



2022 OPERATING BUDGET

MARCH 16, 2022 | FINANCE DEPARTMENT



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2022 Departmental Financial Summaries

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This Report outlines the year over year changes to the Operating budget on a departmental level. The Operating Budget is balanced, relying on a modest 3.75% tax rate increase, competitive within the lower mainland, and lower than that of The City in 2021.

Operating Expenses in this budget have increased \$4.3M vs 2021. This increase is driven by factors including increased RCMP costs driven by the new RCMP collective agreement, increases to salary and other wage provisions driven by collective bargaining, insurance cost increase driven by a hard insurance market, and includes \$308k for 6 new items (5 new positions and an increased investment in facilities security). Detailed information on the changes impacting each departments' budgets are outlined in the following pages.

Additional property taxes of only \$2.25M are needed to fund the above expense increases, given growth to the tax roll. The property tax increase has been kept to a minimum as directed by Council as part of the development of the Harry Jerome Community Recreation Centre Financial Strategy endorsed by council in January 2022.

Overall, the 2022 Operating Budget is balanced.

ALL DEPARTMENTS FINANCIAL SUMMARY

| Programs | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|--------------------------|--------------------------|--|
| EXPENSES | | | |
| CAO, City Clerk's and Mayor's (Legislative) | 3,690,500 | 3,691,800 | 1,300 |
| Strategic and Corporate Services | 8,698,700 | 8,834,400 | 135,700 |
| Community and Partner Engagement | 2,830,200 | 2,910,800 | 80,600 |
| Planning and Development | 6,383,700 | 6,358,200 | -25,500 |
| Finance | 14,481,000 | 16,571,400 | 2,090,400 |
| Public Safety - Bylaws | 1,232,200 | 1,236,700 | 4,500 |
| Public Safety - Fire | 11,855,200 | 12,148,300 | 293,100 |
| Public Safety - Police (RCMP) | 15,587,600 | 16,544,600 | 957,000 |
| Engineering, Parks & Environment | 9,185,500 | 9,367,900 | 182,400 |
| Shared Corporate Training Programs | 295,500 | 295,500 | 0 |
| Major External Boards & Commissions | 10,842,400 | 11,422,600 | 580,200 |
| Total Operating Expenses | 85,082,500 | 89,382,200 | 4,299,700 |
| REVENUES | | | |
| CAO, City Clerk's and Mayor's (Legislative) | 5,000 | 5,000 | 0 |
| Strategic and Corporate Services | 1,813,900 | 1,833,000 | 19,100 |
| Community and Partner Engagement | 1,469,800 | 1,469,800 | 0 |
| Planning and Development | 2,625,200 | 2,609,200 | -16,000 |
| Finance | 6,765,200 | 7,279,600 | 514,400 |
| Public Safety - Bylaws | 798,000 | 798,000 | 0 |
| Public Safety - Fire | 205,000 | 205,000 | 0 |
| Public Safety - Police (RCMP) | 949,000 | 1,520,300 | 571,300 |
| Engineering, Parks & Environment | 1,368,000 | 1,528,000 | 160,000 |
| Major External Boards & Commissions | 94,300 | 94,300 | 0 |
| Property Taxes | 68,989,100 | 72,040,000 | 3,050,900 |
| Total Operating Revenues | 85,082,500 | 89,382,200 | 4,299,700 |
| Budget Balance | 0 | 0 | 0 |

City of North Vancouver
Staff Count by Department

2022 Approved Complement

| | |
|---|------------|
| Chief Administrative Officer | 6 |
| City Clerk's | 10 |
| Strategic and Corporate Services | 54 |
| Community & Partner Engagement | 18 |
| Planning & Development | 40 |
| Finance | 30 |
| Public Safety - Bylaws | 10 |
| Public Safety - Fire | 75 |
| Public Safety - Police - 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.

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

The Chief Administrative Officer provides 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 to information requests.



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

KEY RESPONSIBILITIES

- Liaison between Mayor, Council and City staff
- Work with Council to develop and implement its strategic priorities
- Oversee the affairs and operations of the City and its departments
- Advise City Council and City staff on obligations, legislative interpretation and the extent of municipal authority
- Provide strategic advice to the City of North Vancouver
- 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 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>10.0</u> |
| | 16.0 |

2022 Budget Analysis Administrative & Legislative

CAO, City Clerk's, Mayor & Council

| | | |
|--|-------------------------|--------------|
| 2021 Expenditure Budget | 3,690,500 | |
| 2022 Salaries Obligation | 6,300 | |
| Election Program | 5,000 | |
| Sister Cities | (10,000) | |
| 2022 Expenditure Budget | <u>3,691,800</u> | |
| 2022 Expenditure Budget Increase (Decrease) | <u>1,300</u> | 0.04% |
| 2021 Revenue Budget | 5,000 | |
| 2022 Revenue Budget | <u>5,000</u> | |
| 2022 Revenue Budget Increase (Decrease) | <u>-</u> | 0.00% |
| 2022 Net Tax Draw \$ Increase (Decrease) | 1,300 | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | 0.00% | |

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

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|-----------------------|-----------------------|--|
| CAO MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 1110 | 937,250 | 937,250 | 0 |
| Special Administration | 1111 | 40,000 | 40,000 | 0 |
| Total Management and Support | | 977,250 | 977,250 | 0 |
| 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 | | 1,502,750 | 1,502,750 | 0 |
| CLERK'S MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 1310 | 1,135,216 | 1,135,316 | 100 |
| Total Management and Support Expenses | | 1,135,216 | 1,135,316 | 100 |
| CLERK'S GENERAL PROGRAMS | | | | |
| Volunteer Appreciation | 1341 | 10,000 | 10,000 | 0 |
| Election Administration | 1350 | 40,000 | 45,000 | 5,000 |
| Records Management | 1380 | 18,600 | 18,600 | 0 |
| Legal Advertising | 1162 | 44,000 | 44,000 | 0 |
| Total General Programs Expenses | | 112,600 | 117,600 | 5,000 |
| 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 | | 1,249,903 | 1,255,003 | 5,100 |
| LEGISLATIVE MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 2610 | 294,497 | 300,697 | 6,200 |
| Total Management and Support Expenses | | 294,497 | 300,697 | 6,200 |
| LEGISLATIVE SUPPORT PROGRAMS | | | | |
| Legislative | 2620 | 622,671 | 622,671 | 0 |
| Sister Cities | 2631 | 20,000 | 10,000 | (10,000) |
| Regional Legislative Meetings | 3340 | 643 | 643 | 0 |
| Total Support Programs | | 643,314 | 633,314 | (10,000) |
| Total Legislative Expenses | | 937,811 | 934,011 | -3,800 |
| Total CAO, Clerk's & Legislative Expenses | | 3,690,464 | 3,691,764 | 1,300 |

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

| Programs | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 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 Initiatives | 2.0 |
| Human Resources | 11.0 |
| Facilities Management/Real Estate | 21.0 |
| Information Technology | <u>20.0</u> |
| | 54.0 |

2022 Budget Analysis Strategic & Corporate Services

| | | |
|--|-------------------------|--------------|
| 2021 Expenditure Budget | 8,698,700 | |
| Salaries Obligation | 17,600 | |
| Parking Program expenses | (10,000) | |
| Facilities and Property expenses | 9,200 | |
| Information Technology expenses | 17,100 | |
| New Item: RFT Security Manager, IT | 80,100 | |
| New Item: Facilities Security | 21,700 | |
| 2022 Expenditure Budget Operating | <u>8,834,400</u> | |
| 2022 Expenditure Budget Increase (Decrease) | <u>135,700</u> | 1.56% |
| 2021 Revenue Budget | 1,813,900 | |
| Facilities and Property revenue | 19,100 | |
| 2022 Revenue Budget Operating | <u>1,833,000</u> | |
| 2022 Revenue Budget Increase (Decrease) | <u>19,100</u> | 1.05% |
| 2022 Net Tax Draw \$ Increase (Decrease) | 116,600 | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | 0.19% | |

STRATEGIC & CORPORATE SERVICES EXPENSES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|-----------|-----------------------|-----------------------|--|
| STRATEGIC INITIATIVES | | | | |
| Strategic Initiatives | 1140 | 253,100 | 261,500 | 8,400 |
| Management & Support | 1210 | 4,000 | 4,000 | 0 |
| Budget Savings | 1217 | -15,000 | -15,000 | 0 |
| Total Strategic Initiatives | | 242,100 | 250,500 | 8,400 |
| HUMAN RESOURCES | | | | |
| HR Management & Support | 1510 | 620,100 | 653,200 | 33,100 |
| Special Administration | 1511 | 20,450 | 20,450 | 0 |
| Recruitment | 1520 | 455,700 | 455,700 | 0 |
| Benefits Administration | 1540 | 83,000 | 83,000 | 0 |
| Employee Fitness | 1541 | 4,500 | 4,500 | 0 |
| Employee Assistance | 1542 | 23,000 | 23,000 | 0 |
| Disability Management | 1545 | 50,800 | 50,800 | 0 |
| Employee Recognition | 1570 | 25,563 | 25,563 | 0 |
| Labour Relations | 1580 | 144,400 | 144,400 | 0 |
| Health & Safety | 1590 | 188,440 | 195,340 | 6,900 |
| Total HUMAN RESOURCES | | 1,615,953 | 1,655,953 | 40,000 |
| FACILITIES MANAGEMENT | | | | |
| Facilities Management | 2140 2135 | 883,621 | 939,301 | 55,680 |
| FM-Janitorial | 2148 | 386,500 | 351,100 | -35,400 |
| FM-Security | 2149 | 162,000 | 183,700 | 21,700 |
| FM-Capital OH Recovery | 2151 | -60,000 | -60,000 | 0 |
| Total FACILITIES MANAGEMENT | | 1,372,121 | 1,414,101 | 41,980 |
| REAL ESTATE & PROPERTY MANAGEMENT | | | | |
| City Lands | 1960 | 285,300 | 295,300 | 10,000 |
| Parking | 1973 | 143,500 | 133,500 | -10,000 |
| Property Management | 1971 | 1,263,300 | 1,236,178 | -27,122 |
| Total Property Management | | 1,692,100 | 1,664,978 | -27,122 |
| INFORMATION TECHNOLOGY | | | | |
| IT Administration | 2510 | -342,869 | -187,312 | 155,557 |
| IT Application Services | 2530 | 1,544,400 | 1,490,200 | -54,200 |
| IT GIS | 2540 | 574,800 | 594,500 | 19,700 |
| IT Client Services | 2550 | 2,000,101 | 1,951,501 | -48,600 |
| Total Information Technology | | 3,776,432 | 3,848,889 | 72,457 |
| Total Strategic & Corporate Services Expenses | | 8,698,706 | 8,834,421 | 135,715 |

STRATEGIC & CORPORATE SERVICES REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|-------------|-------------------------------|-------------------------------|--|
| REAL ESTATE & PROPERTY MANAGEMENT | | | | |
| Parking | 1973 | 526,500 | 526,500 | 0 |
| Property Management | 1971 | 1,287,400 | 1,306,500 | 19,100 |
| Total Real Estate Management | | 1,813,900 | 1,833,000 | 19,100 |
| Total Strategic & Corporate Services Revenues | | 1,813,900 | 1,833,000 | 19,100 |

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



DIVISIONS

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

Staffing

Approved Complement:

Community & Partner Engagement 18.0

2022 Budget Analysis Community & Partner Engagement

| | | |
|--|-------------------------|--------------|
| 2021 Expenditure Budget Community & Partner Engagement | 2,830,200 | |
| 2022 Salaries Obligation | 95,600 | |
| Contract Chamber of Commerce | (15,000) | |
| 2022 Expenditure Budget | <u>2,910,800</u> | |
| 2022 Expenditure Budget Increase (Decrease) | <u>80,600</u> | 2.85% |
| | | |
| 2021 Revenue Budget Community & Partner Engagement | 1,469,800 | |
| Moorage fees and community venue rentals revenue to Shipyards | (22,000) | |
| Filming revenues increase | 22,000 | |
| 2022 Revenue Budget | <u>1,469,800</u> | |
| 2022 Revenue Budget Increase (Decrease) | <u>-</u> | 0.00% |
| | | |
| 2022 Net Tax Draw \$ Increase (Decrease) | 80,600 | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | 0.13% | |

COMMUNITY & PARTNER ENGAGEMENT (CPE) EXPENSES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|---|------|-----------------------|-----------------------|--|
| SHIPYARDS WATERFRONT | | | | |
| Shipyards Expenses | | | | |
| Shipyards Admin | 1131 | 126,200 | 292,726 | 166,526 |
| Events & Programming | 1132 | 268,200 | 448,842 | 180,642 |
| Marketing & Promotion | 1133 | 35,000 | 51,900 | 16,900 |
| Ops & Maintenance | 1134 | 1,075,100 | 1,174,372 | 99,272 |
| Site Hosts | 1135 | 46,500 | 70,000 | 23,500 |
| Total Shipyards Expenses | | 1,551,000 | 2,037,840 | 486,840 |
| Shipyards Operations Revenue | 1131 | (646,000) | (1,132,840) | (486,840) |
| Total CNV Contribution to Shipyards Waterfront | | 905,000 | 905,000 | 0 |
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 1710 | 650,155 | 650,055 | -100 |
| CD Budget Savings | 1717 | -15,000 | -15,000 | 0 |
| Total Management and Support Expenses | | 635,155 | 635,055 | -100 |
| COMMUNICATIONS & PUBLIC RELATIONS | | | | |
| Comm & Public Relations | 1160 | 570,000 | 573,800 | 3,800 |
| Publications | 1161 | 26,500 | 26,500 | 0 |
| Community Advertising | 1163 | 36,100 | 36,100 | 0 |
| Community Report | 1164 | 8,800 | 8,800 | 0 |
| Total Communications & Public Relations | | 641,400 | 645,200 | 3,800 |
| BUSINESS LICENSE & ECONOMIC DEVELOPMENT | | | | |
| Business Services | 1155 | 112,800 | 200,900 | 88,100 |
| Intermunicipal Program | 1800 | 20,700 | 20,700 | 0 |
| Business License | 1900 | 104,400 | 104,400 | 0 |
| Economic Development | 1150 | 88,000 | 88,000 | 0 |
| Tourism | 1151 | 20,000 | 20,000 | 0 |
| Filming Administration | 1360 | 123,100 | 126,900 | 3,800 |
| Chamber of Commerce | 8500 | 30,000 | 15,000 | -15,000 |
| Total Business License & Economic Dev Expenses | | 499,000 | 575,900 | 76,900 |
| Total CPE Programs Expenses | | 2,680,555 | 2,761,155 | 80,600 |
| 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 | | 2,830,205 | 2,910,805 | 80,600 |

COMMUNITY & PARTNER ENGAGEMENT (CPE) REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|-----------------------|-----------------------|--|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 1710 | 6,000 | 6,000 | 0 |
| BUSINESS LICENSE & ECONOMIC DEVELOPMENT | | | | |
| Business Services | 1155 | 12,000 | 0 | -12,000 |
| Intermunicipal Program | 1800 | 40,000 | 40,000 | 0 |
| Business License | 1900 | 1,276,800 | 1,276,800 | 0 |
| Pier | 1153 | 10,000 | 0 | -10,000 |
| Filming Administration | 1360 | 125,000 | 147,000 | 22,000 |
| Total Business License & Economic Dev Revenues | | 1,463,800 | 1,463,800 | 0 |
| Total CPE Revenues | | 1,469,800 | 1,469,800 | 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
- Development Planning
- Long Range and Community Planning
- Transportation
- Environmental Sustainability
- Administration



Staffing

Approved Complement:

Planning & Development 40.0

2022 Budget Analysis Planning & Development

| | | |
|--|-------------------------|---------------|
| 2021 Expenditure Budget | 6,383,700 | |
| 2022 Salaries Obligation | (18,700) | |
| Core Funded Agencies, 2% Cost of Living increase | 24,200 | |
| Community Service Grants use of interest revenue from LL Legacy reserve decr | (31,000) | |
| 2022 Expenditure Budget | <u>6,358,200</u> | |
| 2022 Expenditure Budget Increase (Decrease) | <u>(25,500)</u> | -0.40% |
| | | |
| 2021 Revenue Budget | 2,625,200 | |
| Sale of Plans | (4,000) | |
| Fees - Rezoning | 19,000 | |
| Community Service Grants interest revenue from LL Legacy reserve decr | (31,000) | |
| 2022 Revenue Budget | <u>2,609,200</u> | |
| 2022 Revenue Budget Increase (Decrease) | <u>(16,000)</u> | -0.61% |
| | | |
| 2022 Net Tax Draw \$ Increase (Decrease) | (9,500) | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | -0.02% | |

PLANNING & DEVELOPMENT (PD) EXPENSES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|-----------------------|-----------------------|--|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 1910 | 909,110 | 914,910 | 5,800 |
| Total Management and Support Expenses | | 909,110 | 914,910 | 5,800 |
| PERMITS & INSPECTIONS | | | | |
| Inspections | 1760 | 1,853,421 | 1,831,021 | -22,400 |
| Total Development Planning Expenses | | 1,853,421 | 1,831,021 | -22,400 |
| DEVELOPMENT PLANNING | | | | |
| Development Planning | 1720 | 928,900 | 938,700 | 9,800 |
| Heritage Planning | 1950 | 5,250 | 5,250 | 0 |
| Total Development Planning Expenses | | 934,150 | 943,950 | 9,800 |
| COMMUNITY PLANNING | | | | |
| Community Planning | 1920 | 408,450 | 408,450 | 0 |
| Total Community Planning Expenses | | 408,450 | 408,450 | 0 |
| TRANSPORTATION | | | | |
| Transportation | 1930 | 342,100 | 347,900 | 5,800 |
| Public Transp Alternatives | 1543 | 7,500 | 7,500 | 0 |
| Integrated Transp Cmte | 2805 | 8,800 | 8,800 | 0 |
| Commercial Bike Racks | 3260 | 3,500 | 3,500 | 0 |
| Bicycle Promotions | 3261 | 1,970 | 1,970 | 0 |
| Traffic & Transp Ops | 5180 | 48,031 | 48,031 | 0 |
| School Crossing Guards | 8232 | 93,800 | 93,800 | 0 |
| Total Transportation Expenses | | 505,701 | 511,501 | 5,800 |
| ENVIRONMENT | | | | |
| Environmental Sustainability | 1940 | 229,000 | 211,300 | -17,700 |
| Environment Stewardship | 5040 | 53,780 | 53,780 | 0 |
| Total Environment Expenses | | 282,780 | 265,080 | -17,700 |
| Total PD Programs Expenses | | 4,893,612 | 4,874,912 | -18,700 |

PLANNING & DEVELOPMENT (PD) EXPENSES (continued)

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|-----------------------|-----------------------|--|
| ADVISORY COMMITTEES | | | | |
| Advisory Design Panel | 2720 | 6,649 | 6,649 | 0 |
| Social Planning Advisory | 2730 | 3,266 | 3,266 | 0 |
| Community Services Grant | 2731 | 177,692 | 146,663 | -31,029 |
| Advisory Planning | 2740 | 5,582 | 5,582 | 0 |
| Heritage Advisory | 2760 | 3,637 | 3,637 | 0 |
| Total Advisory Committees Expenses | | 196,826 | 165,797 | -31,029 |
| SOCIAL PROGRAMS | | | | |
| Homeless Prevention Program | 8150 | 76,400 | 76,400 | 0 |
| Substance Abuse Committee | 3310 | 5,000 | 5,000 | 0 |
| Total Social Programs | | 81,400 | 81,400 | 0 |
| CORE FUNDED AGENCIES | | | | |
| NSNH Operating & Ed Garden | 8140 | 71,013 | 72,434 | 1,421 |
| NSNH Youth Worker (YW) | 8314 | 119,605 | 121,997 | 2,392 |
| NSNH P & P Teens | 8311 | 11,979 | 12,219 | 240 |
| NSNH YW at Youth Lounge | 8317 | 59,807 | 61,003 | 1,196 |
| NSNH Queen Mary School | 8312 | 81,003 | 82,623 | 1,620 |
| NSNH QM Comm Project | 8320 | 17,694 | 18,048 | 354 |
| NSNH Comm Schools Prog | 8321 | 22,398 | 22,846 | 448 |
| NSNH Youth Lounge Op | 8313 | 9,773 | 9,968 | 195 |
| NSNH Golden Circle | 8318 | 3,943 | 4,022 | 79 |
| NSNH Learning Together | 8319 | 5,933 | 6,052 | 119 |
| NSNH John Braithwaite CC | 8604 | 373,987 | 381,467 | 7,480 |
| Silver Harbour Centre | 8130 | 168,201 | 171,565 | 3,364 |
| Family Services of the NS | 8112 | 53,013 | 54,073 | 1,060 |
| Capilano Community Services | 8120 | 12,735 | 12,990 | 255 |
| Capilano Cmty Serv - Youth Worker | 8121 | 72,586 | 74,037 | 1,451 |
| NS Community Resources | 8125 | 56,519 | 57,649 | 1,130 |
| NS Crisis Services Society | 8351 | 10,612 | 10,824 | 212 |
| NS Women's Centre | 8352 | 13,265 | 13,530 | 265 |
| Harvest Project | 8353 | 10,612 | 10,824 | 212 |
| Restorative Justice | 3360 | 37,142 | 37,885 | 743 |
| Total Core Funded Agencies | | 1,211,820 | 1,236,056 | 24,236 |
| Total Other Programs Expenses | | 1,490,046 | 1,483,253 | -6,793 |
| Total Planning & Development Expenses | | 6,383,658 | 6,358,165 | -25,493 |

PLANNING & DEVELOPMENT REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|-----------------------|-----------------------|--|
| PLANNING REVENUES | | | | |
| Management and Support | 1910 | 4,000 | 0 | -4,000 |
| Permits & Fees | 1770 | 2,400,000 | 2,400,000 | 0 |
| Community Service Grants | 2731 | 77,692 | 46,663 | -31,029 |
| Development Approvals | 1730 | 140,000 | 159,000 | 19,000 |
| Total Planning Revenues | | 2,621,692 | 2,605,663 | -16,029 |
| TRANSPORTATION | | | | |
| Commercial Bike Racks | 3260 | 3,500 | 3,500 | 0 |
| Total Transportation Revenues | | 3,500 | 3,500 | 0 |
| Total Planning & Development Revenues | | 2,625,192 | 2,609,163 | -16,029 |

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 30.0

2022 Budget Analysis Finance Department

| | | |
|---|--------------------------|---------------|
| 2021 Expenditure Budget | 14,481,000 | |
| 2022 Salaries Obligation | (104,000) | |
| Insurance | 53,700 | |
| Council Grants | (20,000) | |
| Transfer to Capital | 1,200,000 | |
| Salaries Corporate Provisions | 775,600 | |
| Other adjustment | 300 | |
| <i>Change in Local Area Services, equally offset in Revenue</i> | <i>(1,700)</i> | |
| New Item: RFT Finance Manager | 43,200 | |
| New Item: RFT Budget Analysts | 143,300 | |
| 2022 Expenditure Budget Operating | <u>16,571,400</u> | |
| 2022 Expenditure Budget Increase (Decrease) | <u>2,090,400</u> | 14.44% |
| 2021 Revenue Budget | 6,765,200 | |
| Eliminate further Corporate Covid Reductions | | |
| Parking Revenue increase against Covid reduction | 64,200 | |
| Interest Investments and LEC Interest and Dividends increase | 272,500 | |
| Tax Penalties increase | 50,000 | |
| 1% Levy (Terasen, BC Hydro) | 9,400 | |
| Grant in Lieu, Federal | (10,000) | |
| Grant in Lieu, Provincial | 100,000 | |
| Provincial Grant for Port Properties | 13,000 | |
| Commission for School Tax | 10,000 | |
| Tax Certificates | 5,000 | |
| Squamish Band Service Agreements | 2,000 | |
| <i>Change in Local Area Services, equally offset in Expenses</i> | <i>(1,700)</i> | |
| 2022 Revenue Budget | <u>7,279,600</u> | |
| 2022 Revenue Budget Increase (Decrease) | <u>514,400</u> | 7.60% |
| 2022 Net Tax Draw \$ Increase (Decrease) | 1,576,000 | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600,000) | 2.63% | |

FINANCE EXPENSES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|-----------------------|-----------------------|--|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 2110 | 489,829 | 488,629 | -1,200 |
| Fin Budget Savings | 2117 | -15,000 | -15,000 | 0 |
| Total Management and Support Expenses | | 474,829 | 473,629 | -1,200 |
| PURCHASING & RISK MANAGEMENT | | | | |
| Purchasing | 2130 | 288,400 | 286,400 | -2,000 |
| Vehicle Fleet Admin | 2160 | 34,900 | 40,946 | 6,046 |
| Risk Liability and Insurance | 2150 | 306,000 | 357,900 | 51,900 |
| Total Purchasing & Risk Management Expenses | | 629,300 | 685,246 | 55,946 |
| ACCOUNTING & TAXATION | | | | |
| Financial Accounting | 2170 | 291,744 | 286,344 | -5,400 |
| Accounts Payable | 2180 | 138,376 | 137,476 | -900 |
| Treasury | 2192 | 81,000 | 81,000 | 0 |
| Taxation | 2302 | 638,900 | 688,850 | 49,950 |
| Total Accounting & Taxation Expenses | | 1,150,020 | 1,193,670 | 43,650 |
| FINANCIAL PLANNING & PAYROLL | | | | |
| Financial Planning | 2400 | 601,400 | 659,900 | 58,500 |
| Payroll | 2200 | 347,975 | 346,275 | -1,700 |
| Total Financial Planning & Payroll Expenses | | 949,375 | 1,006,175 | 56,800 |
| Total Finance Programs Expenses | | 3,203,524 | 3,358,720 | 155,196 |
| FINANCE CORPORATE PROGRAMS | | | | |
| Finance Corporate | 2120 | -96,600 | -117,300 | -20,700 |
| Internal Controls | 2195 | 160,100 | 160,100 | 0 |
| Financial Plan Contingency | 2401 | 1,000,000 | 1,000,000 | 0 |
| Planning | 2420 | 10,120,490 | 12,096,347 | 1,975,857 |
| Council Grants | 8401 | 50,000 | 30,000 | -20,000 |
| 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 |
| Total Finance Corporate Programs Expenses | | 11,277,490 | 13,212,647 | 1,935,157 |
| Total Finance Expenses | | 14,481,014 | 16,571,367 | 2,090,353 |

FINANCE REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 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 | 2,080,500 | 272,500 |
| Other Taxes | 2302 | 4,074,200 | 4,251,850 | 177,650 |
| Other Revenue | 2303 | 75,900 | 75,900 | 0 |
| Total Accounting & Taxation Revenues | | 5,958,100 | 6,408,250 | 450,150 |
| Total Finance Programs Revenues | | 6,022,900 | 6,473,050 | 450,150 |
| FINANCE CORPORATE PROGRAMS | | | | |
| Financial Planning Contingency | 2401 | 1,000,000 | 1,000,000 | 0 |
| Planning | 2420 | -257,740 | -193,500 | 64,240 |
| Total Finance Corporate Programs Revenues | | 742,260 | 806,500 | 64,240 |
| Total Finance Programs Revenues | | 6,765,160 | 7,279,550 | 514,390 |

Public Safety – Bylaw Services

Bylaw Services is responsible for the enforcement of the City's Bylaws. Bylaw Officers work to educate the community about bylaws, enforce fairly and consistently, and resolve any bylaw conflicts in a collaborative way.

Key Responsibilities

- Parking Enforcement
- Bylaw Enforcement
- Animal Control



Staffing

Approved Complement:

Bylaw 10.0

2022 Budget Analysis Public Safety - Bylaws

| | | |
|--|-------------------------|--------------|
| 2021 Expenditure Budget | 1,232,200 | |
| Insurance | 4,500 | |
| 2022 Expenditure Budget | <u>1,236,700</u> | |
| 2022 Expenditure Budget Increase (Decrease) | <u>4,500</u> | 0.37% |
| | | |
| 2021 Revenue Budget | 798,000 | |
| | | |
| 2022 Revenue Budget | <u>798,000</u> | |
| 2022 Revenue Budget Increase (Decrease) | <u>-</u> | 0.00% |
| | | |
| 2022 Net Tax Draw \$ Increase (Decrease) | 4,500 | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | 0.01% | |

PUBLIC SAFETY - BYLAWS EXPENSES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|--------------------|--------------------|-------------------------------------|
| BYLAW MANAGEMENT | | | | |
| ByLaw Enforcement | 1392 | 1,044,795 | 1,049,227 | 4,432 |
| ByLaw Dispute Registry | 1396 | 6,000 | 6,000 | 0 |
| Animal Control | 8210 | 155,888 | 155,888 | 0 |
| VCH-Municipal Services | 3350 | 25,544 | 25,544 | 0 |
| Total Bylaw Management Expenses | | 1,232,227 | 1,236,659 | 4,432 |
| Total Public Safety Bylaws Expenses | | 1,232,227 | 1,236,659 | 4,432 |

PUBLIC SAFETY - BYLAWS REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|--------------------|--------------------|-------------------------------------|
| BYLAW MANAGEMENT | | | | |
| ByLaw Enforcement | 1392 | 750,000 | 750,000 | 0 |
| Animal Control | 8210 | 48,000 | 48,000 | 0 |
| Total Bylaw Management Revenues | | 798,000 | 798,000 | 0 |
| Total Public Safety Bylaws Revenues | | 798,000 | 798,000 | 0 |

Public Safety - 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 75.0

2022 Budget Analysis Public Safety - Fire

| | | |
|--|--------------------------|--------------|
| 2021 Expenditure Budget | 11,855,200 | |
| 2022 Salaries Obligation | 218,100 | |
| Surrey Dispatch Agreement | 7,300 | |
| Utilities - Heat, Hydro, Gas, Water & Sewer | 4,000 | |
| Insurance | 47,900 | |
| North Shore Emergency Management (NSEM) | 15,800 | |
| 2022 Expenditure Budget | <u>12,148,300</u> | |
| 2022 Expenditure Budget Increase (Decrease) | <u>293,100</u> | 2.47% |
| | | |
| 2021 Revenue Budget | 205,000 | |
| | | |
| 2022 Revenue Budget | <u>205,000</u> | |
| 2022 Revenue Budget Increase (Decrease) | <u>-</u> | 0.00% |
| | | |
| 2022 Net Tax Draw \$ Increase (Decrease) | 293,100 | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | 0.49% | |

PUBLIC SAFETY - FIRE EXPENSES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|--------------------|--------------------|-------------------------------------|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 4010 | 1,503,242 | 1,575,036 | 71,794 |
| Fire Budget Savings | 4017 | -15,000 | -15,000 | 0 |
| Total Management and Support Expenses | | 1,488,242 | 1,560,036 | 71,794 |
| SUPPORT PROGRAMS | | | | |
| Fire Apparatus | 4020 | 365,200 | 379,975 | 14,775 |
| Fire Operations | 4030 | 8,368,829 | 8,465,029 | 96,200 |
| Fire Prevention | 4040 | 889,563 | 976,763 | 87,200 |
| Dispatch Services | 4044 | 354,364 | 361,680 | 7,316 |
| Total Support Programs Expenses | | 9,977,956 | 10,183,447 | 205,491 |
| CORPORATE EMERGENCY PROGRAMS | | | | |
| General Preparedness | 3010 | 30,000 | 30,000 | 0 |
| North Shore Emergency Management | 8205 | 339,674 | 355,518 | 15,844 |
| North Shore Rescue | 8208 | 19,301 | 19,301 | 0 |
| Total Corporate Emergency Programs | | 388,975 | 404,819 | 15,844 |
| Total Fire Department Expenses | | 11,855,173 | 12,148,302 | 293,129 |

PUBLIC SAFETY - FIRE REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|--------------------|--------------------|-------------------------------------|
| SUPPORT PROGRAMS | | | | |
| Fire Prevention | 4040 | 205,000 | 205,000 | 0 |
| Total Support Programs Revenues | | 205,000 | 205,000 | 0 |
| Total Fire Department Revenues | | 205,000 | 205,000 | 0 |

Public Safety - 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
- Mental Health Integrated Outreach Team
- Integrated First Nations Unit

Staffing

Approved Complement:

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



2022 Budget Analysis, Police

| | | |
|--|-------------------|--------------|
| | Current | |
| | 45.10% CNV | |
| 2021 Expenditure Budget | 15,587,600 | |
| Net Shared Civilian costs | 24,700 | |
| Community Police location, Hydro reduction | (200) | |
| Total Civilian Programs | 24,500 | |
| City RCMP Contract | 836,300 | |
| Return LL Crime Reduction Unit (reverse Covid savings) | 96,200 | |
| Total Police (RCMP/IHIT) Programs | 932,500 | |
| 2022 Expenditure Budget | 16,544,600 | |
| 2022 Expenditure Budget Increase (Decrease) | 957,000 | 6.1% |
| 2021 Police Civilian Revenue | 574,000 | |
| 2021 Operating Reserve | 375,000 | |
| | 949,000 | |
| Provincial Traffic Fine Revenue Sharing | 70,000 | |
| Fees RCMP and Criminal Record Searches | 35,000 | |
| Total Police Civilian Revenue increases | 105,000 | |
| 2022 Transfer From Police Contract Reserve | 466,300 | |
| 2022 Police Civilian Revenue Balance | 679,000 | |
| 2022 Operating Reserve Revenue | 841,300 | |
| 2022 Revenue Budget | 1,520,300 | |
| 2022 Revenue Budget Increase (Decrease) | 571,300 | 99.5% |
| 2022 Net Tax Draw \$ Increase (Decrease) | 385,700 | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | 0.64% | |

PUBLIC SAFETY - POLICE (RCMP) EXPENSES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|---|------|-----------------------|-----------------------|--|
| MUNICIPAL SHARED PROGRAMS | | | | |
| BUILDING | | | | |
| GBB Facility Operations | 4600 | 637,570 | 646,770 | 9,200 |
| Total Building Expenses | | 637,570 | 646,770 | 9,200 |
| ADMINISTRATION | | | | |
| Administration | 4610 | 1,233,785 | 1,212,485 | -21,300 |
| Total Administration Expenses | | 1,233,785 | 1,212,485 | -21,300 |
| RECORDS AND INFORMATION | | | | |
| Records & Information | 4615 | 1,373,800 | 1,307,800 | -66,000 |
| Total Records and Information Expenses | | 1,373,800 | 1,307,800 | -66,000 |
| TELECOM | | | | |
| Telecom | 4620 | 2,859,800 | 2,888,300 | 28,500 |
| North Shore Dispatch | 4621 | 183,800 | 183,800 | 0 |
| Total Telecom Expenses | | 3,043,600 | 3,072,100 | 28,500 |
| CLIENT SERVICES | | | | |
| Client Services Support | 4640 | 1,332,500 | 1,454,200 | 121,700 |
| Keep of Prisoners | 4630 | 391,000 | 387,500 | -3,500 |
| Victim Services | 4641 | 346,280 | 342,480 | -3,800 |
| Crime Prevention | 4642 | 93,010 | 96,310 | 3,300 |
| Block Watch | 4643 | 86,850 | 86,850 | 0 |
| Auxiliary Police | 4644 | 89,400 | 34,700 | -54,700 |
| False Alarm Reduction | 4646 | 8,000 | 8,000 | 0 |
| NV Citizen Patrol | 4647 | 0 | 0 | 0 |
| Total Client Services Expenses | | 2,347,040 | 2,410,040 | 63,000 |
| 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 | 116,200 | 121,000 | 4,800 |
| Total Police Programs Expenses | | 148,450 | 153,250 | 4,800 |
| Total Shared Programs | | 8,784,245 | 8,802,445 | 18,200 |
| Recovery for Shared Costs | 4701 | -4,836,605 | -4,832,542 | 4,063 |
| Administration Non-Shared | 4710 | -324,600 | -322,200 | 2,400 |
| Total Recoveries for Shared Programs Expenses | | -5,161,205 | -5,154,742 | 6,463 |
| Net City Shared Programs Expenses | | 3,623,040 | 3,647,703 | 24,663 |

PUBLIC SAFETY - POLICE (RCMP) EXPENSES (continued)

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|--------------------|--------------------|-------------------------------------|
| NON-SHARED (CITY ONLY) PROGRAMS | | | | |
| CNV Community Policing | 4720 | 127,345 | 127,145 | -200 |
| Crimestoppers | 8220 | 6,200 | 6,200 | 0 |
| Total Non-Shared (City Only) Expenses | | 133,545 | 133,345 | -200 |
| POLICE CONTRACT | | | | |
| Police Contract | 4700 | 11,831,000 | 12,763,550 | 932,550 |
| Total Contract (City Only) Expenses | | 11,831,000 | 12,763,550 | 932,550 |
| Total City Only Programs Expenses | | 11,964,545 | 12,896,895 | 932,350 |
| Total Police (RCMP) Expenses | | 15,587,585 | 16,544,598 | 957,013 |

PUBLIC SAFETY - POLICE (RCMP) REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|---|------|--------------------|--------------------|-------------------------------------|
| NON-SHARED (CITY ONLY) PROGRAMS | | | | |
| Admin Police Non-Shared | 4710 | 574,000 | 679,000 | 105,000 |
| Total Non-Shared (City Only) Programs Revenues | | 574,000 | 679,000 | 105,000 |
| POLICE CONTRACT | | | | |
| Transfer from Reserves | 4700 | 375,000 | 841,275 | 466,275 |
| Total Police Contract | | 375,000 | 841,275 | 466,275 |
| Total City Only Programs Revenues | | 949,000 | 1,520,275 | 571,275 |
| Total Police (RCMP) Revenues | | 949,000 | 1,520,275 | 571,275 |

Engineering, Parks and Environment

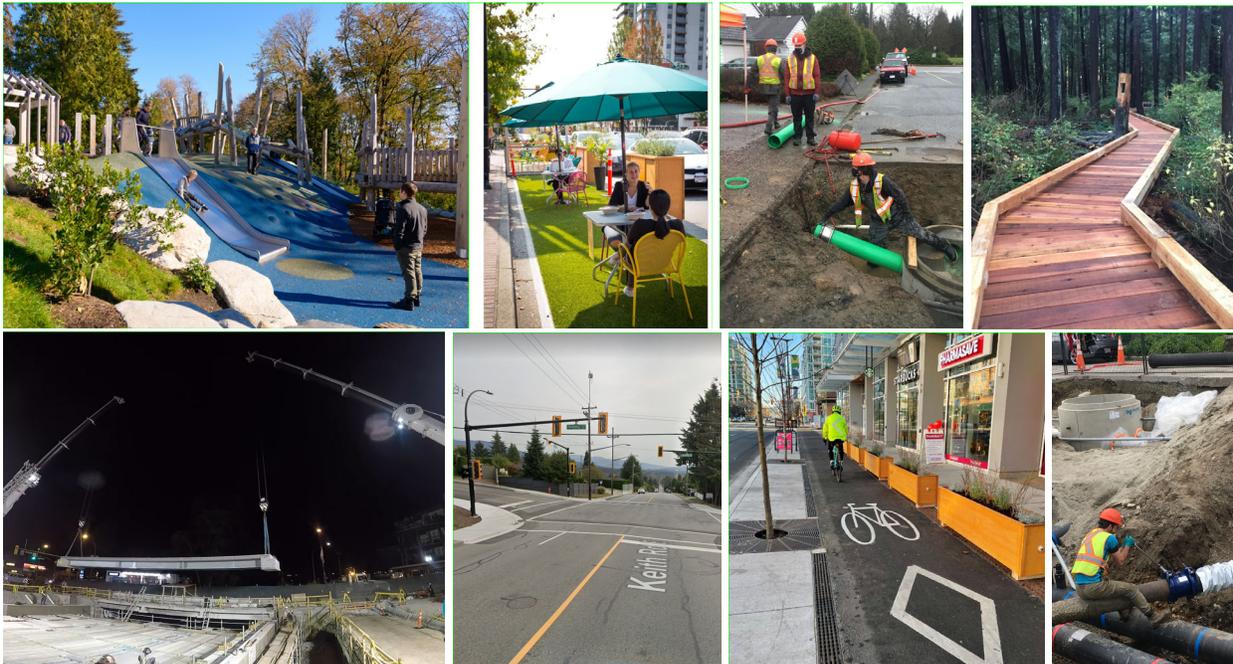
Engineering, Parks and Environment department provides and maintains essential municipal services, public spaces and infrastructure.

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 | 39.0 |
| Operations | <u>90.0</u> |
| | 129.0 |

2022 Budget Analysis Engineering Parks and Environment

| | | |
|--|-------------------------|---------------|
| 2021 Expenditure Budget | 9,185,500 | |
| 2022 Salaries Obligation | 31,200 | |
| Insurance | 41,500 | |
| Allocations to Operating from Works Yard | 11,100 | |
| 2022 Capital Cost Impacts (CCI) | 79,100 | |
| New Item: TFT Park Attendant | 19,500 | |
| 2022 Expenditure Budget Operating | <u>9,367,900</u> | |
| 2022 Expenditure Budget Increase (Decrease) | <u>182,400</u> | 1.99% |
| | | |
| 2021 Revenue Budget | 1,368,000 | |
| 2022 Parks Fields revenue increase | 55,000 | |
| Street Permits revenue increase | 105,000 | |
| 2022 Revenue Budget | <u>1,528,000</u> | |
| 2022 Revenue Budget Increase (Decrease) | <u>160,000</u> | 11.70% |
| | | |
| 2022 Net Tax Draw \$ Increase (Decrease) | 22,400 | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | 0.04% | |

ENGINEERING, PARKS & ENVIRONMENT EXPENSES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|------|-----------------------|-----------------------|--|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 5010 | 359,819 | 371,719 | 11,900 |
| Engr Budget Savings | 5017 | -30,000 | -30,000 | 0 |
| Total Management and Support Expenses | | 329,819 | 341,719 | 11,900 |
| 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 | 2,397,762 | 2,417,345 | 19,583 |
| Streets Admin | 5165 | 1,473,108 | 1,506,369 | 33,261 |
| Total Streets Expenses | | 3,870,870 | 3,923,714 | 52,844 |
| Parks & Environment | | | | |
| Parks Operations | 5070 | 2,597,946 | 2,653,701 | 55,755 |
| Special Events Support | 5071 | 81,251 | 81,251 | 0 |
| Sport Field Users | 5073 | 236,415 | 236,415 | 0 |
| Streetscapes & Greenways | 5074 | 837,051 | 862,169 | 25,118 |
| Parks Admin | 5075 | 1,269,506 | 1,306,295 | 36,789 |
| Total Parks Expenses | | 5,022,169 | 5,139,831 | 117,662 |
| Total Operations Division Expenses | | 8,893,039 | 9,063,545 | 170,506 |
| 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 | | 9,185,510 | 9,367,916 | 182,406 |

ENGINEERING, PARKS & ENVIRONMENT REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 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 | 505,000 | 105,000 |
| Total Streets Revenues | | 822,000 | 927,000 | 105,000 |
| Parks | | | | |
| Parks Operations | 5070 | 100,000 | 150,000 | 50,000 |
| Sport Field Users | 5073 | 56,000 | 61,000 | 5,000 |
| Parks Admin | 5075 | 35,000 | 35,000 | 0 |
| Total Parks Revenues | | 191,000 | 246,000 | 55,000 |
| Total Operations Division Revenues | | 1,013,000 | 1,173,000 | 160,000 |
| Total Engineering General Revenues | | 1,368,000 | 1,528,000 | 160,000 |

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 | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|---|------|-----------------------|-----------------------|--|
| MAJOR EXTERNAL BOARDS AND COMMISSIONS | | | | |
| City Library | 8601 | 4,453,563 | 4,628,242 | 174,679 |
| Museum & Archives | 8602 | 608,353 | 622,665 | 14,312 |
| NV Recreation and Culture | 8603 | 5,780,466 | 6,171,656 | 391,190 |
| Total Boards and Commissions | | 10,842,382 | 11,422,563 | 580,181 |
| Total Major Ext Boards/Commissions Exp | | | | |
| | | 10,842,382 | 11,422,563 | 580,181 |

MAJOR EXTERNAL BOARDS AND COMMISSIONS REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|---|--|-----------------------|-----------------------|--|
| MAJOR EXTERNAL BOARDS AND COMMISSIONS | | | | |
| Rent Cultural Facilities | | 94,252 | 94,252 | 0 |
| Total Boards and Commissions | | 94,252 | 94,252 | 0 |
| Total Major Ext Boards/Commissions Rev | | | | |
| | | 94,252 | 94,252 | 0 |

North Vancouver City Library

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

KEY RESPONSIBILITIES

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

Staffing

Full Time & Part Time FTE total 37.6



2022 Budget Analysis Library

2021 City Contributions for Operations

4,453,500

Expenditure Changes

2022 Salaries Obligation

49,200

City IT Services

28,400

Heat & Hydro

1,100

Inflation on Library Materials

24,100

Insurance

28,700

Other Expenses

34,200

Non Wage Expenses

116,500

Total Expenditure Increase (Decrease)

165,700

3.7%

Revenue Changes

Revenue reductions

(9,000)

Total Revenues Increase (Decrease)

(9,000)

0.2%

2022 City Contribution for Operations

4,628,200

2022 City Contribution Increase (Decrease)

174,700

3.92%

2022 Net Tax Draw \$ Increase (Decrease)

174,700

2022 Overall Tax Impact (assuming 1% tax increase = \$600K)

0.29%

LIBRARY EXPENSES

| Programs | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|---|--------------------|--------------------|-------------------------------------|
| ADMINISTRATION | | | |
| Total Administration Expenses | 543,981 | 564,840 | 20,859 |
| OPERATIONS | | | |
| Total Operations Expenses | 627,643 | 663,363 | 35,720 |
| SUPPORT SERVICES | | | |
| Total Support Services Expenses | 774,250 | 726,550 | (47,700) |
| COLLECTIONS & TECHNICAL SERVICES | | | |
| Total Collections & Technical Services Expenses | 849,100 | 874,000 | 24,900 |
| PUBLIC SERVICES | | | |
| Total Public Services Expenses | 1,830,200 | 1,962,100 | 131,900 |
| Total Library Expenses | 4,625,174 | 4,790,853 | 165,679 |

LIBRARY REVENUES

| Programs | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|--------------------|--------------------|-------------------------------------|
| MUNICIPAL CONTRIBUTION | | | |
| City of North Vancouver 48101 | 4,453,563 | 4,628,242 | 174,679 |
| Total Municipal Contribution | 4,453,563 | 4,628,242 | 174,679 |
| LIBRARY GRANTS | | | |
| Total Grants Revenues | 115,811 | 115,811 | 0 |
| LIBRARY PROGRAMS | | | |
| Total Library Programs Revenues | 55,800 | 46,800 | (9,000) |
| Library Revenues (excluding municipal contribution) | 171,611 | 162,611 | -9,000 |
| Total Library Revenues | 4,625,174 | 4,790,853 | 165,679 |

North Vancouver Museum and Archives Commission

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

KEY RESPONSIBILITIES

- MONOVA operates both the Museum of North Vancouver at The Shipyards and the Archives of North Vancouver located in Lynn Valley
- Manages and preserves artifacts and records of municipal, historical and cultural significance to the community
- Develops and delivers engaging and compelling interpretative, educational programs and exhibits
- Works with the local community to identify, document and preserve local history and bring it to life



Staffing

Full Time Equivalents:

| | |
|-----------|------------|
| Full Time | 6.0 |
| Part Time | <u>3.1</u> |
| | 9.1 |

2022 Budget Analysis Museum and Archives

| | <i>Museum Budget</i> | <i>City Share</i> | |
|--|----------------------|-------------------|--------------|
| 2021 Municipal Contribution | 1,216,700 | 608,400 | |
| Expenditure Changes | | | |
| 2022 Salaries | 8,400 | 4,200 | |
| Services Contract & Misc | 15,000 | 7,500 | |
| Insurance and Audit | 4,700 | 2,400 | |
| IT - Service Fees | 500 | 200 | |
| 2022 Municipal Contribution | 1,245,300 | 622,700 | |
| 2022 Municipal Contribution Increase (Decrease) | 28,600 | 14,300 | 2.35% |
| 2022 Net Tax Draw \$ Increase (Decrease) | 28,600 | 14,300 | |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | | 0.02% | |

MUSEUM AND ARCHIVES EXPENSES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|------------------------------|---------|-----------------------|-----------------------|--|
| ADMINISTRATION | | | | |
| Administration Operations | Various | 455,217 | 497,043 | 41,826 |
| Premises - Museum | 7816 | 203,000 | 198,371 | (4,629) |
| Premises - Lynn Valley | 7817 | 79,297 | 79,298 | 1 |
| Total Administration | | 737,514 | 774,712 | 37,198 |
| COLLECTIONS | | | | |
| Collections | 7820 | 114,046 | 133,969 | 19,923 |
| Total Collections | | 114,046 | 133,969 | 19,923 |
| ARCHIVES | | | | |
| Archives | 7840 | 205,700 | 209,000 | 3,300 |
| Total Archives | | 205,700 | 209,000 | 3,300 |
| EXHIBITS AND PROGRAMS | | | | |
| Museum Programs | 7850 | 278,912 | 123,642 | (155,270) |
| School Programs | 7851 | 8,200 | 6,200 | (2,000) |
| Public Programs | 7852 | 11,800 | 11,800 | 0 |
| Exhibitis | 7853 | 29,703 | 29,703 | 0 |
| Guest Services | 7860 | 0 | 209,504 | 209,504 |
| Total Administration | | 328,615 | 380,849 | 52,234 |
| Total Museum Expenses | | 1,385,875 | 1,498,530 | 112,655 |

MUSEUM AND ARCHIVES REVENUES

| Programs | | 2021 Annual Budget | 2022 Annual Budget | Variance 2022 Annual to 2021 Annual |
|--|-------|-----------------------|-----------------------|---|
| MUNICIPAL CONTRIBUTION | | | | |
| City of North Vancouver | 48101 | 608,353 | 622,665 | 14,312 |
| District of North Vancouver | 48501 | 608,353 | 622,665 | 14,312 |
| Total Municipal Contribution | | 1,216,706 | 1,245,330 | 28,624 |
| GRANTS | | | | |
| Total Grants Revenues | | 46,000 | 46,000 | 0 |
| EARNED INCOME | | | | |
| Total Earned Income Revenues | | 73,169 | 107,200 | 34,031 |
| DONATIONS | | | | |
| Total Donations | | 50,000 | 100,000 | 50,000 |
| Museum Revenues (excluding municipal contrib) | | 169,169 | 253,200 | 84,031 |
| Total Museum Revenues | | 1,385,875 | 1,498,530 | 112,655 |

North Vancouver Recreation and Culture Commission

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

KEY RESPONSIBILITIES

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



Staffing

Approximately 260 Full Time Equivalents (FTEs) including full-time, auxiliary, and contract employees.

2022 Budget Analysis North Vancouver Recreation and Culture Commission

| | <i>NVRC Budget</i> | <i>City Share</i> ⁽²⁾ | |
|---|--------------------|----------------------------------|-------------|
| 2021 Municipal Contribution | 17,968,400 | 6,123,300 | |
| <i>Includes: CNV funded from Reserves</i> | | | |
| <i>One-Time Covid-19 Provision of \$1,010,</i> | <i>(1,010,000)</i> | <i>(342,800)</i> | |
| <i>CNV Contribution for Lions Gate</i> ⁽¹⁾ | | <i>68,500</i> | |
| | 16,958,400 | 5,849,000 | |
| Changes from 2021 Budget | | | |
| New: Lionsgate Community Recreation Centre ⁽¹⁾ | 546,600 | 167,300 | |
| | 546,600 | 167,300 | |
| Expense Changes - Increase (Decrease) | | | |
| Pinnacle Pool | 200 | 200 | |
| Arts & Culture Grants | 17,300 | 8,600 | |
| Building Utilities | 16,500 | 9,400 | |
| Salaries & Benefits <i>(excluding LGCRC and Pinnacle)</i> | <i>(2,733,200)</i> | <i>(927,600)</i> | |
| Other adjustments | <i>(1,129,900)</i> | <i>(383,500)</i> | |
| | <i>(3,829,100)</i> | <i>(1,292,900)</i> | |
| Revenue Changes - Decrease <i>(Covid-19 Impact)</i> | | | |
| Membership, Programs, Rentals, Other <i>(excluding LGCRC and Pinnacle)</i> | 4,267,100 | 1,448,300 | |
| 2022 NVRC Budget Increase | 984,600 | 322,700 | |
| 2022 Requested Municipal Contribution | 17,943,000 | 6,171,700 | |
| 2022 Total Increase in Municipal Contribution | 984,600 | 322,700 | 5.3% |
| CNV include 2021 Lions Gate (move from Reserve to Budget) | | 68,500 | |
| 2022 CNV Funded Budget | | 6,240,200 | |
| 2022 City of North Vancouver Budget Increase | | 391,200 | 6.4% |
| 2022 Overall Tax Impact (assuming 1% tax increase = \$600K) | | 0.65% | |

Notes

(1) LGCRC - Core funded as of 2021, opening 2022, CNV share excludes owner paid Utilities.

(2) CNV Share

- CNV contribution for Recreation Services is 33.94%
- CNV contribution for Pinnacle Pool is 100%
- CNV contribution for Arts and Culture Grants is 50%
- CNV contribution for Building Utilities is by building ownership

| |
|--|
| <p>Key: HJ - Harry Jerome MM - Mickey McDougal Mem - Memorial LGCRC - Lions Gate PP - Pinnacle Pool</p> |
|--|

NORTH VANCOUVER RECREATION AND CULTURE COMMISSION

| Programs | 2021 Annual Budget ¹ (000) | 2022 Annual Budget (000) | Variance 2022 Annual to 2021 Annual (000) |
|--------------------------------------|---|--------------------------------|--|
| OPERATING | | | |
| Expenditures | | | |
| Administration and Service Costs | 2,953 | 2,712 | (241) |
| Building and Grounds | 2,321 | 2,277 | (44) |
| Equipment, Goods, Materials | 1,912 | 1,476 | (436) |
| Other Contract Services | 1,468 | 1,197 | (271) |
| Salaries and Benefits | 23,396 | 21,392 | (2,004) |
| Total Expenditures | 32,050 | 29,054 | (2,996) |
| Revenues | | | |
| Memberships | (3,241) | (1,514) | 1,727 |
| Other | (756) | (372) | 384 |
| Programs and Lessons | (8,878) | (7,359) | 1,519 |
| Rentals | (2,217) | (1,866) | 351 |
| Total Revenues | (15,092) | (11,111) | 3,981 |
| Net Total | 16,958 | 17,943 | 985 |
| MUNICIPAL CONTRIBUTIONS | | | |
| City of North Vancouver ² | 5,849 | 6,172 | 323 |
| District of North Vancouver | 11,109 | 11,771 | 662 |
| Total Municipal Contributions | 16,958 | 17,943 | 985 |

Notes:

- 1 Excludes One Time Covid-19 Provision of \$1,010
- 2 Includes 2021 Budget for Lions Gate