

2021-2030 FINANCIAL PLAN CITY OF NORTH VANCOUVER



CITY OF NORTH VANCOUVER
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Introduction

The City of North Vancouver's 2021 to 2030 Financial Plan was approved by City Council on April 12, 2021. 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 prepared with consideration of Council's Strategic Plan and the City's Official Community Plan, and is the result of public consultation along with management and Council review.

The 2021 to 2030 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 keeps taxes at a reasonable level. To reach this goal, staff have reviewed revenue opportunities and sought out efficiencies within existing budgets.

The City remains committed to delivering value for residents and businesses. The 2021 overall tax rate increase is 3.98%. The plan includes the reversal of 2020 adjustments related to COVID-19, ongoing funding for the new Shipyards facilities, provides sufficient funding for general operations and maintains property tax supported capital funding at 2020 levels.

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 Ten Year Operating Plan and Project Plan each year. The Financial Plan for 2021 to 2030 focuses not only on the current 2021 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.

The “2014 Official Community Plan” which was adopted by Council March 23, 2015, was the result of a thorough community engagement process. The 2014 OCP and the 2018 – 2022 Council Strategic Plan provide community vision and guiding principles in support of the vision. The 2021-2030 Financial Plan helps ensure that funds are available to meet the Plan’s goals and objectives.

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.

2021 Financial Plan Highlights

The City's 2021 Financial Plan totals \$264.4 million which includes the following.

Financial Plan (millions)	
Capital	\$ 69.8
Non Capital Projects	1.7
General Operating	74.5
Reserves	29.2
Water	9.9
Sewer and Drainage	10.2
Refuse and Recycling	3.6
Cemetery Operating	0.3
Depreciation	16.8
Sub-Total	216.0
Payments to Other Authorities	48.4
Total	\$ 264.4

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

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

Payments to Other Authorities and Agencies (000s)	
Provincial School	\$ 34,275
Translink	10,105
Metro Vancouver (GVRD)	1,921
BC Assessment	1,640
Lower Lonsdale BIA	500
Municipal Finance Authority	8
Total	\$ 48,449

The following table compares the total budget with the prior year.

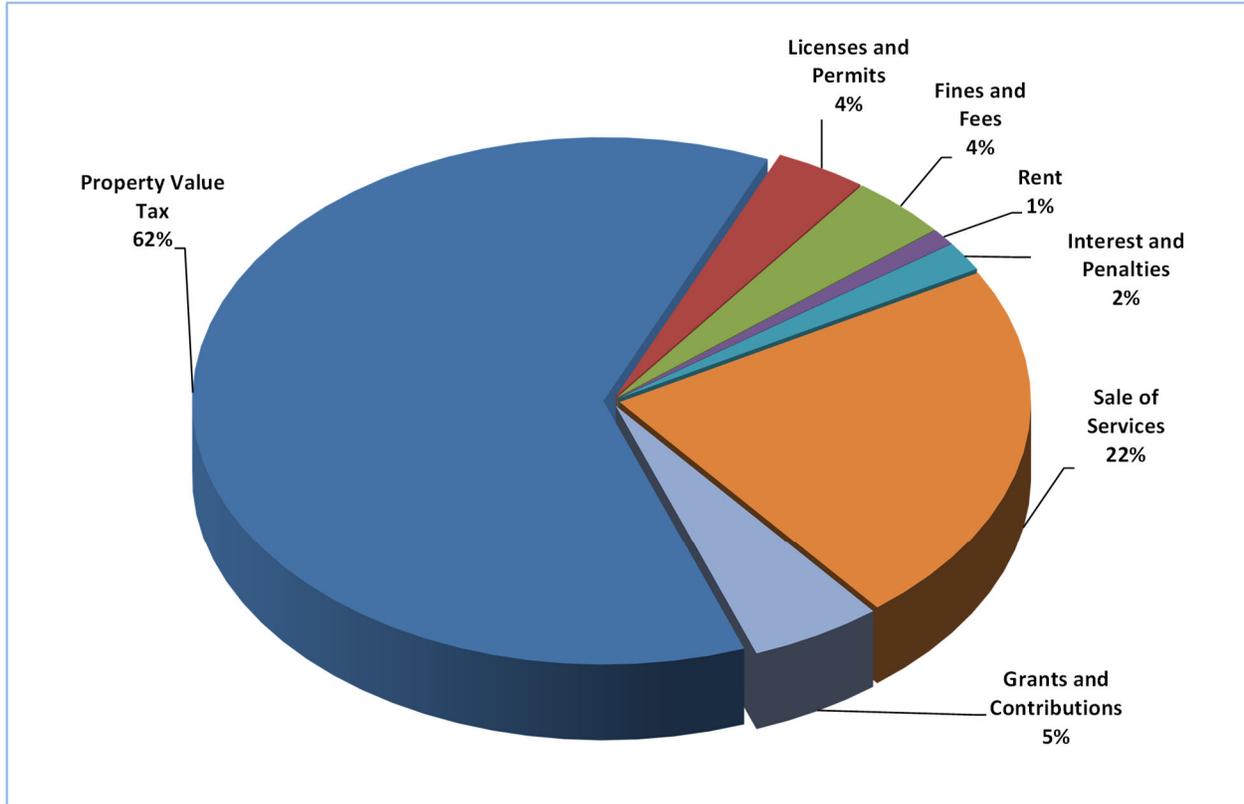
Comparison with 2020 (millions)	2020	2021	Percent Change
Net General Operating	\$ 81.2	\$ 85.0	4.7%
Capital Funds	80.8	66.3	-17.9%
Utility Programs	30.2	31.7	5.0%
Cemetery (self-funded)	0.4	0.4	0.0%
Payments to Other Authorities	56.1	48.4	-13.7%
Total Operating Budgets	248.7	231.8	-6.8%
Non-Statutory Reserves	8.7	15.8	81.6%
Depreciation	15.7	16.8	7.0%
Total	\$ 273.1	\$ 264.4	-3.2%

Major Revenue by Source, Operating

The City has budgeted for \$117,076,000 in General, Cemetery, Water, Sewer and Drainage, and Refuse and Recycling operating revenue for 2021 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. These budgets exclude collections for other authorities and agencies.

The following graph represents each revenue source share of our total budget for the 2021 Financial Plan.

2021 Budget Revenue - Operating - \$000s		
Property Value Tax		\$ 72,735
General Property Tax	68,989	
Levies (Storm and Eco)	3,746	
Licenses and Permits		4,203
Fines and Fees		4,587
Rent		1,176
Interest and Penalties		2,084
Sale of Services		26,203
Grants and Contributions		6,088
Total		\$ 117,076

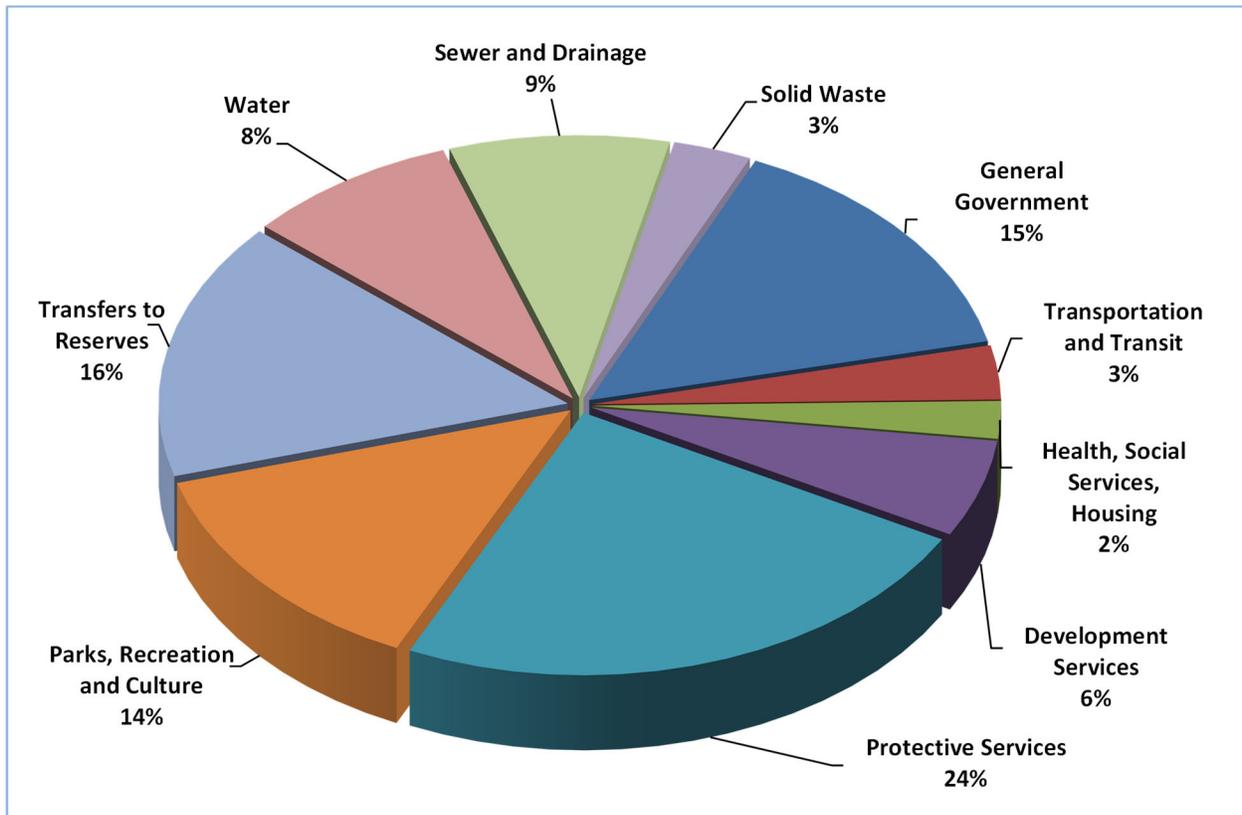


Expenditures by Segment, Operating

Total expenditures by service area are 117,076,000 and represent the expenditures in General, Cemetery, Water, Sewer and Drainage, and Refuse and Recycling operating budgets. Capital depreciation and projects are excluded from this total.

The following graph represents each expense source share of our total budget for the 2021 Financial Plan.

2021 Budget Expenses - Operating - \$000s		
General Government	\$	17,234
Transportation and Transit		3,894
Health, Social Services, Housing		2,709
Development Services		7,020
Protective Services		28,043
Parks, Recreation and Culture		15,865
Reserves		18,595
Water		9,895
Sewer		10,190
Solid Waste		3,631
Total	\$	117,076



Financial Plan Bylaw No. 8822

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. For many years, the City has exceeded this requirement by producing a ten-year plan.

As well, it is a requirement that Council must undertake a process of public consultation regarding the proposed financial plan before it is adopted. During the City's 2021 Financial Plan process, staff reports have been made available on the City's website and the opportunity to provide public input online and at Council Meetings has been provided.

The Financial Plan Bylaw presented for endorsement reflected the 3.98% tax rate increase approved by Council at the April 12, 2021 Regular Meeting. This provides sufficient funding for general operations, the general capital funding, and also includes recognition of the financial challenges presented by the Coronavirus pandemic and the British Columbia state of emergency protocols. The Financial Plan Bylaw incorporates the approved 2021 – 2030 Utility Operations and Rates Models, and the 2021 – 2030 Project Plan.

Schedule A of the Financial Plan is a financial summary of the combined plans, over ten years. The scale of certainty is reduced in the later years, where the final five years are shown in one column.

Revenues indicate the major sources of funding; General Property Tax, Storm and Eco Levies, Fees & Services, Other and Transfers. The Transfers section includes the following:

- Collections for Other Governments are taxes collected on behalf of other governments and agencies including Provincial Schools, BC Assessment, Metro Vancouver (GVRD), and TransLink.
- Transfer from Reserves includes both operating and capital reserves. The operating reserves are used to fund unexpected or emergency expenditures or are set aside for specific known future liabilities. The capital reserves are used to fund the Project Plan.
- External Contributions are included where grants and other partner revenues are expected as well as a provision for external funding that may become available during the year.
- Transfers from Capital Assets is a transfer from equity in capital assets and is to offset the recognition of depreciation expense.

Expenditures are laid out in three categories:

Operating Expenditures are displayed by functional area and the expenses include annual operations, as well as non-capital projects, and depreciation.

Capital represents the value of both general and utility capital projects included in the plan.

Transfers show:

- Other Governments which is the outgoing payment of the taxes collected on behalf of other governments.
- Equity which represents amounts planned to be transferred to non-statutory reserves as well as amounts, such as the Weather Reserve, for use in the operations of the city for unexpected, emergency or planned non-annual expenses such as elections.
- Reserves indicates the planned transfer of funds from operating to the City's statutory and capital reserves primarily to fund capital infrastructure and amenities.

As required by the Province, the Financial Plan Bylaw also contains revenue and tax policy statements addressing the following issues:

1. Revenue Proportions by Funding Source
2. Distribution of Property Taxes among the Property Classes
3. Use of Permissive Tax Exemptions

The 2021 – 2030 Financial Plan Bylaw includes funding for all City salary contractual obligations, transfer to Capital from operations, RCMP Contract, and external agencies (NV Recreation Commission, City Library, etc.), and utility (water, sewer/drainage) cost increases.

The preparation and approval of a Budget which forms part of the Financial Plan is a key component in achieving the City's Community Vision outlined in the Official Community Plan (OCP). The Financial Plan processes are consistent with Paragraph 9.2, Financial Planning and Budget Process of the OCP.

THE CORPORATION OF THE CITY OF NORTH VANCOUVER

BYLAW NO. 8822

Financial Plan for the Years 2021 to 2030

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

1. This Bylaw shall be known and cited for all purposes as “**Financial Plan for the Years 2021 to 2030 Bylaw, 2021, No. 8822**”.
2. Schedule “A” attached hereto is the Financial Plan of The Corporation of the City of North Vancouver for the period commencing January 1, 2021, and ending December 31, 2030.

READ a first time on the 29th day of March, 2021.

READ a second time on the 29th day of March, 2021.

READ a third time on the 29th day of March, 2021.

ADOPTED on the 12th day of April, 2021.

“Linda C. Buchanan”

MAYOR

“Karla D. Graham”

CORPORATE OFFICER

**SCHEDULE "A" TO BYLAW NO. 8822
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2021 – 2030**

(1) 2021 – 2030 Financial Plan (000's)

For the year ended December 31	2021	2022	2023	2024	2025	2026-2030
Revenue						
Property Value Tax						
General Property Tax	68,989	71,118	73,305	75,552	77,860	401,160
Levies (Storm and Eco)	3,747	4,060	4,234	4,416	4,577	25,059
Revenue from Fees and Services	38,252	40,476	42,948	45,858	48,987	284,748
Revenue from Other Sources	3,690	3,573	3,609	3,645	3,681	18,590
	114,678	119,227	124,096	129,471	135,105	729,557
Transfers						
Collections for Other Governments	48,449	49,418	50,406	51,414	52,442	267,455
Transfer from Reserves	64,022	199,576	57,975	51,300	40,237	186,437
Proceeds from Debt	0	0	43,000	0	0	0
External Contributions	20,451	4,127	14,402	3,622	7,736	7,339
Transfer from Capital Assets	16,800	17,136	17,479	17,829	18,186	92,750
	149,722	270,257	183,262	124,165	118,601	553,981
Total Revenues	264,400	389,484	307,358	253,636	253,706	1,283,538
Expenditures						
Operating Expenses						
General Government	22,841	23,412	23,997	24,597	25,212	129,210
Transportation and Transit	7,244	7,425	7,611	7,801	7,996	40,980
Health, Social Services, Housing	2,834	2,904	2,977	3,051	3,127	16,025
Development Services	7,020	7,196	7,376	7,560	7,749	39,715
Protective Services	28,743	29,462	30,199	30,954	31,728	162,605
Parks, Recreation and Culture	22,777	23,347	23,931	24,529	25,142	128,855
Water	10,795	14,940	16,095	16,999	17,910	101,269
Sewer	11,090	16,626	18,927	21,543	23,873	137,554
Solid Waste	3,631	3,729	3,757	3,862	3,970	21,589
	116,975	129,041	134,870	140,896	146,707	777,802
Capital Expenditures	69,827	183,087	94,053	30,789	23,333	57,603
Transfers						
Collections for Other Governments	48,449	49,418	50,406	51,414	52,442	267,455
Equity	17,407	17,112	17,540	17,979	18,428	94,445
Reserves	11,742	10,826	10,489	10,779	11,017	77,338
Repayment of Debt	0			1,779	1,779	8,895
	77,598	77,356	78,435	81,951	83,666	448,133
Total Expenses	264,400	389,484	307,358	253,636	253,706	1,283,538

**SCHEDULE "A" TO BYLAW NO. 8822
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2021 – 2030**

(2) Revenue Proportions by Funding Source

(Excluding Transfers from Reserves and Collections for Other Agencies)

	(000's)									
	2021	%	2022	%	2023	%	2024	%	2025	%
Property Value Tax										
General Property Tax	68,989	60	71,118	60	73,305	59	75,552	58	77,860	58
Levies (Storm and Eco)	3,746	3	4,060	3	4,234	3	4,416	3	4,577	3
Revenue from Fees	38,253	34	40,476	34	42,948	35	45,858	36	48,987	36
Revenue from other Sources	3,690	3	3,573	3	3,609	3	3,645	3	3,681	3
Total Revenues	114,678	100	119,227	100	124,096	100	129,471	100	135,105	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 gradually over the past several years. This is partially due to the lack of access to other types of revenues. Where feasible, the City charges user fees for services, however this is not possible for many services. In preparing the 2021 Financial Plan, the City's goal has been to maintain the current percentage of revenue coming from property taxes; however the City continues to rely heavily on this source of revenue to fund a large portion of City services and infrastructure.

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

(3) Distribution of Property Taxes among the Property Classes

Property Class and Description	Tax Allocation %	
	2020	2021
1 Residential	56.36%	56.27%
2 Utilities	0.49%	0.55%
4 Major Industry - Capped	9.90%	10.38%
4 Major Industry - Non capped	0.62%	0.60%
5 Light Industry	0.91%	0.93%
6 Business	31.68%	31.23%
8 Recreation/Non-Profit	0.04%	0.04%

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

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. 8822
CITY OF NORTH VANCOUVER FINANCIAL PLAN
FOR THE YEARS 2021 – 2030**

(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, providers of social housing, not for profit societies and service organizations 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.

ALL DEPARTMENTS FINANCIAL SUMMARY

Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
EXPENSES			
CAO, City Clerk's and Mayor's (Legislative)	3,462,100	3,606,600	144,500
Strategic and Corporate Services *	7,524,800	8,576,900	1,052,100
Community and Partner Engagement	3,021,300	4,046,400	1,025,100
Planning and Development	6,322,700	6,436,100	113,400
Finance	13,944,200	14,686,700	742,500
Fire	11,717,700	11,799,800	82,100
Police (RCMP)	15,598,200	15,587,600	-10,600
Engineering, Parks & Environment	8,610,400	9,186,000	575,600
Shared Corporate Training Programs	285,500	285,500	0
Major External Boards & Commissions	10,737,400	10,814,500	77,100
Total Operating Expenses	81,224,300	85,026,100	3,801,800

REVENUES			
CAO, City Clerk's and Mayor's (Legislative)	5,000	5,000	0
Strategic and Corporate Services *	1,323,400	1,813,900	490,500
Community and Partner Engagement	2,267,800	2,267,800	0
Planning and Development	2,623,900	2,623,900	0
Finance	6,685,800	6,765,200	79,400
Fire	187,100	150,000	-37,100
Police (RCMP)	969,000	949,000	-20,000
Engineering, Parks & Environment	1,368,000	1,368,000	0
Major External Boards & Commissions	94,300	94,300	0
Total Operating Revenues	15,524,300	16,037,100	512,800
Net Operating Program Plan	65,700,000	68,989,000	3,289,000

* Strategic & Corporate Services:

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

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

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

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

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



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

KEY RESPONSIBILITIES

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

Staffing

Approved Complement:

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

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

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

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

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

Strategic and Corporate Services

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

KEY RESPONSIBILITIES

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



DIVISIONS

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

Staffing

Approved Complement:

Strategic & Corporate Services 53.0

STRATEGIC & CORPORATE SERVICES EXPENSES

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

STRATEGIC & CORPORATE SERVICES REVENUES

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

Community and Partner Engagement

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

KEY RESPONSIBILITIES

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



DIVISIONS

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

Staffing

Approved Complement:

Community & Partner Engagement 26.0

COMMUNITY & PARTNER ENGAGEMENT (CPE) EXPENSES

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

COMMUNITY & PARTNER ENGAGEMENT (CPE) EXPENSES continued

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

COMMUNITY & PARTNER ENGAGEMENT (CPE) REVENUES

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

Planning and Development

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

KEY RESPONSIBILITIES

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

DIVISIONS

- Building
- Planning
- Transportation
- Environmental Sustainability
- Administration



Staffing

Approved Complement:

Planning & Development 40.0

PLANNING & DEVELOPMENT (PD) EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MANAGEMENT AND SUPPORT				
Management and Support	1910	970,610	987,010	16,400
Total Management and Support Expenses		970,610	987,010	16,400
PERMITS & INSPECTIONS				
Inspections	1760	1,810,121	1,853,421	43,300
Total Development Planning Expenses		1,810,121	1,853,421	43,300
DEVELOPMENT PLANNING				
Development Planning	1720	928,900	928,900	0
Heritage Planning	1950	5,250	5,250	0
Total Development Planning Expenses		934,150	934,150	0
COMMUNITY PLANNING				
Community Planning	1920	374,550	408,450	33,900
Total Community Planning Expenses		374,550	408,450	33,900
TRANSPORTATION				
Transportation	1930	329,000	342,100	13,100
Public Transp Alternatives	1543	7,500	7,500	0
Integrated Transp Cmte	2805	8,800	8,800	0
NS Transp Advisory Cmte	2845	700	0	-700
Commercial Bike Racks	3260	3,500	3,500	0
Bicycle Promotions	3261	1,970	1,970	0
Traffic & Transp Ops	5180	48,031	48,031	0
School Crossing Guards	8232	93,800	93,800	0
Total Transportation Expenses		493,301	505,701	12,400
ENVIRONMENT				
Environmental Sustainability	1940	221,200	228,600	7,400
Environment Stewardship	5040	53,780	53,780	0
Total Environment Expenses		274,980	282,380	7,400
Total PD Programs Expenses		4,857,712	4,971,112	113,400

PLANNING & DEVELOPMENT (PD) EXPENSES (continued)

Programs	2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
ADVISORY COMMITTEES			
Advisory Design Panel	2720	6,649	6,649
Social Planning Advisory	2730	3,266	3,266
Community Services Grant	2731	176,423	176,423
Advisory Planning	2740	5,582	5,582
Heritage Advisory	2760	3,637	3,637
Total Advisory Committees Expenses	195,557	195,557	0
SOCIAL PROGRAMS			
Homeless Prevention Program	8150	76,400	76,400
Substance Abuse Committee	3310	5,000	5,000
Total Social Programs	81,400	81,400	0
CORE FUNDED AGENCIES			
NSNH Operating & Ed Garden	8140	69,620	69,620
NSNH Youth Worker (YW)	8314	117,259	117,259
NSNH P & P Teens	8311	11,744	11,744
NSNH YW at Youth Lounge	8317	58,634	58,634
NSNH Queen Mary School	8312	79,414	79,414
NSNH QM Comm Project	8320	17,347	17,347
NSNH Comm Schools Prog	8321	21,958	21,958
NSNH Youth Lounge Op	8313	9,583	9,583
NSNH Golden Circle	8318	3,866	3,866
NSNH Learning Together	8319	5,817	5,817
NSNH John Braithwaite CC	8604	366,654	366,654
Silver Harbour Centre	8130	164,903	164,903
Family Services of the NS	8112	51,974	51,974
Capilano Community Services	8120	12,485	12,485
Capilano Cmty Serv - Youth Worker	8121	71,163	71,163
NS Community Resources	8125	55,411	55,411
NS Crisis Services Society	8351	10,404	10,404
NS Women's Centre	8352	13,005	13,005
Harvest Project	8353	10,404	10,404
Restorative Justice	3360	36,414	36,414
Total Core Funded Agencies	1,188,059	1,188,059	0
Total Other Programs Expenses	1,465,016	1,465,016	0
Total Planning & Development Expenses	6,322,728	6,436,128	113,400

PLANNING & DEVELOPMENT REVENUES

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

Finance

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

KEY RESPONSIBILITIES

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



Staffing

Approved Complement:

Finance 31.0

FINANCE EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
MANAGEMENT AND SUPPORT				
Management and Support	2110	442,129	490,129	48,000
Fin Budget Savings	2117	-15,000	-15,000	0
Total Management and Support Expenses		427,129	475,129	48,000
PURCHASING & RISK MANAGEMENT				
Purchasing	2130	264,600	288,400	23,800
Vehicle Fleet Admin	2160	34,900	34,900	0
Risk Liability and Insurance	2150	308,300	305,900	-2,400
Total Purchasing & Risk Management Expenses		607,800	629,200	21,400
ACCOUNTING & TAXATION				
Financial Accounting	2170	287,044	291,844	4,800
Accounts Payable	2180	130,676	138,276	7,600
Treasury	2192	246,000	81,000	-165,000
Taxation	2302	607,900	638,700	30,800
Total Accounting & Taxation Expenses		1,271,620	1,149,820	-121,800
FINANCIAL PLANNING & PAYROLL				
Financial Planning	2400	583,000	605,600	22,600
Payroll	2200	338,875	347,875	9,000
Total Financial Planning & Payroll Expenses		921,875	953,475	31,600
Total Finance Programs Expenses		3,228,424	3,207,624	-20,800
FINANCE CORPORATE PROGRAMS				
Finance Corporate	2120	-76,800	-96,600	-19,800
Internal Controls	2195	153,900	160,100	6,200
Financial Plan Contingency	2401	1,000,000	1,000,000	0
Planning	2420	9,520,202	10,297,119	776,917
Council Grants	8401	50,000	50,000	0
Travel Grants	8410	2,500	2,500	0
Public Art Admin	8031	6,000	6,000	0
Public Art Maintenance	8032	20,000	20,000	0
Community Art Program	8040	15,000	15,000	0
District Energy Coordination	2450	25,000	25,000	0
Total Finance Corporate Programs Expenses		10,715,802	11,479,119	763,317
Total Finance Expenses		13,944,226	14,686,743	742,517

FINANCE REVENUES

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

Fire Department

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

KEY RESPONSIBILITIES

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



Staffing

Approved Complement:

Fire and Rescue 74.0

FIRE DEPARTMENT EXPENSES

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

FIRE DEPARTMENT REVENUES

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

Police, RCMP

The RCMP serves and protects citizens of the City.

KEY RESPONSIBILITIES

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



Staffing

Approved Complement:

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

POLICE (RCMP) EXPENSES

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

POLICE (RCMP) EXPENSES (continued)

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

POLICE (RCMP) REVENUES

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

Engineering, Parks and Environment

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

KEY RESPONSIBILITIES

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

DIVISIONS

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



Staffing

Approved Complement:

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

ENGINEERING, PARKS & ENVIRONMENT EXPENSES

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

ENGINEERING, PARKS & ENVIRONMENT REVENUES

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

Major External Boards and Commissions

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

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



MAJOR EXTERNAL BOARDS AND COMMISSIONS EXPENSES

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

MAJOR EXTERNAL BOARDS AND COMMISSIONS REVENUES

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

Utilities

Overview

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

Water

The City purchases water from Metro Vancouver and distributes it to all of our residents and businesses.

In order to ensure safe, clean, reliable water we are required to meet the stringent water quality standards that are reviewed and enforced by Vancouver Coastal Health. As part of this program. Water quality is sampled, at a minimum of every two weeks, for testing by Metro Vancouver. Watermains are flushed and cleaned annually and/or replaced or repaired as needed. Metro Vancouver's Seymour-Capilano Water Filtration Plan provides a three-phase treatment process to address potential water quality issues such as waterborne diseases, seasonal turbidity and corrosion.

Water conservation is an important regional and City initiative. The City aims to reduce losses of our valuable drinking water, especially during dry summer conditions, prolong the need for costly construction upgrades of the water system, and keep our utility rates as low as possible. The City has developed a Water Conservation Strategy to support this initiative.

Sewerage and Drainage

The City oversees sanitary sewerage collection and works to find viable drainage options in an effort to prevent flooding, urban storm water runoff and damage to the environment.

Like other municipalities within Metro Vancouver, the City is responsible for collecting liquid waste and transporting it to facilities operated by Metro Vancouver. All liquid waste—including the wastewater drained from showers, toilets and dishwashers—collected on the North Shore is treated at the Lions Gate Waste Water Treatment Plant.

To ensure the pipes that handle liquid waste remain in good working order, a regional Liquid Waste Management Plan (LWMP) is in place to upgrade the treatment plant accordingly based on population growth and assessed environmental impact. The LWMP commits North Shore municipalities to a long-term replacement program that, over time, will reduce inflow and infiltration resulting from leaky sewers.

The City has 150km of storm sewers which take rainfall from private property and our streets, to help prevent flooding. The City used to be forested and our streams full of fish. Forests absorb water slowly, whereas hard surfaces, such as building roofs and roads, rapidly transfer runoff into our streams. This results in soil erosion and the loss of fish habitat. Oil, grit, pesticides and fertilizers are also washed into our streams.

Metro Vancouver's Liquid Waste Management Plan requires that the City is responsible for storm water management planning for its many watersheds. Preliminary technical work has been completed and technical options have been developed. The City's plan is primarily based on an objective of mitigating the effect of hard surfaces and either allow runoff to seep back into the ground, or be slowly released to mimic the natural process. This approach will manage rainfall and runoff at a source (e.g. roof or roadway), and would be applied throughout the City.

Utilities

Solid Waste

The City provides curbside garbage, recycling and Green Can (food scraps and yard trimmings) collection to more than 44,000 residents, moving tonnes of waste materials each year. Garbage is transported to the North Shore Transfer Station, recycling is delivered to a private recycling processing yard, and food scraps and yard trimmings are brought to a private composting facility. As of July 1, 2020, Recycle BC is directly providing residential recycling services on the North Shore, as they currently do in many other BC communities.

Thanks to our residents, we are now diverting over 70% of our waste from the landfill. There is still work to be done to achieve our regional goal of 80% diversion by 2020. The City will continue to develop innovative programs and services to reduce and manage our waste materials.

UTILITIES EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
WATER EXPENSES				
Water Operations	5190	572,999	585,000	12,001
Water Admin	5195	9,175,635	9,343,100	167,465
OHead Water Capital	5197	-33,000	-33,000	0
Transfers	5199	3,475,169	3,943,401	468,232
Total Water Expenses		13,190,803	13,838,501	647,698
SEWER AND STORM EXPENSES				
Sanitary Operations	5100	216,000	261,000	45,000
Sanitary Admin	5105	7,898,810	8,685,620	786,810
Storm Operations	5110	300,000	307,000	7,000
Storm Admin	5115	1,013,756	988,150	-25,606
OHead Sewer Capital	5107	-29,000	-29,000	0
OHead Drainage Capital	5117	-23,000	-23,000	0
Sewer and Storm Transfers	5119	3,761,742	4,031,230	269,488
Total Sewer and Storm Expenses		13,138,308	14,221,000	1,082,692
SOLID WASTE EXPENSES				
Recycling	5080	649,670	45,000	-604,670
Recycling & Yard Trimming	5085	340,050	339,000	-1,050
Zero Waste Challenge	5086	250,000	345,800	95,800
Refuse	5090	458,000	580,000	122,000
Refuse Admin	5095	379,150	380,200	1,050
Yard Trimmings	5091	777,200	730,000	-47,200
Eco Levy Programs	5092	1,001,800	1,210,500	208,700
Transfers	5099	0	0	0
Total Solid Waste Expenses		3,855,870	3,630,500	-225,370
Total Utilities Expenses		30,184,981	31,690,001	1,505,020

UTILITIES REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
WATER REVENUE				
Water Operations	5190	1,123,400	675,300	-448,100
Water Admin	5195	12,042,653	12,818,201	775,548
Transfers	5199	24,750	345,000	320,250
Total Water Revenue		13,190,803	13,838,501	647,698
SEWER AND STORM REVENUES				
Sanitary Operations	5100	457,300	507,300	50,000
Sanitary Admin	5105	9,623,508	10,588,800	965,292
Storm Operations	5110	552,000	583,400	31,400
Storm Admin	5115	2,430,500	2,481,500	51,000
Sewer and Storm Transfers	5119	75,000	60,000	-15,000
Total Sewer and Storm Revenue		13,138,308	14,221,000	1,082,692
SOLID WASTE REVENUE				
Recycling & Yard Trimming	5085	1,211,000	966,100	-244,900
Refuse	5090	12,500	12,500	0
Refuse Admin	5095	828,932	848,400	19,468
Eco Levy Programs	5092	1,100,000	1,265,000	165,000
Transfers	5099	703,438	538,500	-164,938
Total Solid Waste Revenue		3,855,870	3,630,500	-225,370
Total Utility Revenues		30,184,981	31,690,001	1,505,020

Cemetery

Overview

The North Vancouver Cemetery has served residents of the North Shore since 1907. Nestled below the North Shore Mountains, the Cemetery is a place of remembrance, history and beauty.

The Cemetery is approximately 22 acres in size and lies on a 62 acre parcel of land located at the north end of Lillooet Road.

Cemetery interment services include columbaria niches, in-ground cremation space and in-ground burial space. City staff ensure the Cemetery is managed and maintained.



CITY CEMETERY EXPENSES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
CEMETERY DIVISION				
Cemetery Administration	1330	120,899	120,899	0
Cemetery Advisory Committee	2860	1,000	1,000	0
Cemetery Operations	5020	236,618	236,618	0
Total Cemetery Expenses		358,517	358,517	0

CITY CEMETERY REVENUES

Programs		2020 Annual Budget	2021 Annual Budget	Variance 2021 Annual to 2020 Annual
CEMETERY DIVISION				
Cemetery Administration	1330	353,517	353,517	0
Filming Cemetery	1360	5,000	5,000	0
Total Cemetery Revenues		358,517	358,517	0

City of North Vancouver
Staff Count by Department

2021 Approved Complement

Chief Administrative Officer	6
City Clerk's	9
Strategic and Corporate Services	54
Community & Partner Engagement	27
Planning & Development	41
Finance	31
Fire Department	75
Police Department - Civilian	84
RCMP Members - City	73
Engineering Parks & Environment <i>(including Utilities Staff)</i>	129
Total Staff by Department	529

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

2021 – 2030 CAPITAL PLAN

Introduction

The 10-year Capital 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 Capital 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.

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 (General, IT, Engineering and Fire); Block Funding, On-Going Programs and Other Projects. 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 2021 projects in the 2021 Capital Budget. In the 2021-2030 Capital 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 Capital Plan are provided on a provisional basis. The fact that a project is mentioned in the 2021 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 provisions to provide Council with some flexibility to fund projects from various designated sources of funds. 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 and Other projects 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 are no unfunded projects in the 2021-2030 Capital Plan.

Underlying Capital Planning Principles, Objectives and Benefits

The 10-Year Capital 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.

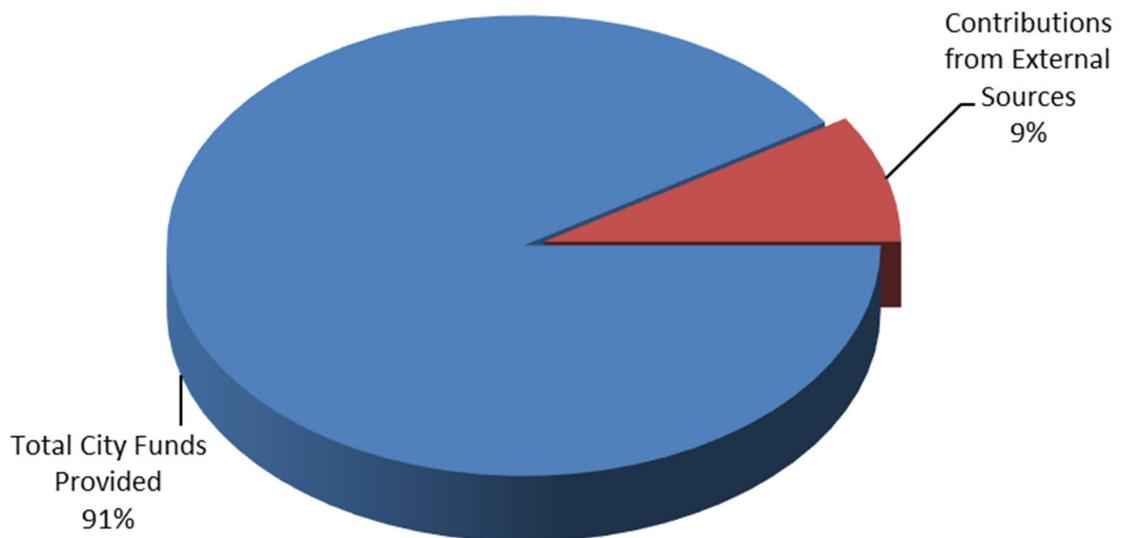
The preparation and review of the Plan provides several benefits:

- 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.

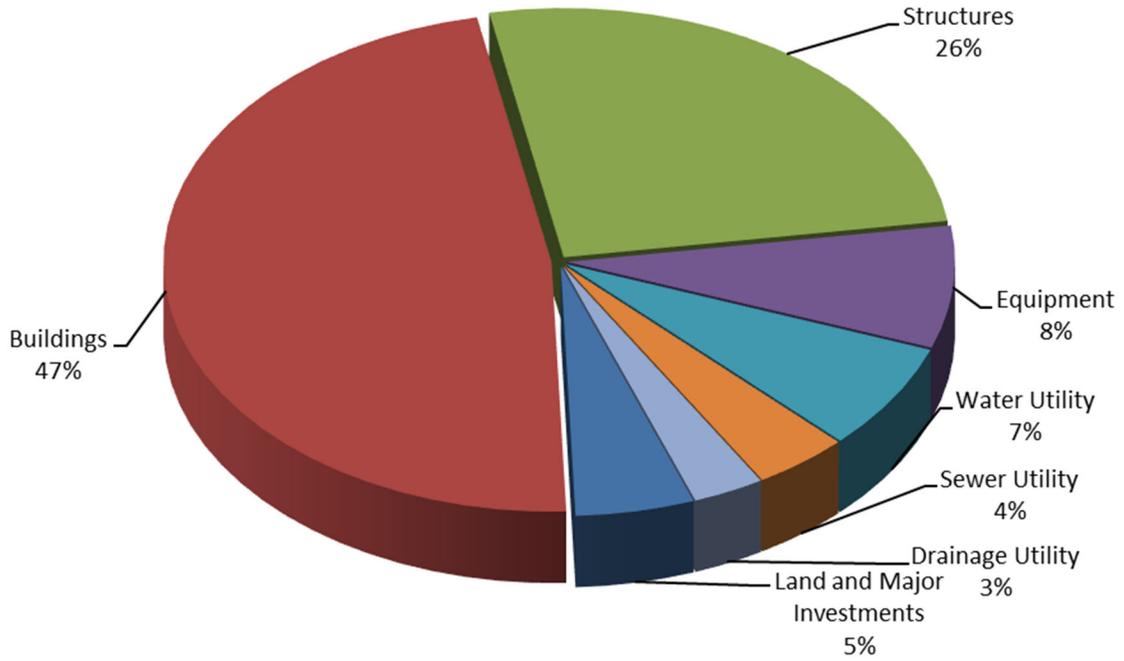
2021 – 2030 Capital Plan

The Capital Plan includes only the projects for which the appropriation of funds could be necessary for expenditure in 2021 and forward. “Work in Progress” funding from prior years is not included in the Capital Plan.

Summary of 2021 - 2030 Project Plan - \$000's			
Total City Funds Provided	91%	\$	478,088
Contributions from External Sources	9%		46,954
Total		\$	525,042



2021 - 2030 Funded Project Categories - \$000's		
Land and Major Investments	5%	\$ 27,668
Buildings	48%	250,549
Structures	26%	137,074
Equipment	8%	39,899
Water Utility	7%	34,680
Sewer Utility	4%	19,633
Drainage Utility	3%	15,539
Total		\$ 525,042



Major Projects in the 2021-2030 Plan

Harry Jerome Community Recreation Centre - \$157.5 million

The HRCRC iconic aquatic and recreation centre renewal is the largest investment the city has been committed to. The scope for replacement and enhancement of Harry Jerome Community Recreation Centre and associated projects has been endorsed by council.

The HJCRM facility renewal of this magnitude will lead to increase in attendance and participation in recreation and other complementary programs leading to improved activity, health and wellness and customer satisfaction. Renewal of HJCRC plays a significant role in contributing to achieving Council's vision of the Healthiest Small City in the World.

This project supports the several goals within the following OCP chapters: Arts, Culture and Heritage, Municipal Services and Infrastructure; Community Well-being.

The project aligns with Council's Strategic Plan: A City for People - A new HJCRC facility will provide a wide range of opportunities to foster individual and collective wellness and will provide a welcoming, vibrant, social heart of the City.

North Shore Neighborhood House & Derek Inman Park - \$46.5 million

The North Shore Neighbourhood House was founded in 1939 by Lonsdale residents with the aim to provide programs and services to meet the needs of children and families, youth and seniors in Lower Lonsdale and at program sites throughout the North Shore. This project is aiming to replace the aging facility with the collaboration with stakeholders in year 2025.

This project supports several goals within the OCP chapters: 3.14 Support integrated planning and coordination of continuum of services and care that involve participation and cooperation of all agencies and interests within the community. 8.2 Identify and monitor the condition of our infrastructure on a regular basis in order to identify the remaining operation life of individual elements, and to identify and rectify weaknesses before failure, thereby optimizing capital and maintenance program expenditures.; 8.3 Ensure all new and retrofitted infrastructure is adapted and resilient of future climate conditions to the end of its expected lifespan. 8.5 To promote Energy Efficient Building Design and practices for all City-owned properties. 11.7.2 Maintain new and existing public infrastructure

The project aligns with Council's Strategic Plan: A Vibrant City - is where dynamic public spaces and places provided opportunities for connection and enable residents to engage with their community and celebrate their culture and history.

Priority Mobility Network Improvements - \$15.5 million (\$9.5 million City Funding)

In 2019, Council endorsed the All Ages and Abilities Priority Mobility Network Strategy – advancing the City’s existing Bicycle Master Plan and All Ages and Abilities Bike Network, while considering users with a broad range of electrified mobility devices. The Strategy focuses on a multi-phased approach to prioritize and implement important north-south and east-west corridors that connect people to key destinations in the City and throughout the region.

The main purpose is to increase the number of kilometers of protected cycling infrastructure and promote cycling as a safe and convenient mode of transportation for all.

This project is aligned with several goals and objectives OCP Transportation, Mobility and Access Chapter: 2.1.1 Invest in cycling and pedestrian networks and facilities to make these more attractive, safer, and convenient transportation choice for all ages and abilities with an aim to increase these ways of travelling over single-occupant vehicle use; 2.1.2 Invest in pedestrian and cycling facilities on the routes to and around schools, and work with the North Vancouver School District to promote active transportation, healthy lifestyles, and sustainable travel behavior among children and youth.

The project aligns with Council's Strategic Plan: A Connected City. Provides active and sustainable ways for people to move to, from and within the City safely and efficiently. Results in the increase of kilometers of protected bike lanes and increased cycling mode share.

Marine-Main Corridor Improvements - \$ 11.9 million (\$3 million City Funding)

This project will create bus lane, new signals, bus signal queue jumpers, synchronized signals for bus prioritization, left turn bays and widened bridges all in the interest of creating a reliable and efficient bus service along the route.

Also included are improvements to cycling and pedestrian facilities that parallel the route or provide enhanced barrier free access to the B-Line stops. This is part of the North Shore INSTPP recommendations to enhance access to transit and support delivery of the new Marine -Main B Line.

This project supports the several goals within the following OCP chapters: Transportation, Mobility & Access; Municipal Services and Infrastructure; Community Well-being

The project supports Council's Strategic Plan: A Connected City.

New Traffic Signals – \$10.5million

Existing pedestrian and vehicular traffic volume warrants installation of a full traffic signal at these intersections. The requested funds are needed for design and construction of new traffic signals.

The main purpose of this project is installation of a traffic signals at intersections where warranted is necessary to enhance safe pedestrian and cyclist movement through these intersections. Lack of traffic signals makes crossing major roads very difficult for pedestrians and cyclists. The new traffic signals will improve pedestrian and cyclists safety.

This project supports the several goals within the following OCP chapters 2.1.1 Invest in cycling and pedestrian networks and facilities to make these more attractive, safer, and convenient transportation choice for all ages and abilities with an aim to increase these ways of travelling over single-occupant vehicle use.

The project supports Council's Strategic Plan: A Connected City.

Waterfront Park Master Plan & Implementation – \$10.5 million

Development and implementation of a Master Plan for Waterfront Park as part of the City's Central Waterfront precinct. This project will include integration of the City owned property at 15 Chesterfield, public consultation, issue identification and study, redevelopment objectives, design development, detailed design and construction. Upon completion, a phasing and implementation budget will be prepared, and pending approval, construction could begin in 2023 after detail design and tender periods.

This project supports the goals of Chapter 3 and 5 of the OCP, by providing a variety of public spaces for community engagement and stewardship, protecting and maintaining new and existing public infrastructure and amenities, enhancing recreational opportunities as a part of a healthy community.

The project aligns with numerous Council's Strategic Plan initiatives: A City for People - is welcoming, inclusive, safe, accessible and supports the health and well-being of all. A Vibrant City - is where dynamic public spaces and places provide opportunities for connection and enable residents to engage with their community and celebrate their culture and history, A Livable City, A Prosperous City, a Vibrant City.

Marine Drive Bridge over Mackay Creek replacements - \$6 million (\$2 million City Funding)

The 85 years old Marine Drive Bridge over Mackay Creek is undersized for current and future transportation needs and does not have sufficient capacity to convey peak storm flows in Mackay Creek. Furthermore, performance of the bridge during a moderate earthquake is uncertain.

This project supports the several goals within the following OCP chapters: Transportation, Mobility & Access; Municipal Services and Infrastructure; Community Well-being.

The project aligns with Council's Strategic Plan: A Connected city by addressing transportation challenges, and supporting connectivity across the region. Results in a safe and efficient transportation network.

Upper Levels Greenways – \$5 million (\$3 million City funding)

The project centers on implementation of greenway connections between Westview, Jones Ave Overpass, Upper Lonsdale and Lynn Valley Road via Tempe Heights Park, with connections to neighborhood destinations and existing District trail systems. The greenway would consist of a combination of enhanced streetscape environments and possibly a separated multi-use trail (approx. 3.0 km length) and will eventually connect the north City neighborhoods with the Green Necklace and the City's town centre at several locations.

This project is a component of a multi-year plan to complete the City's Upper Levels greenway system. Improved linkages between parks and open spaces, improved pedestrian safety, provision of multi-mode alternative transportation and recreation routes, reduction of resource consumption.

This project supports several goals and objectives within following OCP chapters: in Chapters 2, 3 and 5 (Transportation, Mobility & Access; Community Well-being; and Parks, Recreation & Open Space). 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.

The project aligns with Council's Strategic Plan: A Connected city by addressing transportation challenges, and supporting connectivity across the region. Results in a safe and efficient transportation network.

Childcare Capital Program (City Facilities) - \$2.5 million

To provide a funding provision of \$2,500,000 for a future City-led childcare facility project as well as funding for external expert review of developer provided childcare amenities that may arise. To ensure City funding is available for a future City-led childcare facility, anticipating external funding to support. Project would be related to potential grants from the Provincial Government's Child Care New Spaces Fund or similar. Funding also included to ensure external expert review for any developer provided childcare which may arise.

This project aligns with goals within the Community Well-being chapter of the OCP. This program will increase the provision of childcare facilities within the City and assist with reducing barriers that support the growth and development of young people. Additionally, childcare facilities will improve the overall quality of life for the residents of the City of North Vancouver.

The project aligns with all Council's Strategic Plan priorities: A City for People, A Livable City, A Vibrant City, a Prosperous City.

Mahon Park Playground and Spray Park Replacement - \$1.2 million

Renovated in 2004, Mahon Park playground and Spray Park has become an increasingly popular destination for the community. After 19 years there will be features in the park that will require replacement in order to continue to be safe, fun, and functional. This project will include the planning, consultation, design and construction of a new playground and spray park for Mahon Park.

This project supports the goals of Chapter 3 and 5 of the OCP, by protecting and maintaining new and existing public infrastructure and amenities, enhancing recreational opportunities as a part of a healthy community, and enhancing the natural and built environment. The infrastructure upgrades will also enhance community safety.

The project aligns with Council's Strategic Plan: A City for People, A Livable City and A Vibrant City.

Confederation Field Turf Replacement – \$1 million

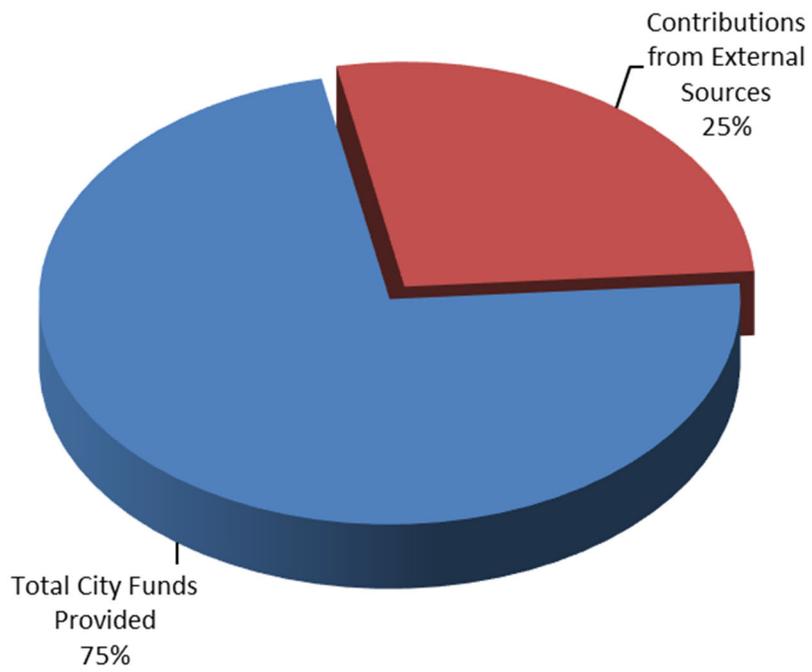
The synthetic turf at Confederation Field was replaced in 2014 and has an expected life of approximately 10 years. Based on that projected life expectancy, the turf is tentatively scheduled for replacement in 2025. While 2025 is the expected replacement date, staff monitor field conditions and will recommend that the replacement schedule be adjusted based on the results of inspections and testing.

This project supports the goals and objectives of Chapter 5 of the OCP, by supporting, enhancing and maintaining recreation as a vital aspect of a healthy community.

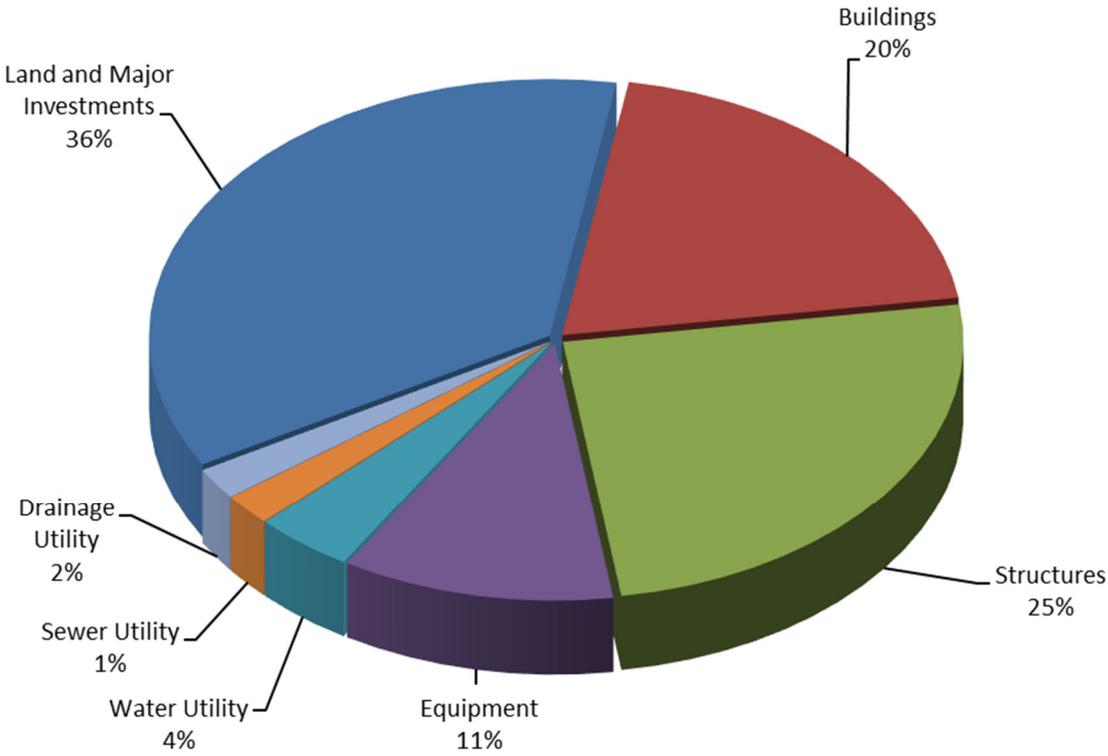
The project aligns with Council's Strategic Plan: A Livable City and A Vibrant City.

2021 Capital Plan:

Summary of 2021 Project Plan - \$000's			
Total City Funds Provided	73%	\$	52,071
Contributions from External Sources	27%		19,451
Total		\$	71,522



2021 Funded Project Categories - \$000's			
Land and Major Investments	36%	\$	26,768
Buildings	20%		14,107
Structures	25%		17,762
Equipment	11%		7,690
Water Utility	4%		2,691
Sewer Utility	2%		1,176
Drainage Utility	2%		1,328
Total		\$	71,522



Major Projects included in the 2021 Project Budget:

In addition to the previously mentioned major projects included in the 10-year plan, the following 2021 projects are also worth mentioning.

Harry Jerome Community Recreation Centre - \$ 6.4 million

The HRCRC iconic aquatic and recreation centre renewal is the largest investment the city has been committed to. The scope for replacement and enhancement of Harry Jerome Community Recreation Centre and associated projects has been endorsed by council. This funding will be used for detailed design, construction documentation, tendering. The HJCRM facility renewal of this magnitude will lead to an increase in attendance and participation in recreation and other complementary programs leading to improved activity, health and wellness and customer satisfaction. Renewal of HJCRM plays a significant role in contributing to achieving Council's vision of the Healthiest Small City in the World.

This project supports the several goals within the following OCP chapters: Arts, Culture and Heritage, Municipal Services and Infrastructure; Community Well-being.

The project aligns with Council's Strategic Plan: A City for People - A new HJCRM facility will provide a wide range of opportunities to foster individual and collective wellness and will provide a welcoming, vibrant, social heart of the City.

Childcare at Mahon Park - \$4.3 million (\$2.8 million City Funding)

The City of North Vancouver has made a commitment to addressing the deep need for additional child care spaces in the growing community. The new child care facility hopes to provide both flexible private and public spaces to address the city's growing community. The City has applied for the external grant funding contribution from Province for this project.

This project aligns with goals within the Community Well-being chapter of the OCP: The project will increase the provision of childcare facilities within the City and assist with reducing barriers that support the growth and development of young people. Additionally, childcare facilities will improve the overall quality of life for the residents of the City of North Vancouver.

The project aligns with Council's Strategic Plan: A City for People, A Livable City, A Vibrant City and a Prosperous City.

Esplanade Complete Streets – \$5.3 million (\$3.1 million City funding)

Esplanade plays a vital role in the City's road network for the movement of people and goods. The project aims to improve comfort and safety for pedestrians and cyclists, while maintaining the existing road capacity and service levels for transit, trucks, and passenger vehicles. Initial stakeholder conversations indicate support for making changes to the corridor to improve road safety and comfort by separating modes, and identified the need to provide business access and increased street vibrancy.

A complete street design approach has been adopted to ensure the design considers people of all ages and abilities, traveling by all modes, and supports a vibrant and prosperous community.

This project will redesign and construct Esplanade using a complete street approach that safely accommodates the needs of pedestrians, cyclists, transit, goods movement, street activation and vehicle traffic.

This project aligns with goals within the Community Well-being chapter of the OCP: 2.1.1 Invest in cycling and pedestrian networks and facilities to make these more attractive, safer, and convenient transportation choice for all ages and abilities with an aim to increase these ways of travelling over single-occupant vehicle use; 7.1.6 Collaborate with local businesses in developing a plan for activities, events and amenities that will increase patronage of both visitors and nearby residents for each major shopping district.

The project aligns with Council's Strategic Plan: A Connected City.

New Pedestrian Crossing Facilities – \$1.7 million

The project is will implement engineering measures to improve safety to all road users at signalized and non-signalized intersections, including implementation of left turn protected signal phases, installation of corner bulges at various locations and conducting conflict analysis studies.

This project aligns with goals within the Community Well-being chapter of the OCP: 2.1.1 Invest in cycling and pedestrian networks and facilities to make these more attractive, safer, and convenient transportation choice for all ages and abilities with an aim to increase these ways of travelling over single-occupant vehicle use.

The project aligns with Council's Strategic Plan: A Connected City.

Mahon Park Washroom and Covered Outdoor Space – 1.5 million

Mahon Park is one of the City's largest and oldest parks and has a well-established history in both sports and its natural setting. This project will replace the existing Mahon Park concession, change room and washroom building with a new smaller washroom/change room facility with attached covered picnic area. Additionally the proposed new facility

would increase existing service levels by adding a covered picnic shelter and programmable covered outdoor space for community use.

This project supports the goals of Chapter 3 and 5 of the OCP, by protecting and maintaining new and existing public infrastructure and amenities, enhancing recreational opportunities as a part of a healthy community, and enhancing the natural and built environment. The infrastructure upgrades will also enhance community safety.

The project aligns with Council's Strategic Plan: A City for People, A Livable City, A Vibrant City.

Pavement Management – Streets & Lanes - \$1.5 million

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

Projects include:

- Grand Boulevard: 23rd to Grand Blvd. West
- Brooksbank: Keith to Cotton
- W. 28th: Westview to Chesterfield

This program supports several goals within the following OCP chapters: Municipal Services & Infrastructure, Transportation Mobility and Access.

This program aligns with Council's Strategic Plan and supports a Connected City. Provides active and sustainable ways for people and goods to move to, from and within the City. Results in improved cycling and public transportation. Supports a safe and accessible existing transportation infrastructure.

2021 - 2030 Capital Plan Summary

	2021	2022	2023	2024	2025	2026-2030	Total
<u>GENERAL CAPITAL TOTALS</u>							
FUNDING REQUESTED	\$ 66,326,320	\$ 183,086,697	\$ 94,053,542	\$ 30,788,837	\$ 23,333,137	\$ 57,602,595	455,191,128
CITY FUNDING	46,875,564	168,306,709	77,782,274	22,327,808	16,128,027	76,816,548	408,236,930
CONTRIBUTIONS	19,450,756	3,107,205	13,362,279	2,560,671	6,654,245	1,819,040	46,954,198
FUNDING EXCESS (SHORTFALL)	\$ -	(\$11,672,783)	(\$2,908,989)	(\$5,900,357)	(\$550,865)	\$21,032,993	\$ -
<u>WATER UTILITY</u>							
Funding Requested	\$ 2,691,000	\$ 3,071,000	\$ 3,481,000	\$ 3,611,000	\$ 3,621,000	\$ 18,205,000	\$ 34,680,000
City Funding	2,691,000	3,071,000	3,481,000	3,611,000	3,621,000	18,205,000	34,680,000
Contributions	-	-	-	-	-	-	-
Funded Amount	2,691,000	3,071,000	3,481,000	3,611,000	3,621,000	18,205,000	34,680,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>SEWER UTILITY</u>							
Funding Requested	\$ 1,176,000	\$ 1,468,000	\$ 1,781,000	\$ 2,065,000	\$ 2,081,000	\$ 11,046,500	\$ 19,617,500
City Funding	1,176,000	1,468,000	1,781,000	2,065,000	2,081,000	11,046,500	19,617,500
Contributions	-	-	-	-	-	-	-
Funded Amount	1,176,000	1,468,000	1,781,000	2,065,000	2,081,000	11,046,500	19,617,500
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>DRAINAGE UTILITY</u>							
Funding Requested	\$ 1,328,000	\$ 1,401,000	\$ 1,474,000	\$ 1,587,000	\$ 1,600,000	\$ 8,149,000	\$ 15,539,000
City Funding	1,328,000	1,401,000	1,474,000	1,587,000	1,600,000	8,149,000	15,539,000
Contributions	-	-	-	-	-	-	-
Funded Amount	1,328,000	1,401,000	1,474,000	1,587,000	1,600,000	8,149,000	15,539,000
Unfunded	0	0	0	0	0	0	0
Funding Excess (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>UTILITY CAPITAL TOTALS</u>							
FUNDING REQUESTED	\$ 5,195,000	\$ 5,940,000	\$ 6,736,000	\$ 7,263,000	\$ 7,302,000	\$ 37,400,500	\$ 69,836,500
CITY FUNDING	5,195,000	5,940,000	6,736,000	7,263,000	7,302,000	37,400,500	69,836,500
CONTRIBUTIONS	-	-	-	-	-	-	-
FUNDING EXCESS (SHORTFALL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>TOTALS</u>							
FUNDING REQUESTED	\$ 71,521,320	\$ 189,026,697	\$ 100,789,542	\$ 38,051,837	\$ 30,635,137	\$ 95,003,095	\$ 525,027,628
CITY FUNDING	52,070,564	174,246,709	84,518,274	29,590,808	23,430,027	114,217,048	478,073,430
CONTRIBUTIONS	19,450,756	3,107,205	13,362,279	2,560,671	6,654,245	1,819,040	46,954,198
FUNDING EXCESS (SHORTFALL)	\$ -	(\$11,672,783)	(\$2,908,989)	(\$5,900,357)	(\$550,865)	\$21,032,993	(\$0)