</b>	<b>0</b>
<b>Total Deputy Engineer</b>		<b>186,386</b>	<b>186,386</b>	<b>0</b>
<b>OPERATIONS DIVISION</b>				
Streets				
Streets Operations	5160	1,604,968	1,664,000	59,032
Streets Admin	5165	1,169,692	1,205,400	35,708
<b>Total Streets</b>		<b>2,774,660</b>	<b>2,869,400</b>	<b>94,740</b>
Parks & Environment				
Environmental Stewardship	5040	83,780	83,780	0
Parks Operations	5070	2,105,803	2,144,469	38,666
Parks Special Events	5071	70,106	70,895	789
Sport Field Users	5073	210,200	214,200	4,000
Streetscapes & Greenways	5074	617,200	656,025	38,825
Parks Admin	5075	1,126,500	1,159,236	32,736
<b>Total Parks</b>		<b>4,213,589</b>	<b>4,328,605</b>	<b>115,016</b>
<b>Total Operations Division</b>		<b>6,988,249</b>	<b>7,198,005</b>	<b>209,756</b>

## Engineering, Parks and Environment Expenses (continued)

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>COMMITTEES</b>				
Parks Environmental Adv	2815	8,809	8,809	0
Integrated Transportation	2805	8,800	8,800	0
Advisory Cmte Disability Issues	3120	4,767	6,267	1,500
Joint Use	2910	500	500	0
<b>Total Committees</b>		<b>22,876</b>	<b>24,376</b>	<b>1,500</b>
<b>OVERHEAD CAPITAL</b>				
Parks Overhead Capital	5077	-15,000	-15,000	0
Streets Overhead Capital	5167	-60,000	-60,000	0
<b>Total Overhead Capital</b>		<b>-75,000</b>	<b>-75,000</b>	<b>0</b>
<b>Total Engineering General Fund Expenses</b>		<b>7,114,235</b>	<b>7,325,491</b>	<b>211,256</b>

## Engineering, Parks and Environment Revenue

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MANAGEMENT AND SUPPORT</b>				
Management and Support	5010	355,000	355,000	0
<b>Total Management and Support</b>		<b>355,000</b>	<b>355,000</b>	<b>0</b>
<b>DEPUTY ENGINEER</b>				
Traffic & Transportation				
Commercial Bike Racks	3260	3,500	3,500	0
<b>Total Traffic &amp; Transportation</b>		<b>3,500</b>	<b>3,500</b>	<b>0</b>
<b>Total Deputy Engineer</b>		<b>3,500</b>	<b>3,500</b>	<b>0</b>
<b>OPERATIONS DIVISION</b>				
<b>Streets</b>				
Streets Operations	5160	295,000	295,000	0
Streets Admin	5165	125,028	125,028	0
<b>Total Streets</b>		<b>420,028</b>	<b>420,028</b>	<b>0</b>
<b>Parks</b>				
Parks Operations	5070	50,000	50,000	0
Sport Field Users	5073	52,000	52,000	0
Parks Admin	5075	35,000	35,000	0
<b>Total Parks</b>		<b>137,000</b>	<b>137,000</b>	<b>0</b>
<b>Total Operations Division</b>		<b>557,028</b>	<b>557,028</b>	<b>0</b>
<b>Total Engineering General Fund Revenue</b>		<b>915,528</b>	<b>915,528</b>	<b>0</b>

## Shared Corporate Programs Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>SHARED PROGRAMS</b>				
Training Programs	1560-1564	285,480	285,480	0
<b>MAJOR BOARDS &amp; COMMISSIONS</b>				
City Library	8601	3,443,559	3,569,678	126,119
Museum & Archives	8602	508,222	522,168	13,946
NV Recreation & Culture	8603	4,554,415	4,527,407	-27,008
<b>Total Boards &amp; Commissions</b>		<b>8,506,196</b>	<b>8,619,253</b>	<b>113,057</b>
<b>Total Shared Corporate Programs Expenses</b>		<b>8,791,676</b>	<b>8,904,733</b>	<b>113,057</b>

## Shared Corporate Program Revenue

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>MAJOR BOARDS &amp; COMMISSIONS</b>				
Rent Cultural Facilities		-109,983	-109,983	0
<b>Total Boards &amp; Commissions</b>		<b>-109,983</b>	<b>-109,983</b>	<b>0</b>
<b>Total Shared Corporate Programs Revenue</b>		<b>-109,983</b>	<b>-109,983</b>	<b>0</b>

## Utilities Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>WATER UTILITY</b>				
Water Operations	5190	520,500	542,500	22,000
Water Admin	5195	9,242,591	9,669,115	426,524
Sub Total Water Operating		9,763,091	10,211,615	448,524
Overhead Water Capital	5197	-33,000	-33,000	0
<b>Total Water Division</b>		<b>9,730,091</b>	<b>10,178,615</b>	<b>448,524</b>
<b>SEWER AND DRAINAGE UTILITY</b>				
Sanitary Operations	5100	164,000	180,000	16,000
Sanitary Administration	5105	6,869,676	7,502,850	633,174
Storm Operations	5110	161,000	195,000	34,000
Storm Administration	5115	1,460,732	1,253,512	-207,220
Sub Total Sewer Operating		8,655,408	9,131,362	475,954
Overhead Sewer Capital	5107	-52,000	-52,000	0
<b>Total Sewer Division</b>		<b>8,603,408</b>	<b>9,079,362</b>	<b>475,954</b>
<b>SOLID WASTE UTILITY</b>				
Recycling Operations	5080	1,594,100	1,631,766	37,666
Recycling & Yard Trimming Admin	5085	227,980	246,854	18,874
Zero Waste Challenge	5086	254,600	259,000	4,400
Refuse Operations	5090	773,835	1,102,003	328,168
Refuse Administration	5095	286,717	325,596	38,879
Yard Trimmings Operations	5091	492,000	555,000	63,000
Eco Levy Programs	5092	748,800	748,800	0
<b>Total Solid Waste Division</b>		<b>4,378,032</b>	<b>4,869,019</b>	<b>490,987</b>
<b>Total Utilities Expenses</b>		<b>22,711,531</b>	<b>24,126,996</b>	<b>1,415,465</b>

## Utilities Revenue

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>WATER UTILITY</b>				
Water Operations	5190	402,500	266,818	-135,682
Water Admin	5195	9,327,591	9,911,797	584,206
<b>Total Water Division</b>		<b>9,730,091</b>	<b>10,178,615</b>	<b>448,524</b>
<b>SEWER AND DRAINAGE UTILITY</b>				
Sanitary Operations	5100	334,650	298,882	-35,768
Sanitary Administration	5105	6,442,598	6,659,782	217,184
Storm Operations	5110	194,820	432,261	237,441
Storm Administration	5115	1,631,340	1,688,437	57,097
<b>Total Sewer Division</b>		<b>8,603,408</b>	<b>9,079,362</b>	<b>475,954</b>
<b>SOLID WASTE UTILITY</b>				
Recycling & Yard Trimming Admin	5085	2,568,515	2,649,654	81,139
Refuse Operations	5090	294,500	684,469	389,969
Refuse Administration	5095	766,217	786,096	19,879
Eco Levy Programs	5092	748,800	748,800	0
<b>Total Solid Waste Division</b>		<b>4,378,032</b>	<b>4,869,019</b>	<b>490,987</b>
<b>Total Utilities Revenues</b>		<b>22,711,531</b>	<b>24,126,996</b>	<b>1,415,465</b>

## City Cemetery Expenses

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>CEMETERY DIVISION</b>				
Cemetery Administration	1330	92,699	96,099	3,400
Cemetery Advisory Committee	2860	1,000	1,000	0
Cemetery Operations	5020	232,618	232,618	0
<b>Total Cemetery Expenses</b>		<b>326,317</b>	<b>329,717</b>	<b>3,400</b>

## City Cemetery Revenue

Programs		2014 Annual Budget	2015 Annual Budget	Variance 2015 Annual to 2014 Annual
<b>CEMETERY DIVISION</b>				
Cemetery Administration	1330	321,317	324,717	3,400
Filming Admin - Cemetery	1360	5,000	5,000	0
<b>Total Cemetery Expenses</b>		<b>326,317</b>	<b>329,717</b>	<b>3,400</b>

# Staff Count by Department

DEPARTMENT	2015 Approved Complement
Chief Administrative Officer	46
Legislative	2
Clerk's Office	9
Human Resources	9
Community Development	50
Finance	30
Fire Department	69
Police Department - Civilian	81
RCMP Members - City	64
Engineering Parks & Environment	119
	<u>479</u>

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

# 2015 – 2024 Capital Project Plan

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## 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 2015 projects in the 2015 Project Budget. In the 2015-2024 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 2015 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 the interest earned in the Lower Lonsdale Legacy Reserve Fund to Lower Lonsdale Legacy Grants.. 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 \$8.6 million of unfunded projects in the 2015-2024 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 2015-2024 Project Plan has a shortfall in years 2016 to 2024. It is important to note that the 2015 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.

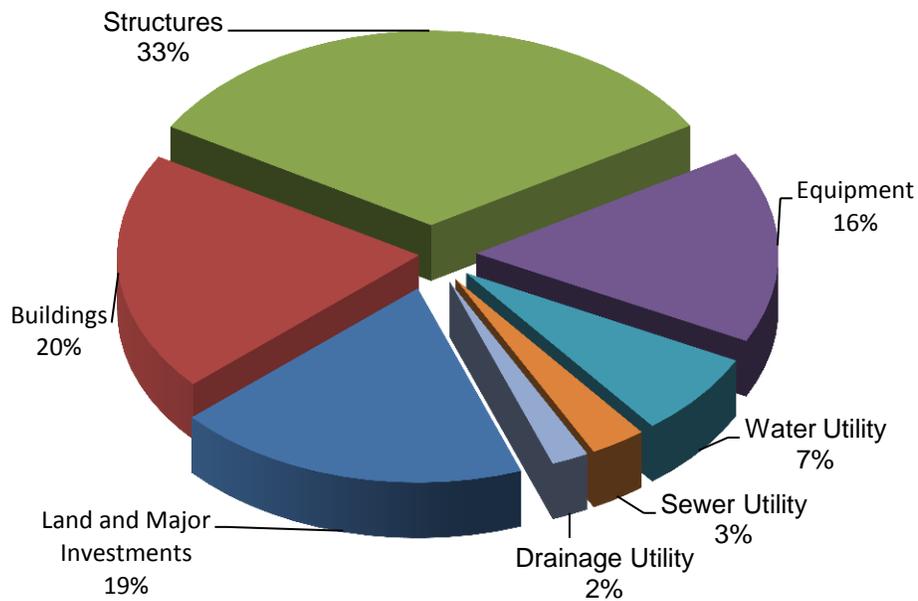
The preparation and review of the Plan provides several benefits:

- 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.

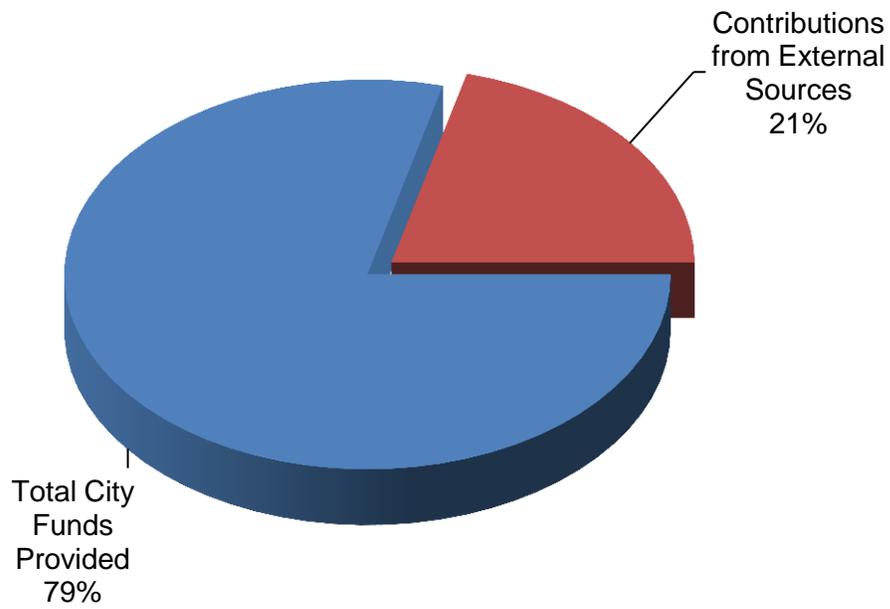
## 2015 – 2024 Project Plan

The Project Plan includes only the projects for which the appropriation of funds could be necessary for expenditure in 2015 and forward. “Work in Progress” funding from prior years is not included in the Project Plan. It is important to note that due to funding restrictions, there are an additional \$8.6 million of projects in the 10-year Plan which are “unfunded” and not shown below:

2015 - 2024 Funded Project Categories - \$000's			
Land and Major Investments	19.0%	\$	43,540
Buildings	20.0%		44,181
Structures	33.0%		73,492
Equipment	16.0%		36,459
Water Utility	7.0%		15,295
Sewer Utility	3.0%		6,165
Drainage Utility	2.0%		4,490
<b>Total</b>		<b>\$</b>	<b>223,622</b>



2015 - 2024 Funding Sources - \$000's			
Total City Funds Provided	79%	\$	176,231
Contributions from External Sources	21%		47,391
<b>Total</b>		<b>\$</b>	<b>223,622</b>



## Major Projects in the 10-year Plan

### **Relocation of Presentation House Gallery - \$15 million (\$1.6 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.

### **Green Necklace Greenway - \$5.6 million (\$2.21 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.

## **Permitting & Ticketing Software Replacement - \$2.5 million**

The City currently uses Tidemark Advantage for permitting and licensing, and AutoIssue for parking tickets. As these systems are aging and reaching end of life, they must be replaced. Additionally, demand has increased for online services such as electronic plan submission, tracking of application status, immediate parking ticket payment, and more.

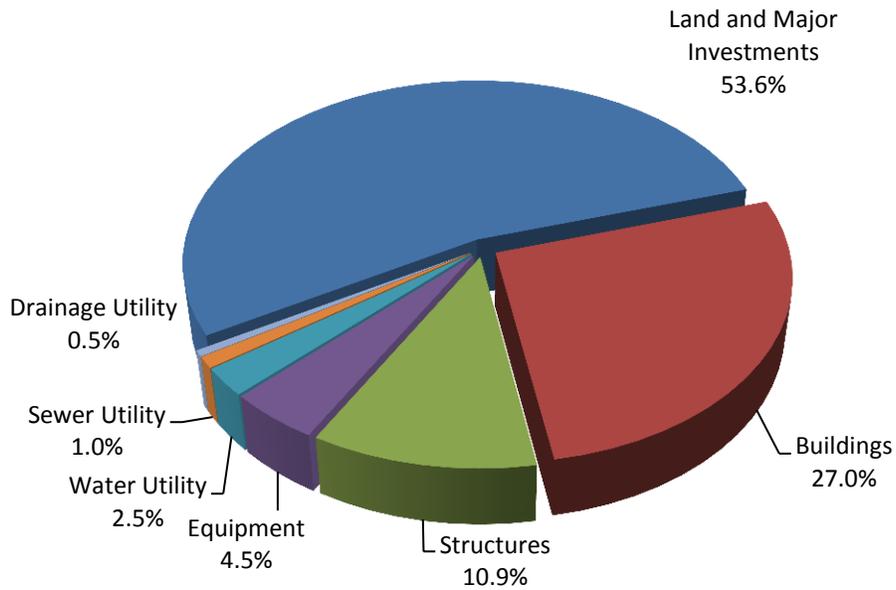
This project will replace the Advantage and parking ticket software with one that can support current and future business needs, and that this project be funded over three years (2015-2017).

This upgrade will deliver enhanced processes for permitting, planning, and business licenses, automated plan checking, and the review and replacement of the parking ticketing system. The new product would enable the public to submit permit applications together with plans online, monitor the progress of these applications, and make payments via the Internet. As well, the new business system would provide more functionality for Bylaw enforcement and complaints tracking. Furthermore it would allow City staff access to mobile functionality in the field.

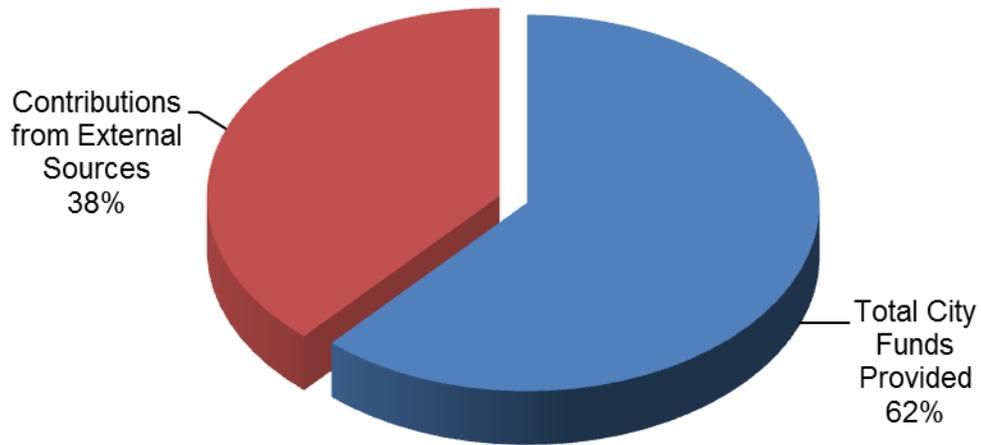
This project aligns with OCP section 11.7.4 - to maintain structures that optimize the useful life of our infrastructure and replace when necessary to maintain reliable service, or when warranted by growth or technological change as well as 11.7.2 - to operate and maintain the infrastructure to acceptable standards.

## 2015 Project Plan:

2015 Funded Project Categories - \$000's		
Land and Major Investments	53.6%	\$ 41,200
Buildings	27.0%	20,731
Structures	10.9%	8,377
Equipment	4.5%	3,436
Water Utility	2.5%	1,887
Sewer Utility	1.0%	761
Drainage Utility	0.5%	415
<b>Total</b>		<b>\$ 76,807</b>



2015 Funding Sources - \$000's			
Total City Funds Provided	62%	\$	47,333
Contributions from External Sources	38%		29,474
		\$	76,807



## Major Projects included in the 2015 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 2015 projects are also worth mentioning.

### **3<sup>rd</sup> Artificial Turf Field – 2.3 million**

The Parks Master Plan identifies unmet demand for Artificial Turf Field (ATF) 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 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.

### **Pavement Management – Streets & Lanes - \$2.1 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
- 3<sup>rd</sup> Street: Bewicke Avenue to Forbes Avenue
- 13<sup>th</sup> Street: Moody Avenue to Grand Boulevard (east)
- 15<sup>th</sup> Street: Moody Avenue to Grand Boulevard (east)
- St. Georges Avenue: 11<sup>th</sup> Street to 13<sup>th</sup> 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).

### **Spirit Trail – Park & Tilford – Sunrise Park to Lynnmouth Park / Main and Cotton - \$1.2 million**

Multi-use trail connection from the 3rd Street overpass at Heywood Street to the proposed District of North Vancouver pedestrian and bike crossing of Lynn Creek in Lynnmouth Park. The trail will be separated from traffic, with street trees, landscaping, seating and rest nodes, lighting, a maximum ramp slope 8%, and a desired width 4m. Park upgrades to Lynnmouth Park to ensure clarity between uses - multi-use path and leash optional trail - and upgrades to riparian habitat. A celebration of the City's portion of the North Shore Spirit Trail.

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.

### **Lot 5 Planning and Design - \$1.0 million**

This project will continue the feasibility, planning and design phase for development of Lot 5 for a mix of public and commercial use. Project includes project coordination and oversight.

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, Parks and Greenways 9.9, Leisure & Culture 10.5.6, Economy & Economic Development 12.6.9

# City of North Vancouver 2015-2024 Project Planning Summary

## City of North Vancouver 2015 – 2024 Project Plan Summary

	2015	2016	2017	2018	2019	2020-2024	TOTAL
<b>LAND/MAJOR INVESTMENTS</b>							
Funding Requested	41,200,000	260,000	260,000	260,000	260,000	\$1,300,000	\$43,540,000
City Funding	26,200,000	260,000	260,000	260,000	260,000	1,300,000	28,540,000
Contributions	15,000,000	-	-	-	-	-	15,000,000
Funded Amount	41,200,000	260,000	260,000	260,000	260,000	1,300,000	43,540,000
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDINGS</b>							
Funding Requested	\$ 20,730,719	\$ 3,359,679	\$ 1,027,569	\$ 584,809	\$ 722,304	\$17,756,223	\$44,181,302
City Funding	7,183,650	3,108,625	954,477	502,472	535,963	17,263,213	29,548,399
Contributions	13,547,070	251,054	73,092	82,337	186,341	493,011	14,632,903
Funded Amount	20,730,719	3,359,679	1,027,569	584,809	722,304	17,756,223	44,181,302
Funding Excess (Shortfall)	\$0	(\$0)	(\$0)	\$0	\$0	\$0	\$0
<b>STRUCTURES</b>							
Funding Requested	\$ 8,377,500	\$ 9,253,750	\$ 12,901,750	\$ 6,926,750	\$ 10,851,750	\$31,395,750	\$79,707,250
City Funding	7,755,000	4,783,947	4,528,345	5,486,750	6,113,267	29,695,750	58,363,059
Contributions	622,500	2,206,667	5,205,000	1,440,000	3,955,000	1,700,000	15,129,167
Funded Amount	8,377,500	6,990,614	9,733,345	6,926,750	10,068,267	31,395,750	73,492,226
Funding Excess (Shortfall)	\$0	(\$2,263,136)	(\$3,168,405)	\$0	(\$783,483)	\$0	(\$6,215,024)
<b>EQUIPMENT</b>							
Funding Requested	\$ 3,435,545	\$ 5,733,379	\$ 4,154,222	\$ 3,199,387	\$ 4,715,697	\$ 17,600,423	\$ 38,838,653
City Funding	3,131,224	3,031,834	3,772,492	2,946,660	4,448,546	16,498,544	33,829,300
Contributions	304,321	321,545	381,730	252,727	267,151	1,101,879	2,629,353
Funded Amount	3,435,545	3,353,379	4,154,222	3,199,387	4,715,697	17,600,423	36,458,653
Funding Excess (Shortfall)	\$0	(\$2,380,000)	\$0	\$0	\$0	\$0	(\$2,380,000)
<b>GENERAL CAPITAL TOTALS</b>							
<b>FUNDING REQUESTED</b>	\$ 73,743,764	\$18,606,808	\$18,343,541	\$10,970,946	\$16,549,751	\$68,052,396	\$206,267,205
<b>CITY FUNDING</b>	44,269,874	11,184,406	9,515,314	9,195,882	11,357,776	64,757,507	150,280,758
<b>CONTRIBUTIONS</b>	29,473,891	2,779,266	5,659,822	1,775,064	4,408,492	3,294,890	47,391,423
<b>FUNDING EXCESS (SHORTFALL)</b>	\$0	(\$4,643,136)	(\$3,168,405)	\$0	(\$783,483)	\$0	(\$8,595,024)
<b>WATER UTILITY</b>							
Funding Requested	\$ 1,887,500	\$ 1,807,500	\$ 1,637,500	\$ 1,697,500	\$ 1,667,500	\$ 6,597,500	\$ 15,295,000
City Funding	1,887,500	1,807,500	1,637,500	1,697,500	1,667,500	6,597,500	15,295,000
Contributions	-	-	-	-	-	-	-
Funded Amount	1,887,500	1,807,500	1,637,500	1,697,500	1,667,500	6,597,500	15,295,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>SEWER UTILITY</b>							
Funding Requested	\$ 761,000	\$ 556,000	\$ 581,000	\$ 581,000	\$ 581,000	\$ 3,105,000	\$ 6,165,000
City Funding	761,000	556,000	581,000	581,000	581,000	3,105,000	6,165,000
Contributions	-	-	-	-	-	-	-
Funded Amount	761,000	556,000	581,000	581,000	581,000	3,105,000	6,165,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>DRAINAGE UTILITY</b>							
Funding Requested	\$ 415,000	\$ 515,000	\$ 465,000	\$ 465,000	\$ 495,000	\$ 2,135,000	\$ 4,490,000
City Funding	415,000	515,000	465,000	465,000	495,000	2,135,000	4,490,000
Contributions	-	-	-	-	-	-	-
Funded Amount	415,000	515,000	465,000	465,000	495,000	2,135,000	4,490,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>UTILITY CAPITAL TOTALS</b>							
<b>FUNDING REQUESTED</b>	\$ 3,063,500	\$ 2,878,500	\$ 2,683,500	\$ 2,743,500	\$ 2,743,500	\$ 11,837,500	\$ 25,950,000
<b>CITY FUNDING</b>	3,063,500	2,878,500	2,683,500	2,743,500	2,743,500	11,837,500	25,950,000
<b>CONTRIBUTIONS</b>	-	-	-	-	-	-	-
<b>FUNDING EXCESS (SHORTFALL)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTALS</b>							
<b>FUNDING REQUESTED</b>	\$ 76,807,264	\$ 21,485,308	\$ 21,027,041	\$ 13,714,446	\$ 19,293,251	\$79,889,896	\$232,217,205
<b>CITY FUNDING</b>	47,333,374	14,062,906	12,198,814	11,939,382	14,101,276	76,595,007	176,230,758
<b>CONTRIBUTIONS</b>	29,473,891	2,779,266	5,659,822	1,775,064	4,408,492	3,294,890	47,391,423
<b>FUNDING EXCESS (SHORTFALL)</b>	\$0	(\$4,643,136)	(\$3,168,405)	\$0	(\$783,483)	\$0	(\$8,595,024)

