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The Corporation of **THE CITY OF NORTH VANCOUVER**
FINANCE DEPARTMENT

REPORT

To: Mayor Linda Buchanan and Members of Council

From: Larry Sawrenko, Chief Financial Officer

Subject: DRAFT 2023-2027 FINANCIAL PLAN

Date: February 1, 2023 File No: 05-1700-01-0001/2023

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

RECOMMENDATION

PURSUANT to the report of the Chief Financial Officer, dated February 1, 2023, entitled "DRAFT 2023-2027 FINANCIAL PLAN":

THAT Council provide input on the 2023 Draft Operating Budget, the 2023 Draft Shipyards Budget, the 2023 Draft Cemetery Budget, and Proposed New Items that reflects a baseline tax rate increase of 5.24%, which includes 3.00% for Operating expenses, 1.00% for the Capital Plan, and 1.24% for requested new items;

THAT Council provide feedback on the 2023-2027 Draft Capital Plan;

THAT the revised Harry Jerome Community Recreation Centre Financial Strategy be endorsed;

AND THAT the 2023 Draft Operating Budget, 2023 Draft Shipyards Budget, the 2023 Draft Cemetery Budget, and 2023-2027 Draft Capital Plan be adjusted on the basis of feedback received and brought back at a subsequent meeting for consideration.

ATTACHMENTS

1. 2023-2027 Draft Financial Plan (CityDocs#[2325692](#))
2. 2023 Draft Operating Budget (CityDocs#[2326570](#))
3. 2023-2027 Draft Capital Plan (CityDocs#[2326184](#))
4. 2023 New Items Listings (CityDocs#[2326266](#))

5. 2023 Draft Shipyards Budget (CityDoc#[2324955](#))
6. 2023 Draft Cemetery Budget (CityDoc#[2325168](#))

BACKGROUND

In late 2018, Mayor and Council created a 2018-2022 Council Strategic Plan, which was adopted on July 22, 2019. Council and Staff are now working together to develop a new Strategic Plan for Council’s new term. The 2023-2037 Draft Financial Plan (**Attachment 1**) has been developed to advance the priorities in Council’s currently adopted, 2018-2022 Strategic Plan.

CNV’s Financial Plan is based on an Operating Budget, a 5-year Capital Plan, 3 Utility Budgets (Water, Sewerage & Drainage, and Solid Waste), accompanied by budgets for the Cemetery and Shipyards, as well as other items such as Collections for Other Organizations and Depreciation. CNV strives to develop a Financial Plan that balances the needs of residents, maintains services in light of increasing costs, and keeps taxes at a reasonable level. The Financial Plan addresses current issues as well as longer term issues and needs. The amount of specificity is greatest for the earliest years, yet the Financial Plan remains a valuable tool enabling CNV to be proactive in meeting infrastructure maintenance, replacement, and other challenges.

The Community Charter requires that Council adopt a five-year Financial Plan to include both operating and capital items before May 15 in each year. The City’s 2023 Utility Budgets were endorsed by Council at the December 12, 2022 Regular Council Meeting.

Finance and departmental staff have worked together to prepare and review all budgetary forecasts, with the goals of keeping the base tax rate increase at a minimum level, and adhering to CNV’s budget objectives that emphasize efficiency, accountability, and value for money. Included in this process is a review of all revenue programs to determine best estimates into the future.

DISCUSSION

The recommended 2023-2027 Draft Financial Plan includes 2023 expenditures totalling \$304 million, which are comprised of the following:

| | 2022 | 2023 | Increase/ (Decrease) |
|------------------------------------|------------------|-----------------|-------------------------|
| Operating Budget ¹ | \$88.5 | \$94.8 | \$6.3 |
| Capital Plan | 215.0 | 76.7 | (138.3) |
| Shipyards Budget ² | 2.0 | 2.2 | 0.2 |
| Water Budget | 14.3 | 16.4 | 2.1 |
| Sewerage & Drainage Budget | 15.9 | 17.9 | 2.0 |
| Solid Waste Budget | 3.9 | 4.1 | 0.2 |
| Cemetery Budget | 0.4 | 0.6 | 0.2 |
| Collection for Other Organizations | 57.3 | 57.4 | 0.1 |
| Other Items | 33.6 | 33.7 | 0.1 |
| Total | \$ 430.9M | \$ 303.8 | (\$127.1M) |

¹Operating budget figures displayed do not yet include proposed New Items.

2023 Draft Operating Budget

The Draft 2023 Operating budget (**Attachment 2**) includes operational expenditures, such as salaries, maintenance, on-going programs, and energy costs, which are relatively continuous. The Operating Budget is funded mainly by property taxation revenue (81%) and partially by other non-tax revenue sources.

The annual tax rate increase is driven primarily by increased operating expenditures and offset by increased non-tax revenue. It is also impacted by items outside of the Draft Operating Budget such as changing funding requirements for the Capital Plan and Shipyards as well as changes to the size of the tax roll. The following table provides a summary of the proposed tax rate increase:

Current Overall Increases and Decreases from 2022 to 2023

| | \$ (000's) | Tax Rate Impact |
|--|--------------|-----------------|
| 2023 General Operating Plan Increase ⁽¹⁾ | | |
| Salary and other wage provisions | 3,234 | 5.17% |
| RCMP Contract, Wages and IHIT | 697 | 1.11% |
| Major Agencies and Community Agencies | 612 | 0.98% |
| Shipyards | (80) | (0.13%) |
| New Capital Infrastructure Maintenance | 203 | 0.33% |
| Increase in Non-Tax Revenues | (2,993) | (4.79%) |
| Other Items (Various) | 601 | 0.96% |
| Tax Roll Growth | (400) | (0.64%) |
| 2023 Net Operating Plan Increase | 1,874 | 3.00% |
| Increase of annual tax levy to capital ⁽²⁾ | 625 | 1.00% |
| 2023 Proposed Baseline | 2,499 | 4.00% |
| New Items ⁽³⁾ | 774 | 1.24% |
| 2023 Proposed Tax Rate Increase⁽⁴⁾ | 3,273 | 5.24% |

⁴ A 1% tax rate increase generates approximately \$625,000 in tax revenue for CNV

1. General Operating Plan Increases: 3.00%

Salary and Other Wage Provisions - \$3,234,000 increase

The Draft 2023 Operating Budget provides for 2023 contractual (settled and unsettled) commitments, benefit premiums and other corporate provisions. Additional drivers of this increase include New Items and reclassifications approved in 2022.

RCMP Contract, Wages and IHIT- \$697,000 net increase

The RCMP budget adjustment includes five components:

| | |
|---|------------------|
| RCMP Contract Increase ¹ | \$ 1,264,500 |
| Increase of Vacancy Provisions ² | (595,700) |
| Civilian costs ³ | <u>32,000</u> |
| Total | \$697,000 |

1. RCMP Contract and Integrated Homicide Teams (IHIT) - \$1,264,500 increase:

This is the combined amount of a projected \$1,489,600 contract cost increase including IHIT, offset by a \$225,100 provision to smooth in predicted wage settlement cost increases.

| | 2022 Budget | 2023 Budget | 2023 Changes |
|--------------|------------------|-------------------|------------------|
| Member Pay | 9,390,400 | 10,847,100 | 1,456,700 |
| IHIT | 417,100 | 450,000 | 32,900 |
| Provision | - | (225,100) | (225,100) |
| Total | 9,807,500 | 11,072,000 | 1,264,500 |

Member pay costs are increasing by \$1.46M due to the recently negotiated National Police Federation Agreement and planned inflationary increases. This newly negotiated contract is also driving increase IHIT costs, which are primarily RCMP wages and benefits.

The RCMP Contract and Civilian costs are split between the CNV and the District of North Vancouver based on a 5-year rolling average calculation that incorporates Criminal Code Offences, Calls for Service, and Population. CNV's share of costs is set to increase from 45.09% to 45.42%, which results in an \$86,200 increase, included within the above \$1.26M. CNV's cost share increased as the City's population has been increasing at a faster rate than the District's.

A provision was previously put in place to help smooth some of the budget impact of the contract settlement in 2023 through the use of the Police contract reserve. In 2023, this provision resulted in a net cost offset of \$225,100.

2. Increase RCMP vacancy assumption – (\$595,700) reduction

The RCMP attempts to fully staff at Funded Strength, but historically has been unable to do so. Some challenges include sick leaves at the Detachment level, and low recruitment levels nationally. The highest "Actual Strength" achieved in the past 3 years was 120 FTE, as shown in the table below.

| Year | 2019/20 | 2020/21 | 2021/22 | 2022/23* |
|------------------------|---------------|---------------|---------------|---------------|
| Authorized Strength | 155.00 | 155.00 | 155.00 | 155.00 |
| Funded Strength | 129.53 | 129.53 | 129.53 | 129.53 |
| Additional Vacancies | 9.37 | 9.37 | 11.91 | 16.09 |
| Actual Strength | 120.16 | 120.16 | 117.62 | 113.44 |

*as of Nov. 30, 2022

Based on the above data and the trend seen over the past few years, the RCMP's vacancy assumption can safely be increased in CNV's Financial Plan. Increasing the vacancy assumption to a level that budgets actual strength at 120 (highest seen in recent years), would result in a reduction to CNV's portion of RCMP costs

of \$0.6M or an estimated property tax impact of 1.0%. This reduction allows the 2023 budget to align to a more likely short to medium term scenario.

3. *RCMP Civilian Costs - \$32,000 increase:*

Civilian services are the police operations outside of the RCMP Contract. Funds for these services are shared with District of North Vancouver on an agreed sharing formula basis. \$30K is due to the increase in the RCMP Cost Sharing Formula, with the remainder being due to inflationary adjustments.

Major and Community Agencies - \$612,300 increase

The increase in funding is mainly due to activity levels returning to normal levels as COVID-19 enters the endemic stage. The net Agency increases are summarized as follows:

| | |
|---|------------------|
| North Vancouver Recreation and Culture ¹ | \$ 320,500 |
| City Library (net) ² | 200,300 |
| North Vancouver Museum and Archives ³ | 32,400 |
| Community Agencies ⁴ | <u>57,200</u> |
| Total | \$612,300 |

¹ The North Vancouver Recreation and Culture Commissions operating costs are split between the CNV and the District of North Vancouver as outlined in Bylaw 8380. The bulk of the costs are shared based on City and District resident use of the facilities and services. CNV's share of the budgeted increase is \$320,500 (5.2% increase over 2022), which is primarily driven by programming contracts, supplies, utilities, insurance costs and a new Cyber Security position.

² The City Library's net budgeted increase is due to increased demand for library materials, salary obligations, inflationary related expense increases, and increased cost of IT services due to increases in software and hardware maintenance by CNV on the Library's behalf.

³The North Vancouver Museum and Archives is 50% funded by CNV. The net budget increase is predominately due to increases in public programming contracts, communications, marketing and inflationary pressures.

⁴Contributions to Community Agencies are budgeted to increase by 4.7%, to adjust for inflation. Community Agencies included in the budget are the same as currently approved by Council. Actual contributions are typically considered by Council in mid-2023 and can be adjusted at that time. A supportive funding review that holistically looks to coordinate and improve all the mechanism in which CNV supports Community Agencies (ie through grants, permissive tax exemptions, etc) is also being undertaken in 2023.

Shipyards - \$79,600 decrease

The Shipyards is a significant public destination whose popularity has increased consistently since it opened in 2021. In keeping with past practice of funding the first year of operations of major new infrastructure through the Capital Plan, the net amount of Shipyard expenses and revenue (\$905K) was tax funded and included in the Operating budget for 2021 and was unchanged for 2022. In 2023, this tax funded component of The Shipyards is decreasing by \$79,600 as the area becomes more and more popular, as follows:

| | |
|--------------------------------|------------------|
| 2022 City Contribution | \$905,000 |
| Skate Plaza Revenue Increase | (170,000) |
| Parking Revenue Increase | (50,000) |
| Skate Plaza Extension Expenses | 94,000 |
| Wages & Benefits | 36,400 |
| Security Services | <u>10,000</u> |
| Total change | (79,600) |
| 2023 City Contribution | \$825,400 |

See **Attachment 5** for additional information.

New Capital Infrastructure Maintenance - \$203,100 increase

It is CNV's practice to budget for increased maintenance costs for new/enhanced infrastructure and equipment after the capital projects have been completed and implemented. The 2023 increase can be summarized as follows:

| | |
|--------------------------|------------------|
| Information Technology | \$104,400 |
| Streets Infrastructure | 43,600 |
| Parks Infrastructure | 39,100 |
| NV Lawn Bowling Facility | <u>16,000</u> |
| Total | \$203,100 |

Non-Tax Revenue - \$2,992,700 increase

The following table summarizes non-tax revenue adjustments:

| | |
|---|--------------------|
| Finance ¹ | \$ 2,500,900 |
| Community & Partner Engagement ² | 251,000 |
| Strategic and Corporate Services ³ | 80,900 |
| Planning and Development ⁴ | 52,800 |
| Public Safety – Fire ⁵ | 41,700 |
| Public Safety – Bylaws ⁶ | 34,000 |
| Engineering ⁷ | <u>31,400</u> |
| Non-Tax Revenue Increase (net): | \$2,992,700 |

¹ Finance revenue is budgeted to increase by \$2,500,900 in 2023 due to increases in Interest and investment income (\$2,300,000) and Levies, Provincial Grants in

Lieu and other Agreements (\$100,900), and parking fine revenue (\$100,000). The significant increase in investment income is driven by increasing interest rates.

² Community & Partner Engagement revenue is budgeted to increase by \$251,000 in 2023 due to increases in Business License (\$220,000) and filming revenues (\$37,000), offset by decreases in various administrative revenue streams (\$6,000). Revenues from Business Licenses are increasing as CNV increases its engagement with this group of stakeholders.

³ Strategic and Corporate Services revenue is budgeted to increase by \$80,900 in 2023, due to increased parking revenue as the use of CNV's lots continues to rebound from the impacts of COVID-19 (\$67,000), and increased property revenues (\$13,900).

⁴ Planning and Development revenue is budgeted to increase by \$52,800 in 2023, primarily due to expected increase in use of EV Charging Stations (\$30,000) as residents increasingly adopt this technology, and additional Tree Permit revenues (\$15,000) driven by the new Tree Bylaw, 2022, No. 8888.

⁵ Public Safety - Fire revenue is budgeted to increase by \$41,700 in 2023, primarily due to expected increases in Fire Building Permits (\$45,000) driven by new development in the City.

⁶ Public Safety - Bylaw revenue is budgeted to increase by \$34,000 in 2023, due to increased sales of resident street parking permits and dog licenses as the City grows and the benefits of a dog license is promoted and better understood.

⁷ Engineering revenue is budgeted to increase by \$31,400 in 2023, primarily due to expected increases in development services fees driven by increased development in the City.

Other Items - \$600,800 increase

The other items include various other expenses, summarized below:

| | |
|---|--------------------|
| IT Services, Software and Infrastructure ¹ | \$ 565,900 |
| Interest Expense ² | 150,000 |
| Insurance ³ | 106,100 |
| Other Changes ⁴ | <u>279,100</u> |
| Total Inflationary Non-Wage Expenses: | \$1,101,100 |

¹ IT equipment and programs are budgeted to increase \$565,900 in 2023 to improve CNV's cyber security given increasing threats in this area; to cover costs of additional needed applications, services, software licenses and support; and an inflationary increase of 5% on software and hardware maintenance contracts. These expenses are partially offset by an increase in recoveries from Major External Agencies.

² Interest expenses on Pre-Authorized Payment Plans are budgeted to increase by \$150,000 in 2023 due to significant increases in the Prime Rate, which is referenced in CNV's ByLaw for these interest expenses.

³ Insurance costs, specifically for CNV's property, liability and cyber insurance, are expected to increase significantly due to a hard insurance market caused by increasing cyber-attacks and catastrophic events from climate change impacting underwriter profitability. The increase has been partially offset by higher recoveries from Major External Agencies.

⁴ Other Changes include other increasing costs for bank charges and fees, the North Shore Emergency Management contract, election administration and fire dispatch.

A detailed review of CNV's operating expenses and budgets identified a number of cost lines that could be eliminated from the 2023 budget. The amounts CNV recovers for services provided to Major External Agencies was also reviewed and adjusted, These changes are explained further below:

| | |
|--|------------------|
| Recoveries ¹ | \$288,600 |
| Office and Admin Expenses ² | 84,700 |
| Other Reductions ³ | <u>127,000</u> |
| Total Expense Reductions: | \$500,300 |

¹ CNV recovers certain expenses from Major External Agencies (such as the Museum, City Library, and NVRC) and from its Utilities operation as appropriate. These expenses include for IT services, Insurance allocations, Accounting, Finance and other General Government expenses. Recoveries have increased for 2023 as the associated expenses have increased due to inflation and/or higher demand.

² Office and admin expenses have been decreasing as remote and digital working has increased, so have been reduced in the budget.

³ Other expense reductions are for a number of items, including decreased Facilities and Property Management expenses, and retirement of certain IT applications.

Tax Roll Growth - \$400,000 increase

Staff forecast that CNV will receive approximately \$400,000 in taxes from new growth in 2023. This estimate is based on the BC Assessment completed roll, received in January 2023. The final revised roll will be received in the spring.

2. Increase of Annual Tax Levy to Capital: 1.00%

The Financial Plan recommends that \$10.9M (14% of CNV's 2023 annual tax levy) be used to fund CNV's 2023-2027 Capital Plan, a \$625,000 increase. It has been Council

policy to prioritize funding for projects that maintain base infrastructure and this funding transfer aims to address increasing costs for infrastructure maintenance, as well as make up for a decade of low interest rates on capital reserve balances. This increase is consistent with common municipal practice to fund infrastructure replacement and has added importance in the current inflationary environment (6.6% year over year in BC in December 2022, per Statistics Canada). With this recommended 1% transfer, CNV's Annual Tax Levy to Capital will have increased an average of 1.2% p.a. over the past decade.

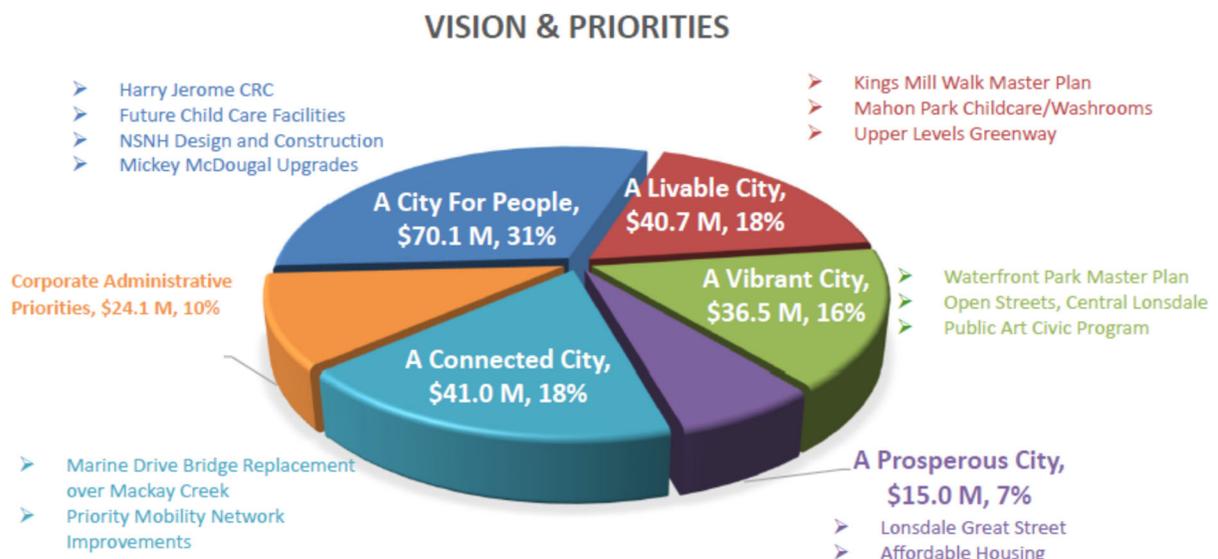
3. New Items – Operating: 1.24%

There are many New Items requests from all areas of CNV each year. Only the highest priorities are being brought forward to Council to manage tax rate impacts on property owners. **Attachment 4** provides detailed information on each of the proposed items, including costs and benefits. Some high level benefits include increased human resource management capabilities, improved public safety, additional funding for CNV's emerging Economic Development Strategy, and improved processing of development applications.

2023-2027 Draft Capital Plan

The Capital Plan is made up of projects having a specific deliverable, and definite beginning and endpoints. The Draft 2023-2027 Capital Plan includes proposed projects totaling \$227 million. The 2023 proposed projects total \$77 million and are funded by a combination of CNV funding (64%) but also strongly leverage external contributions (36%).

The 2023-2027 Draft Capital Plan lists the projects proposed by staff for inclusion, and includes projects that, over the next 5 years, advance all of the Strategic Priorities in Council's Strategic Plan, as illustrated below:



The projects proposed for the 2023-2027 Capital Plan are summarized by type as follows:

| <i>\$ millions</i> | 2023 | 2023-2027 |
|------------------------|-------------|------------------|
| Land/Major Investments | 24.5 | 25.3 |
| Buildings | 19.9 | 62.1 |
| Structures | 18.3 | 94.8 |
| Equipment/Block | 6.0 | 26.8 |
| Other Projects | 8.0 | 18.5 |
| Total | 76.7 | 227.5 |

Highlights for 2023 are shown below:

Land/Major Investments (\$24.5M)

This section of the Plan includes provisions for strategic land (\$3.5M) and park (\$3.9M) acquisitions, and a provision for Affordable Housing (\$2.0M) projects from dedicated reserves should opportunities present themselves, which would then be brought forward for Council consideration. It also allows for receipt of external funding to support major investments (\$15.0M) if made available.

Buildings (\$19.9M)

- **Harry Jerome Community Recreation Centre and Silver Harbour Seniors Activity Centre (\$11.5 M)**
 - Tendering, construction and commissioning of the remainder of above grade components, including exterior envelope, interior finishes, Fixtures, Furniture & Equipment, hard and soft landscaping, skate park and off-site works for the new Harry Jerome Community Recreation Centre and Silver Harbour Seniors' Activity Centre.
- **Mickey McDougall Feasibility Study & Building Upgrades (\$2.3M external funding)**
 - A Green and Inclusive Community Buildings grant from Infrastructure Canada will provide funding to allow for owner improvements to the Mickey McDougall building. Upgrades are focused on life-safety systems, replacement of critical building equipment, and general building maintenance in support of tenant improvements.
- **Mahon Park Childcare and Public Washrooms (\$1.7 M, including 1.4M external funding)**
 - Tendering and construction of a new childcare and public washroom facility located within Mahon Park.

Structures (\$18.3M)

- **Kings Mill Walk Master Plan – Implementation (\$5.8M including \$5.3M external funding)**
 - Implementation of the full scope of the approved plan, including off-leash area, playground, washroom building, celebration of Squamish Nation cultural history, habitat enhancement, and improved Spirit Trail.
- **New Pedestrian Crossing Facilities (\$1.6M)**
 - Existing pedestrian and vehicular traffic volume warrants installation of new pedestrian crossing facilities at major intersections. The requested funds are needed for design and construction of new pedestrian crossing treatments.
- **Marine-Main Corridor Improvements (\$1.6M external funding)**
 - Enabling TransLink's capital investments to 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 Rapid Bus stops.

Equipment and Block Funding (\$6.0M)

- **Engineering, Parks & Environment Operations Vehicle/Equipment Replacement Program (\$1.0M)**
 - Engineering, Parks & Environment Operations vehicle and equipment replacement as per the attached replacement schedule. In 2023, vehicles and equipment to be replaced include six 1/2 ton and 3/4 ton pickup or flat-bed trucks, one riding turf mower, and one solid waste refuse truck. The solid waste refuse truck is the third of three trucks that are up for replacement.
- **IT Resourcing (\$0.5M)**
 - IT division resources. Areas include IT Security, Application Services, GIS Services, and Client Services and Technical Services.
- **NVRC Recreation Program Equipment (\$0.3M)**
 - Program equipment such as weight room, sports & activities equipment, activity room furnishings & equipment, theatre performance equipment for Centennial Theatre and John Braithwaite Community Centre. The ice resurfer at Harry Jerome CRC is at the end of its useful life and will need to be replaced before the new centre opens in 2025. Fitness room equipment will need to be replaced each year to ensure safe and reliable equipment for program participation.

Other Projects (\$8.0M)

- **Future Child Care Facilities (\$3.5M)**
 - Provision of future child care in school facilities and/or on other sites. The first project would be at Cloverley and a second would be at a future Lower Lonsdale location of a new school.

- **NS Connects Implementation (\$0.4M including \$0.3M external funding)**
 - In support of the Council endorsed NS Connects (previously Integrated North Shore Transportation Planning Project) transportation planning priorities. In 2023 the staff working group will advance the following elements: North Shore Transportation Panel Survey, refined business case level planning, staffing and studies for bus rapid transit, supporting studies and applications for improved E-W network connectivity and rollout of communication and engagement activities.

- **Climate and Environment Strategy Implementation (\$0.4M)**
 - The project will consist of Climate and Environment Strategy (“CES”) finalization and implementation of high priority actions to reduce carbon pollution, improve resiliency, protect and enhance our natural systems and demonstrate leadership in corporate facilities and operations. Guided by the CES, this project will include actions to reduce carbon pollution from City buildings and fleet, accelerate the transition to electric vehicles in the City, address consumption-based emissions and embodied carbon, and increase the health and biodiversity of our natural areas.

For a full listing of Projects in the plan and brief descriptions, please refer to **Attachment 3**.

Funding Sources

The 2023-2027 Draft Capital Plan is funded from various sources, including reserves, the annual tax transfer, Civic Amenity Contributions, interest income, short term low cost debt from the Municipal Finance Authority (“MFA”), external contributions, land sales, and internal borrowing.

Primarily, the Plan funds projects from various reserves. Reserves are useful financial tools to set aside funding therefore guaranteeing funding availability for specific purposes, such as for items of a significant value like fire trucks, bridge replacements, and community centres. Smaller items are often funded on a pay-as-you-go basis. When funds are set aside in reserves, they are locked-in for the purpose for which the reserve was established. Consequently, funding should be set aside in reserves only if a use and timeline for appropriation is clearly identified. The funding of the HJCRC project is a good example. Here, CNV had set aside funding in the Civic Amenity Reserve Fund for the project for several years prior to construction. This strategy, implemented at Council’s previous direction, has kept the need for borrowing and the CNV’s financial risk profile low (borrowing under the HJCRC Financial Strategy is only 20% of the amount that the City could qualify for under current legislation).

The tax levy contribution to the Capital Plan in 2023 is budgeted at approximately \$10.9 million, assuming that 1.0% of the 5.24% tax rate increase is allocated to increasing the tax levy to Capital as recommended in the Operating Budget section above. The 2023 contribution amount is allocated to the General Capital Reserve (\$7.8 million), the Civic Amenity Reserve Fund for Harry Jerome Community Recreation Centre (\$2.6 million), Fire Equipment reserve (\$238,000), the Sustainable Transportation Reserve (\$87,500), the Public Art Reserve (\$85,000), and the Carbon Fund Reserve (\$65,000).

The Civic Amenity Reserve Fund, which includes the Civic Amenity Contributions received from developments, is used for many of the new initiatives included in the plan. Annual Civic Amenity Contributions of \$4.8 million, based on prior year actuals, are budgeted annually in this plan.

The projected 2023 Tax Sale Land interest is conservatively estimated to be \$0.7 million. This estimate is based off of an average forecasted balance in the Tax Sale Land Principal Reserve of \$29.9 million, and a forecasted interest rate of 2.8% reflective of investment returns achieved in the past.

The Plan also uses the Tax Sale Land Principle reserve for internal borrowing to bridge cash-flow timing gaps between HJCRC project spending and forecasted revenue. A total of \$13.5 million is forecasted to be borrowed from the reserve through 2023-27, being repaid in full beginning in 2030. Even with this borrowing, minimum balances in the reserve are always maintained at levels (\$20M) that enable the City to retain financial flexibility as approved by Council in the original Harry Jerome Community Recreation Centre Financial Strategy.

The 2023-2027 Draft Preliminary Capital Plan is fully funded in all years.

Funding Appropriations

Support for the current Capital Plan is part of an ongoing process. Council still pass resolutions that approve funding appropriations (or bylaws in the case of DCC funding) before spending can take place. Continuing on from the practice adopted in 2022, Finance recommends appropriation of projects in 2023 on a quarterly basis, after approval of the Capital Plan. The first 2023 Early Appropriations are expected to come to Council for consideration in March 2023.

Plan Modifications

This Plan was developed with current information. As new information and/or funding sources come available, the Community Charter provides CNV with the opportunity to develop revised Capital and Financial Plans, and present them to Council for consideration.

Harry Jerome Community Recreation Centre Financial Strategy Update

The Harry Jerome Community Recreation Centre (“HJCRC”) Financial Strategy was endorsed at the Regular Council meeting of January 31, 2022. The accompanying report detailed a financial strategy for completing the HJCRC capital program that combined low-cost, short-term financing from the Municipal Financing Authority (“MFA”) with contributions from a dedicated levy, Development Cost Charges (“DCCs”) and Community Amenity Contributions (“CACs”) – enabling construction of the replacement recreation centre to begin in 2022. Under that Financial Strategy, CNV would delay disposition of the Harry Jerome Neighborhood Lands (“HJNL”) until completion of the new recreation centre in 2025, and use the proceeds to repay the MFA loan.

The projects in the overall HJCRC larger program are:

- Construction of a new HJCRC, including a new facility for Silver Harbour (“SH”)
- Relocation and construction of a new North Vancouver Lawn Bowling Club and lawn bowling facilities;
- Relocation of the Flicka Gymnastics Club;
- Upgrades to the Mickey McDougall Community Recreation Centre;
- Relocation and construction of a new Silver Harbour Centre;
- Relocation of Centennial Theatre electric power; and
- Delivery of a New Community Park on the HJNL.

The total funding required for the overall HJCRC capital program as of January 31, 2022 was \$226.3 million. Of that amount, \$205.1 million was for the construction of the new HJCRC/SH facility, and was planned for in the HJCRC Financial Strategy. In June 2022, most of the project’s work was tendered and, based on bid costs received, subsequent value engineering, and further cost estimate updates, the \$205.1 million HJCRC/SH project cost estimate was revised to \$230.0 million. Staff were then directed to return to Council with an updated Financial Plan that addresses the \$24.9 million of increases to the HJCRC/SH budget. This Financial Plan proposes that the \$24.9 million funding gap be closed as follows:

| | |
|---|----------------|
| Development Cost Contributions – Parks ¹ | 8.7 |
| Community Amenity Contributions ² | <u>16.2</u> |
| Additional funding: | \$24.9M |

¹ Since January 2022 when the original HJCRC Financial Strategy was developed, the project’s detailed design advanced and a more accurate estimate of the amount of park improvements delivered as part of the project that would qualify for DCC funding was developed.

² CNV’s Community Amenity Contributions came in significantly over budget in 2022, enabling some of these surpluses to be allocated to the HJCRC project.

The proposed Financial Plan provides the funding needed for the \$230M HJCRC project.

2023 Utilities Budgets

The 2023 Utilities Budgets were endorsed by Council in the “2023 Utility Rates” Council report dated November 23, 2022.

| Division | 2022 | 2023 | Increase | % |
|---------------------|---------------|---------------|--------------|--------------|
| Water | 14.3 | 16.4 | 2.1 | 14.3% |
| Sewerage & Drainage | 15.9 | 18.0 | 2.1 | 7.9% |
| Solid Waste | 3.9 | 4.1 | 0.2 | 6.4% |
| Total (M's) | \$34.1 | \$38.5 | \$4.4 | 12.1% |

These same budgets have been incorporated into the recommended 2023-2027 Financial Plan.

2023 Cemetery Budget

The primary objective established for the development of the Cemetery budget is that the Cemetery will generate annual surpluses sufficient so that, when the Cemetery’s inventory of plots are projected to be exhausted in 2062, there will be sufficient funds in the Cemetery’s Perpetual Care Fund to support ongoing operations. Year over year changes to the Cemetery budget are reflective of the fees in the North Vancouver Cemetery Bylaw, 2011, No. 8109, Amendment Bylaw 2022, No. 8920, approved by Council in mid-2022, and the cost analysis presented to Council at that time. The Cemetery does not require financial support from the City’s tax base.

Council approved fee increases in 2022 to ensure the Cemetery’s financial sustainability (given increased supply costs), and these cost and approved rate increases have been incorporated into the 2023 budget proposed below. Demand for filming at the Cemetery has also been increasing, given its unique characteristics, and this increased demand has also been factored into the proposed 2023 budget.

| Cemetery Revenues | 2022 | 2023 | Increase | % |
|--------------------------|------------------|------------------|----------------|-------------|
| Cemetery Administration | 360,074 | 547,371 | 187,297 | 52% |
| Filming Admin - Cemetery | 5,000 | 27,050 | 22,050 | 441% |
| Total | \$360,074 | \$574,421 | 209,347 | 57%% |

| Cemetery Expenses | 2022 | 2023 | Increase | % |
|-------------------------|------------------|------------------|----------------|------------|
| Cemetery Administration | 128,456 | 199,863 | 71,407 | 57% |
| Cemetery Operations | 236,618 | 374,558 | 137,940 | 58% |
| Total | \$360,074 | \$574,421 | 209,347 | 57% |

See **Attachment 6** for further detail.

2023 Collections for Other Organizations

CNV collects approximately \$57.4 million in taxes on behalf of other organizations, including BC Assessment, Metro Vancouver, Translink, Lower Lonsdale Business Improvement Association (“LLBIA”) and the Municipal Finance Authority. CNV also collects the Provincial School Tax from property owners. These taxes are generally set by the individual other governments and agencies and taxation levels are outside of CNV’s control. The exception is the LLBIA levy, which was approved by Council as a part of “Lower Lonsdale Business Improvement Area Service Bylaw, 2021, No. 8879”.

2023 Other Items

The Community Charter requires that all proposed expenditures be set out in the Financial Plan, including non-cash depreciation expenses and transfers to or between funds:

| | 2022 | 2023 | Increase |
|--|-----------------|-----------------|----------------|
| Depreciation ¹ | \$17.4 | \$17.7 | \$0.3 |
| Non-statutory Reserve Transfers ² | 16.2 | 16.0 | (0.2) |
| Total | \$33.6 M | \$33.7 M | \$0.1 M |

¹ Depreciation items are accounting entries driven by past capital spending and are not future capital expenditures, which are included in CNV’s other budgets and capital plans.

² The non-statutory reserve amount includes funds for emergency/unexpected expenditures or are set aside for specific known future spending already approved by Council.

The above amounts have also been incorporated into the proposed 2023-2027 Financial Plan.

FINANCIAL IMPLICATIONS

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

INTER-DEPARTMENTAL IMPLICATIONS

The 2023-2027 Draft Financial Plan is a reflection of CNV’s policies and the work plans of all CNV departments. Finance staff relied on their close working relationships with staff in other departments and CNV’s shared-cost agencies when developing this Plan. The draft Plan presented here has been reviewed by the Leadership Team.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The preparation and approval of this Capital Plan is consistent with the requirements of the Community Charter, with several of the objectives of the City's 2014 Official Community Plan, is consistent with CNV's emerging quartet of strategies, and was prepared with consideration of the 2018-2022 Council Strategic Plan.

RESPECTFULLY SUBMITTED:

Larry Sawrenko
Chief Financial Officer

2023-2027 Draft Financial Plan

| For years ended December 31 (\$000s) | 2023 | 2024 | 2025 | 2026 | 2027 |
|---|----------------|----------------|----------------|----------------|----------------|
| Revenue | | | | | |
| Property Value Tax | 74,940 | 77,319 | 79,768 | 82,284 | 84,869 |
| Levies (Storm and Eco) | 4,143 | 4,447 | 4,773 | 5,171 | 5,533 |
| Revenue from Fees and Services | 49,974 | 53,140 | 56,554 | 60,284 | 63,464 |
| Revenue from Other Sources | 3,929 | 3,804 | 3,842 | 3,880 | 3,919 |
| | <u>132,986</u> | <u>138,710</u> | <u>144,937</u> | <u>151,619</u> | <u>157,785</u> |
| Transfers | | | | | |
| Collections for Other Governments | 57,415 | 58,563 | 59,734 | 60,929 | 62,148 |
| Transfer from Reserves | 66,931 | 80,108 | 50,280 | 48,048 | 45,671 |
| External Contributions | 28,723 | 5,328 | 3,822 | 8,120 | 3,766 |
| Transfer from Capital Assets | 17,700 | 18,054 | 163,415 | 18,783 | 19,159 |
| | <u>170,769</u> | <u>162,053</u> | <u>277,252</u> | <u>135,880</u> | <u>130,745</u> |
| Total Revenues | 303,755 | 300,763 | 422,189 | 287,499 | 288,530 |

Expenditures

| | | | | | |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|
| Operating Expenses | | | | | |
| General Government | 27,520 | 28,208 | 28,913 | 29,636 | 30,377 |
| Transportation and Transit | 8,189 | 8,394 | 8,604 | 8,819 | 9,039 |
| Health, Social Services, Housing | 3,773 | 3,867 | 3,964 | 4,063 | 4,165 |
| Development Services | 8,253 | 8,459 | 8,670 | 8,887 | 9,109 |
| Protective Services | 30,907 | 31,680 | 32,472 | 33,284 | 34,116 |
| Parks, Recreation and Culture | 26,559 | 27,223 | 27,904 | 28,602 | 29,317 |
| Water | 12,053 | 18,246 | 20,861 | 20,697 | 22,523 |
| Sewer | 12,514 | 18,871 | 22,788 | 24,862 | 26,655 |
| Solid Waste | 4,098 | 4,210 | 4,327 | 4,446 | 4,570 |
| | <u>133,865</u> | <u>149,158</u> | <u>158,503</u> | <u>163,296</u> | <u>169,871</u> |
| Capital Expenditures | 81,851 | 63,117 | 28,726 | 32,665 | 26,282 |
| Transfers | | | | | |
| Collections for Other Governments | 57,415 | 58,563 | 59,734 | 60,929 | 62,148 |
| Equity | 17,273 | 16,511 | 16,924 | 17,347 | 17,781 |
| Reserves | 13,352 | 9,414 | 45,302 | 13,262 | 12,448 |
| Debt Servicing | 0 | 4,000 | 113,000 | 0 | 0 |
| | <u>88,040</u> | <u>88,488</u> | <u>234,960</u> | <u>91,538</u> | <u>92,377</u> |
| Total Expenses | 303,755 | 300,763 | 422,189 | 287,499 | 288,530 |

2023 DRAFT OPERATING BUDGET

FEBRUARY 1, 2023



Table of Contents

2023 Departmental Financial Summaries

| | |
|---|----|
| All Departments Financial Summary | 1 |
| Offices of the Chief Administrative Officer, City Clerk's and Mayor | 2 |
| Strategic & Corporate Services | 6 |
| Community & Partner Engagement | 10 |
| Planning & Development | 14 |
| Finance | 19 |
| Public Safety – Bylaw Services | 23 |
| Public Safety – Fire Department | 26 |
| Public Safety – Police | 29 |
| Engineering, Parks & Environment | 34 |
| Major External Boards and Commissions | 38 |
| North Vancouver City Library | 40 |
| Museum & Archives of North Vancouver | 42 |
| North Vancouver Recreation & Culture Commission | 44 |

Introduction

This report outlines the year over year changes to the Operating budget on a departmental level. The Operating Budget is balanced, relying on a 5.24% tax rate increase, which includes 3.00% for Operating expenses, 1.00% for the Capital Plan and 1.24% for requested new items. The financial information presented in the following materials exclude proposed new items.

Operating Expenses in this budget have increased \$6.2M vs 2022. This increase is driven by factors including increases to salary and other wage provisions driven by collective bargaining, RCMP Contract Policing costs and inflationary costs affecting City-wide services including IT, Insurance and funding for Major and Community Agencies.

Detailed information on the changes impacting each departments' budgets are outlined in the following pages.

ALL DEPARTMENTS FINANCIAL SUMMARY

| | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|---|--------------------------|--------------------------|--|
| REVENUES | | | |
| CAO, City Clerk's and Mayor's (Legislative) | 5,000 | 5,000 | 0 |
| Strategic & Corporate Services | 1,833,000 | 1,823,800 | -9,200 |
| Community & Partner Engagement | 1,469,800 | 1,724,300 | 254,500 |
| Planning & Development | 2,609,163 | 3,458,463 | 849,300 |
| Finance | 7,279,550 | 9,828,000 | 2,548,450 |
| Public Safety - Fire | 205,000 | 246,735 | 41,735 |
| Public Safety - Bylaws | 798,000 | 782,000 | -16,000 |
| Public Safety - Police | 1,520,275 | 1,054,000 | -466,275 |
| Engineering, Parks & Environment | 1,528,000 | 1,651,920 | 123,920 |
| Major External Boards & Commissions | 94,252 | 94,252 | 0 |
| Property Taxes | 72,040,000 | 74,939,263 | 2,899,263 |
| Total Operating Revenues | 89,382,040 | 95,607,733 | 6,225,693 |
| EXPENSES | | | |
| CAO, City Clerk's and Mayor's (Legislative) | 3,723,564 | 3,606,164 | -117,400 |
| Strategic & Corporate Services | 8,891,421 | 9,512,478 | 621,057 |
| Community & Partner Engagement | 2,925,405 | 2,074,205 | -851,200 |
| Planning & Development | 6,386,965 | 7,555,625 | 1,168,660 |
| Finance | 15,829,708 | 20,266,426 | 4,436,718 |
| Public Safety - Fire | 12,724,861 | 12,812,454 | 87,593 |
| Public Safety - Bylaws | 1,239,959 | 1,228,227 | -11,732 |
| Public Safety - Police | 16,549,498 | 16,779,661 | 230,163 |
| Engineering, Parks & Environment | 9,392,616 | 9,479,271 | 86,655 |
| Major External Boards & Commissions | 11,422,563 | 11,977,742 | 555,179 |
| Shared Corporate Training Programs | 295,480 | 315,480 | 20,000 |
| Total Operating Expenses | 89,382,040 | 95,607,733 | 6,225,693 |

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

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

The City Solicitor provides legal advice to Council and CNV 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 CNV staff
- Work with Council to develop and implement its strategic priorities
- Oversee the affairs and operations of CNV and its departments
- Advise Council and CNV staff on obligations, legislative interpretation and the extent of municipal authority
- Provide strategic advice to CNV
- 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

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

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|-------------------------------------|
| CLERK'S MANAGEMENT AND SUPPORT | | | | |
| 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 |

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

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|-------------------------------------|
| CAO MANAGEMENT AND SUPPORT | | | | |
| Management and Support* | 1110 | 954,750 | 905,750 | -49,000 |
| CAO Contingency | 1111 | 40,000 | 40,000 | 0 |
| Total Management and Support | | 994,750 | 945,750 | -49,000 |
| CAO OTHER PROGRAMS | | | | |
| Admin CAO Corporate** | 1120 | 515,500 | 542,500 | 27,000 |
| Civic Engagement | 1125 | 10,000 | 10,000 | 0 |
| Public Art Admin** | 8031 | 0 | 6,000 | 6,000 |
| Public Art Maintenance** | 8032 | 0 | 20,000 | 20,000 |
| Community Art Program** | 8040 | 0 | 15,000 | 15,000 |
| Total Other Programs | | 525,500 | 593,500 | 68,000 |
| Total CAO Expenses | | | | |
| | | 1,520,250 | 1,539,250 | 19,000 |
| CLERK'S MANAGEMENT AND SUPPORT | | | | |
| Management and Support*** | 1310 | 1,147,216 | 980,816 | (166,400) |
| Total Management and Support Expenses | | 1,147,216 | 980,816 | (166,400) |
| CLERK'S GENERAL PROGRAMS | | | | |
| Volunteer Appreciation | 1341 | 10,000 | 15,000 | 5,000 |
| Election Administration | 1350 | 45,000 | 70,000 | 25,000 |
| Records Management | 1380 | 18,600 | 18,600 | 0 |
| Legal Advertising | 1162 | 44,000 | 44,000 | 0 |
| Total General Programs Expenses | | 117,600 | 147,600 | 30,000 |
| 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 | | | | |
| | | 1,266,903 | 1,130,503 | -136,400 |

*Includes a \$52K budget decrease (budget was transferred to Finance - no net decrease)

**Includes a \$68K budget increase (budget was transferred from Finance - no net increase)

***Includes a \$190K budget decrease (budget was transferred to Finance (\$52K), CPE (\$72K) and P&D (\$66K) - no net decrease)

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

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|-----------------------|---------------------------|---------------------------|--|
| LEGISLATIVE MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 2610 | 303,097 | 303,097 | 0 |
| Total Management and Support Expenses | | 303,097 | 303,097 | 0 |
| LEGISLATIVE SUPPORT PROGRAMS | | | | |
| Legislative | 2620 | 622,671 | 622,671 | 0 |
| Sister Cities | 2631 | 10,000 | 10,000 | 0 |
| Regional Legislative Meetings | 3340 | 643 | 643 | 0 |
| Total Support Programs | | 633,314 | 633,314 | 0 |
| Total Legislative Expenses | | 936,411 | 936,411 | 0 |
| Total CAO, Clerk's & Legislative Expenses | | 3,723,564 | 3,606,164 | -117,400 |

2023 Operating Budget Analysis - Administrative & Legislative

CAO, City Clerk's, Mayor & Council

| | | |
|---|------------------|---------------------------|
| 2022 Revenue Budget | 5,000 | |
| 2023 Revenue Budget | 5,000 | |
| 2023 Revenue Budget Increase/(Decrease) | - | 0.00% % change |
| 2022 Expenditure Budget | 3,723,600 | |
| Salaries Obligation | 26,600 | |
| Election Administration | 25,000 | |
| Volunteer Appreciation | 5,000 | |
| Expenditure Budget Increase/(Decrease) | 56,600 | 1.52% % change |
| Budget Transfers to/from other City Departments | (174,000) | |
| 2023 Expenditure Budget | 3,606,200 | |
| 2023 Expenditure Budget Increase/(Decrease) | (117,400) | -3.15% % change |
| 2023 Net Tax Draw \$ Increase/(Decrease) | 56,600 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | 0.09% | |

Strategic & Corporate Services

The Strategic & 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 & Project Delivery
- Civic Facilities
- Real Estate
- Human Resources
- Information Technology

STRATEGIC & CORPORATE SERVICES REVENUES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|-------------------------------------|
| REAL ESTATE & PROPERTY MANAGEMENT | | | | |
| Parking* | 1973 | 526,500 | 595,900 | 69,400 |
| Property Management** | 1971 | 1,306,500 | 1,227,900 | -78,600 |
| Total Real Estate Management | | 1,833,000 | 1,823,800 | -9,200 |
| Total Strategic & Corporate Services Revenues | | 1,833,000 | 1,823,800 | -9,200 |

*Includes a \$2.4K revenue budget increase (budget was transferred from Finance - no net increase)

**Includes a \$92.5K revenue budget decrease (budget was transferred to EPE (\$89K) and CPE (\$3.5K) - no net decrease)

STRATEGIC & CORPORATE SERVICES EXPENSES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|------------------------------------|----------------|--------------------|--------------------|-------------------------------------|
| STRATEGIC INITIATIVES | | | | |
| Strategic Initiatives | 1140 | 266,600 | 266,600 | 0 |
| Management & Support | 1210 | 4,000 | 4,000 | 0 |
| Budget Savings | 1217 | -15,000 | -15,000 | 0 |
| Total Strategic Initiatives | | 255,600 | 255,600 | 0 |
| HUMAN RESOURCES | | | | |
| HR Management & Support*** | 1510 | 664,300 | 506,000 | -158,300 |
| Special Administration | 1511 | 20,450 | 20,450 | 0 |
| Recruitment | 1520 | 464,200 | 464,200 | 0 |
| Benefits Administration | 1540 | 83,700 | 83,700 | 0 |
| Employee Fitness | 1541 | 4,500 | 1,000 | -3,500 |
| Employee Assistance | 1542 | 23,000 | 23,000 | 0 |
| Disability Management | 1545 | 51,600 | 51,600 | 0 |
| Employee Recognition | 1570 | 25,563 | 20,000 | -5,563 |
| Labour Relations | 1580 | 147,200 | 147,200 | 0 |
| Health & Safety | 1590 | 198,140 | 198,140 | 0 |
| Total Human Resources | | 1,682,653 | 1,515,290 | -167,363 |
| FACILITIES MANAGEMENT | | | | |
| Facilities Management**** | 2140 2135 | 950,801 | 1,207,443 | 256,642 |
| FM - Janitorial | 2148 | 351,100 | 351,100 | 0 |
| FM - Security | 2149 | 183,700 | 183,700 | 0 |
| FM - Capital OH Recovery | 2151 | -60,000 | -60,000 | 0 |
| Total Facilities Management | | 1,425,601 | 1,682,243 | 256,642 |

***Includes a \$143.6K budget decrease (budget was transferred to Finance - no net decrease)

****Includes a \$320K budget increase (budget was transferred from the Capital Plan - no net increase)

STRATEGIC & CORPORATE SERVICES EXPENSES (continued)

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|-----------------------|---------------------------|---------------------------|--|
| REAL ESTATE & PROPERTY MANAGEMENT | | | | |
| City Lands | 1960 | 295,300 | 295,300 | 0 |
| Parking | 1973 | 133,500 | 129,500 | -4,000 |
| Property Management | 1971 | 1,236,178 | 1,195,078 | -41,100 |
| Total Property Management | | 1,664,978 | 1,619,878 | -45,100 |
| INFORMATION TECHNOLOGY | | | | |
| IT Administration | 2510 | -384,412 | -496,646 | -112,234 |
| IT Application Services | 2530 | 1,615,300 | 1,885,231 | 269,931 |
| IT GIS | 2540 | 595,300 | 599,709 | 4,409 |
| IT Client Services | 2550 | 1,932,651 | 2,128,102 | 195,451 |
| IT Security Services | 2560 | 103,750 | 323,071 | 219,321 |
| Total Information Technology | | 3,862,589 | 4,439,467 | 576,878 |
| Total Strategic & Corporate Services Expenses | | 8,891,421 | 9,512,478 | 621,057 |

2023 Operating Budget Analysis - Strategic & Corporate Services

| | | |
|---|------------------|---------------|
| 2022 Revenue Budget | 1,833,000 | |
| Parking Revenue and Provision | 67,000 | |
| Property Revenue | 13,900 | |
| Revenue Budget Increase/(Decrease) | 80,900 | 4.41% |
| | | % change |
| Budget Transfers to/from other City Departments | (90,100) | |
| 2023 Revenue Budget | 1,823,800 | |
| 2023 Revenue Budget Increase/(Decrease) | (9,200) | -0.50% |
| | | % change |
| 2022 Expenditure Budget | 8,891,400 | |
| Salaries Obligation | 91,900 | |
| Information Technology | 494,200 | |
| Parking Expenses | (4,000) | |
| Human Resources | (23,700) | |
| Real Estate & Property Management | (41,100) | |
| Facilities Management | (72,500) | |
| Expenditure Budget Increase/(Decrease) | 444,800 | 5.00% |
| | | % change |
| Budget Transfers to/from other City Departments | 176,300 | |
| 2023 Expenditure Budget | 9,512,500 | |
| 2023 Expenditure Budget Increase/(Decrease) | 621,100 | 6.99% |
| | | % change |
| 2023 Net Tax Draw \$ Increase/(Decrease) | 363,900 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | 0.6% | |

Community & Partner Engagement

Community & 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

COMMUNITY & PARTNER ENGAGEMENT REVENUES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|---|----------------|--------------------|--------------------|-------------------------------------|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 1710 | 6,000 | 0 | -6,000 |
| BUSINESS LICENSE & ECONOMIC DEVELOPMENT | | | | |
| Intermunicipal Program | 1800 | 40,000 | 40,000 | 0 |
| Business License* | 1900 | 1,276,800 | 1,500,300 | 223,500 |
| Pier | 1153 | | | 0 |
| Filming Administration | 1360 | 147,000 | 184,000 | 37,000 |
| Total Business License & Economic Dev Revenues | | 1,463,800 | 1,724,300 | 260,500 |
| Total CPE Revenues | | 1,469,800 | 1,724,300 | 254,500 |

*Includes a \$3.5K revenue budget increase (budget was transferred from SCS - no net increase)

COMMUNITY & PARTNER ENGAGEMENT EXPENSES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|---|----------------|--------------------|--------------------|-------------------------------------|
| SHIPYARDS & CENTRAL WATERFRONT | | | | |
| Shipyards Contribution** | 1130 | 905,000 | 0 | -905,000 |
| Total Management and Support Expenses | | 905,000 | 0 | -905,000 |
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 1710 | 658,755 | 586,955 | -71,800 |
| CD Budget Savings | 1717 | -15,000 | -15,000 | 0 |
| Total Management and Support Expenses | | 643,755 | 571,955 | -71,800 |
| COMMUNICATIONS & PUBLIC RELATIONS | | | | |
| Comm & Public Relations*** | 1160 | 577,300 | 649,100 | 71,800 |
| Publications | 1161 | 26,500 | 8,500 | -18,000 |
| Community Advertising | 1163 | 36,100 | 36,100 | 0 |
| Community Report | 1164 | 8,800 | 8,800 | 0 |
| Total Communications & Public Relations | | 648,700 | 702,500 | 53,800 |
| BUSINESS LICENSE & ECONOMIC DEVELOPMENT | | | | |
| Business Services | 1155 | 203,300 | 203,300 | 0 |
| Intermunicipal Program | 1800 | 20,700 | 20,700 | 0 |
| Business License | 1900 | 104,400 | 176,200 | 71,800 |
| Economic Development | 1150 | 88,000 | 88,000 | 0 |
| Tourism | 1151 | 20,000 | 20,000 | 0 |
| Filming Administration | 1360 | 126,900 | 126,900 | 0 |
| Chamber of Commerce | 8500 | 15,000 | 15,000 | 0 |
| Total Business License & Economic Dev Expenses | | 578,300 | 650,100 | 71,800 |
| Total CPE Programs Expenses | | 2,775,755 | 1,924,555 | -851,200 |
| 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 | | 2,925,405 | 2,074,205 | -851,200 |

**Includes a \$905K budget decrease (Shipyards contribution budget was transferred to Finance - no net decrease)

***Includes a \$72K budget increase (budget was transferred from Clerk's - no net increase)

2023 Operating Budget Analysis - Community & Partner Engagement

| | | |
|---|-------------------------|----------------|
| 2022 Revenue Budget | 1,469,800 | |
| Business Licenses | 220,000 | |
| Filming Administration | 37,000 | |
| Administration | (6,000) | |
| Revenue Budget Increase/(Decrease) | <u>251,000</u> | 17.08% |
| | | % change |
| Budget Transfers to/from other City Departments | 3,500 | |
| 2023 Revenue Budget | <u>1,724,300</u> | |
| 2023 Revenue Budget Increase/(Decrease) | <u>254,500</u> | 17.32% |
| | | % change |
| 2022 Expenditure Budget | 2,925,400 | |
| Communications Software | (18,000) | |
| Expenditure Budget Increase/(Decrease) | <u>(18,000)</u> | -0.62% |
| | | % change |
| Budget Transfers to/from other City Departments | (833,200) | |
| 2023 Expenditure Budget | <u>2,074,200</u> | |
| 2023 Expenditure Budget Increase/(Decrease) | <u>(851,200)</u> | -29.10% |
| | | % change |
| 2023 Net Tax Draw \$ Increase/(Decrease) | (269,000) | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | -0.43% | |

Planning & Development

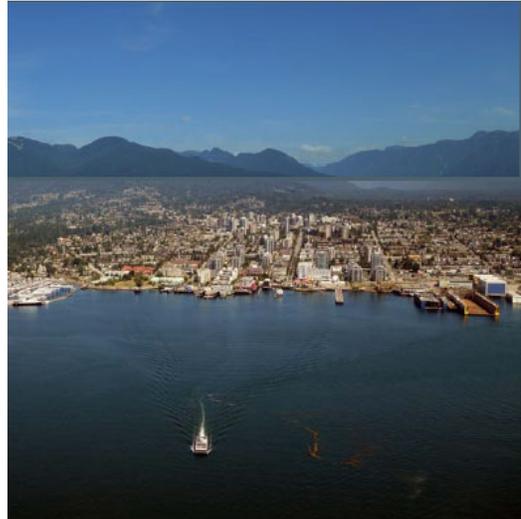
Planning & Development assists Mayor and Council in setting community goals and objectives, creating plans, and implementing these plans through policies, regulations and development.

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



PLANNING & DEVELOPMENT REVENUES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|-------------------------------------|
| PLANNING REVENUES | | | | |
| Permits & Fees | 1770 | 2,400,000 | 3,200,000 | 800,000 |
| Community Service Grants | 2731 | 46,663 | 46,663 | 0 |
| Development Approvals | 1730 | 159,000 | 159,000 | 0 |
| Total Planning Revenues | | 2,605,663 | 3,405,663 | 800,000 |
| TRANSPORTATION | | | | |
| Congestion & Curbside Management | 1931 | 0 | 7,800 | 7,800 |
| Commercial Bike Racks* | 3260 | 3,500 | 0 | -3,500 |
| Total Transportation Revenues | | 3,500 | 7,800 | 4,300 |
| ENVIRONMENT | | | | |
| Tree Bylaw | 1941 | 0 | 15,000 | 15,000 |
| EV Charging Stations | 1976 | 0 | 30,000 | 30,000 |
| Total Environment Revenues | | 0 | 45,000 | 45,000 |
| Total Planning & Development Revenues | | 2,609,163 | 3,458,463 | 849,300 |

*Includes a \$3.5K budget decrease (budget was transferred to EPE - no net decrease)

PLANNING & DEVELOPMENT EXPENSES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|-------------------------------------|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 1910 | 923,610 | 919,510 | -4,100 |
| Total Management and Support Expenses | | 923,610 | 919,510 | -4,100 |
| PERMITS & INSPECTIONS | | | | |
| Inspections**** | 1760 | 1,841,121 | 1,903,021 | 61,900 |
| Permits and Fees | 1770 | 0 | 800,000 | 800,000 |
| Total Development Planning Expenses | | 1,841,121 | 2,703,021 | 861,900 |
| DEVELOPMENT PLANNING | | | | |
| Development Planning | 1720 | 941,900 | 941,900 | 0 |
| Heritage Planning | 1950 | 5,250 | 5,250 | 0 |
| Total Development Planning Expenses | | 947,150 | 947,150 | 0 |
| COMMUNITY PLANNING | | | | |
| Community Planning | 1920 | 411,650 | 416,550 | 4,900 |
| Total Community Planning Expenses | | 411,650 | 416,550 | 4,900 |
| TRANSPORTATION | | | | |
| Transportation** | 1930 | 351,500 | 448,200 | 96,700 |
| Community & School Active Travel*** | 1932 | 0 | 120,000 | 120,000 |
| Public Transp Alternatives | 1543 | 7,500 | 7,500 | 0 |
| Integrated Transp Cmte | 2805 | 8,800 | 8,800 | 0 |
| Commercial Bike Racks* | 3260 | 3,500 | 0 | -3,500 |
| Bicycle Promotions | 3261 | 1,970 | 1,970 | 0 |
| Traffic & Transp Ops | 5180 | 48,031 | 9,700 | -38,331 |
| School Crossing Guards | 8232 | 93,800 | 93,800 | 0 |
| Total Transportation Expenses | | 515,101 | 689,970 | 174,869 |
| ENVIRONMENT | | | | |
| Environmental Sustainability | 1940 | 211,300 | 259,200 | 47,900 |
| Tree Bylaw | 1941 | 0 | 10,000 | 10,000 |
| EV Charging Stations | 1976 | 0 | 20,000 | 20,000 |
| Environment Stewardship | 5040 | 53,780 | 53,780 | 0 |
| Total Environment Expenses | | 265,080 | 342,980 | 77,900 |
| Total PD Programs Expenses | | 4,903,712 | 6,019,181 | 1,115,469 |

*Includes a \$3.5K budget decrease (budget was transferred to EPE - no net decrease)

**Includes a \$60K budget increase (budget was transferred from the Capital Plan - no net increase)

***Includes a \$120K budget increase (budget was transferred from the Capital Plan - no net increase)

****Includes a \$66K budget increase (budget was transferred from Clerk's - no net increase)

PLANNING & DEVELOPMENT EXPENSES (continued)

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 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 | 146,663 | 146,663 | 0 |
| Advisory Planning | 2740 | 5,582 | 5,582 | 0 |
| Heritage Advisory | 2760 | 3,637 | 3,637 | 0 |
| Total Advisory Committees Expenses | | 165,797 | 165,797 | 0 |
| SOCIAL PROGRAMS | | | | |
| Homeless Prevention Program | 8150 | 76,400 | 76,400 | 0 |
| Substance Abuse Committee | 3310 | 5,000 | 1,000 | -4,000 |
| Total Social Programs | | 81,400 | 77,400 | -4,000 |
| COMMUNITY AGENCIES | | | | |
| NSNH Operating & Edible Garden | 8140 | 72,434 | 75,786 | 3,352 |
| NSNH Youth Worker (YW) | 8314 | 121,997 | 127,643 | 5,646 |
| NSNH P&P Teens | 8311 | 12,219 | 12,785 | 566 |
| NSNH YW at Youth Lounge | 8317 | 61,003 | 63,829 | 2,826 |
| NSNH Queen Mary School | 8312 | 82,623 | 86,444 | 3,821 |
| NSNH QM Comm. Project | 8320 | 18,048 | 18,883 | 835 |
| NSNH Comm Schools Program | 8321 | 22,846 | 23,904 | 1,058 |
| NSNH Youth Lounge Op | 8313 | 9,968 | 10,431 | 463 |
| NSNH Golden Circle | 8318 | 4,022 | 4,212 | 190 |
| NSNH Learning Together | 8319 | 6,052 | 6,323 | 271 |
| NSNH John Braithwaite CC | 8604 | 381,467 | 399,119 | 17,652 |
| Silver Harbour Centre | 8130 | 171,565 | 179,504 | 7,939 |
| Family Services of the NS | 8112 | 54,073 | 56,573 | 2,500 |
| Capilano Community Services | 8120 | 12,990 | 13,591 | 601 |
| Capilano Comm. Serv. - Youth Worker | 8121 | 74,037 | 77,463 | 3,426 |
| NS Community Resources | 8125 | 57,649 | 60,315 | 2,666 |
| NS Crisis Services Society | 8351 | 10,824 | 11,327 | 503 |
| NS Women's Centre | 8352 | 13,530 | 14,153 | 623 |
| Harvest Project | 8353 | 10,824 | 11,327 | 503 |
| Restorative Justice | 3360 | 37,885 | 39,635 | 1,750 |
| Total Community Agencies | | 1,236,056 | 1,293,247 | 57,191 |
| Total Other Programs Expenses | | 1,483,253 | 1,536,444 | 53,191 |
| Total Planning & Development Expenses | | 6,386,965 | 7,555,625 | 1,168,660 |

2023 Operating Budget Analysis - Planning & Development

| | | |
|---|------------------|---------------|
| 2022 Revenue Budget | 2,609,200 | |
| Permit Revenues | 800,000 | |
| EV Charging Stations User Fees | 30,000 | |
| Tree Bylaw Permits | 15,000 | |
| Congestion and Curbside Management Fees | 7,800 | |
| Revenue Budget Increase/(Decrease) | 852,800 | 32.68% |
| | | % change |
| Budget Transfers to/from other City Departments | (3,500) | |
| 2023 Revenue Budget | 3,458,500 | |
| 2023 Revenue Budget Increase/(Decrease) | 849,300 | 32.55% |
| | | % change |
| | | |
| 2022 Expenditure Budget | 6,387,000 | |
| Salaries Obligation | 42,800 | |
| Permit Revenues Expenses | 800,000 | |
| Core Funded Agencies, 4.7% Cost of Living Increase | 57,200 | |
| EV Charging Station Costs | 20,000 | |
| Tree Bylaw Costs | 10,000 | |
| Substance Abuse Committee Expenses | (4,000) | |
| Expenditure Budget Increase/(Decrease) | 926,000 | 14.50% |
| | | % change |
| Budget Transfers to/from other City Departments | 242,700 | |
| 2023 Expenditure Budget | 7,555,700 | |
| 2023 Expenditure Budget Increase/(Decrease) | 1,168,700 | 18.30% |
| | | % change |
| | | |
| 2023 Net Tax Draw \$ Increase/(Decrease) | 73,200 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | 0.12% | |

Finance

Finance provides financial services to the public, City departments and City Council.

KEY RESPONSIBILITIES

- Annual Municipal Report
- Financial Plan
- Property Taxes
- Permissive Tax Exemptions
- Statement of Financial Information
- Utility Fees

DIVISIONS

- Accounting and Reporting
- Financial Planning & Analysis
- Internal Controls and Performance
- Payroll
- Purchasing
- Revenue
- Administration



FINANCE REVENUES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|---|----------------|--------------------|--------------------|-------------------------------------|
| PURCHASING | | | | |
| Purchasing | 2130 | 16,000 | 42,600 | 26,600 |
| Total Purchasing Revenues | | 16,000 | 42,600 | 26,600 |
| INSURANCE & RISK MANAGEMENT | | | | |
| Risk Liability and Insurance | 2150 | 48,800 | 48,800 | 0 |
| Total Insurance & Risk Management Revenues | | 48,800 | 48,800 | 0 |
| PAYROLL | | | | |
| Payroll | 2200 | 0 | 2,000 | 2,000 |
| Total Payroll Revenues | | 0 | 2,000 | 2,000 |
| TREASURY & REVENUE | | | | |
| Treasury | 2192 | 2,080,500 | 4,361,300 | 2,280,800 |
| Other Taxes | 2302 | 4,251,850 | 4,412,800 | 160,950 |
| Other Revenue* | 2303 | 75,900 | 4,000 | -71,900 |
| Total Treasury & Revenue Revenues | | 6,408,250 | 8,778,100 | 2,369,850 |
| Total Finance Programs Revenues | | 6,473,050 | 8,871,500 | 2,398,450 |
| FINANCE CORPORATE PROGRAMS | | | | |
| Financial Planning Contingency | 2401 | 1,000,000 | 1,000,000 | 0 |
| Planning | 2420 | -193,500 | -43,500 | 150,000 |
| Total Finance Corporate Programs Revenues | | 806,500 | 956,500 | 150,000 |
| Total Finance Programs Revenues | | 7,279,550 | 9,828,000 | 2,548,450 |

*Includes a \$2.4K revenue budget decrease (budget was transferred to SCS - no net decrease)

FINANCE EXPENSES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|---|----------------|--------------------|--------------------|-------------------------------------|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 2110 | 493,829 | 498,429 | 4,600 |
| Fin Budget Savings | 2117 | -15,000 | -15,000 | 0 |
| Total Management and Support Expenses | | 478,829 | 483,429 | 4,600 |
| PURCHASING | | | | |
| Purchasing | 2130 | 289,600 | 431,700 | 142,100 |
| Vehicle Fleet Admin | 2160 | 40,946 | 30,446 | -10,500 |
| Total Purchasing Expenses | | 330,546 | 462,146 | 131,600 |
| INSURANCE & RISK MANAGEMENT | | | | |
| Risk Liability and Insurance**** | 2150 | 357,900 | 436,300 | 78,400 |
| Total Insurance & Risk Management Expenses | | 357,900 | 436,300 | 78,400 |
| ACCOUNTING & REPORTING | | | | |
| Financial Accounting | 2170 | 288,044 | 504,600 | 216,556 |
| Accounts Payable | 2180 | 139,176 | 197,876 | 58,700 |
| Total Accounting & Reporting Expenses | | 427,220 | 702,476 | 275,256 |
| TREASURY & REVENUE | | | | |
| Treasury | 2192 | 81,000 | 299,300 | 218,300 |
| Taxation | 2302 | 691,350 | 789,200 | 97,850 |
| Total Treasury & Revenue Expenses | | 772,350 | 1,088,500 | 316,150 |
| PAYROLL | | | | |
| Payroll | 2200 | 350,675 | 289,175 | -61,500 |
| Total Payroll Expenses | | 350,675 | 289,175 | -61,500 |
| FINANCIAL PLANNING & ANALYSIS | | | | |
| Financial Planning | 2400 | 664,900 | 546,700 | -118,200 |
| Total Financial Planning & Analysis Expenses | | 664,900 | 546,700 | -118,200 |
| Total Finance Programs Expenses | | 3,382,420 | 4,008,726 | 626,306 |
| FINANCE CORPORATE PROGRAMS | | | | |
| Shipyards Contribution* | 1130 | 0 | 825,400 | 825,400 |
| Finance Corporate** | 2120 | -117,300 | 0 | 117,300 |
| Internal Controls | 2195 | 163,300 | 263,300 | 100,000 |
| Financial Plan Contingency | 2401 | 1,000,000 | 1,000,000 | 0 |
| Planning*** | 2420 | 11,327,788 | 14,136,500 | 2,808,712 |
| Council Grants | 8401 | 30,000 | 30,000 | 0 |
| Travel Grants | 8410 | 2,500 | 2,500 | 0 |
| Public Art Admin**** | 8031 | 6,000 | 0 | -6,000 |
| Public Art Maintenance**** | 8032 | 20,000 | 0 | -20,000 |
| Community Art Program**** | 8040 | 15,000 | 0 | -15,000 |
| Total Finance Corporate Programs Expenses | | 12,447,288 | 16,257,700 | 3,810,412 |
| Total Finance Expenses | | 15,829,708 | 20,266,426 | 4,436,718 |

*Includes a \$905K budget increase (Shipyards contribution budget was transferred from CPE - no net increase)

**Includes a \$247.6K budget increase (budget was transferred from SCS (\$143.6K), CAO (\$52K) and Clerk's (\$52K - no net increase)

***Includes a \$500K budget decrease (budget was transferred to SCS and P&D from the Capital Plan - no net decrease)

****Includes a \$41K budget decrease (budget was transferred to CAO - no net decrease)

*****Includes a \$27K budget decrease (budget was transferred to CAO - no net decrease)

2023 Operating Budget Analysis - Finance

| | | |
|---|-------------------|---------------|
| 2022 Revenue Budget | 7,279,600 | |
| Interest and Investment Income | 2,300,000 | |
| Grants in Lieu, Provincial and Other | 121,000 | |
| Utility Revenue Levy | 34,000 | |
| Squamish Band Fire Services Agreement | 6,000 | |
| Other | (100) | |
| Municipal Plates Permits | (15,000) | |
| LEC Interest & Dividends | (19,200) | |
| Parking Management | (25,900) | |
| Revenue Budget Increase/(Decrease) | 2,400,800 | 32.98% |
| | | % change |
| Corporate Revenues | 150,000 | |
| Budget Transfers to/from other City Departments | (2,400) | |
| 2023 Revenue Budget | 9,828,000 | |
| 2023 Revenue Budget Increase/(Decrease) | 2,548,400 | 35.01% |
| | | % change |
| 2022 Expenditure Budget | 15,829,700 | |
| Provisions and Other Obligations | 2,990,600 | |
| Increase Transfer to Capital and Reserves | 625,000 | |
| Interest Expense | 150,000 | |
| Bank Charges | 96,000 | |
| Insurance | 56,400 | |
| Cellular | 51,500 | |
| Taxation Costs | 3,000 | |
| Subscriptions | (8,200) | |
| Vehicle Fleet Admin | (10,500) | |
| Office Supplies | (22,100) | |
| 2023 Expenditure Budget Increase/(Decrease) | 3,931,700 | 24.84% |
| | | % change |
| Shipyards Contribution | (79,600) | |
| Budget Transfers to/from other City Departments | 584,700 | |
| 2023 Expenditure Budget | 20,266,500 | |
| 2023 Revenue Budget Increase/(Decrease) | 4,436,800 | 28.03% |
| | | % change |
| 2023 Net Tax Draw \$ Increase/(Decrease) | 1,301,300 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | 2.08% | |

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



PUBLIC SAFETY - BYLAWS REVENUES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|-----------------------|---------------------------|---------------------------|--|
| BYLAW MANAGEMENT | | | | |
| Bylaw Enforcement | 1392 | 750,000 | 722,000 | -28,000 |
| Animal Control | 8210 | 48,000 | 60,000 | 12,000 |
| Total Bylaw Management Revenues | | 798,000 | 782,000 | -16,000 |
| Total Public Safety Bylaws Revenues | | | | |
| | | 798,000 | 782,000 | -16,000 |

PUBLIC SAFETY - BYLAWS EXPENSES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|-----------------------|---------------------------|---------------------------|--|
| BYLAW MANAGEMENT | | | | |
| Bylaw Enforcement | 1392 | 1,052,527 | 1,050,795 | -1,732 |
| Bylaw Dispute Registry | 1396 | 6,000 | 6,000 | 0 |
| Animal Control | 8210 | 155,888 | 155,888 | 0 |
| VCH - Municipal Services | 3350 | 25,544 | 15,544 | -10,000 |
| Total Bylaw Management Expenses | | 1,239,959 | 1,228,227 | -11,732 |
| Total Public Safety Bylaws Expenses | | | | |
| | | 1,239,959 | 1,228,227 | -11,732 |

2023 Operating Budget Analysis - Public Safety - Bylaws

| | | |
|---|------------------|---------------------------|
| 2022 Revenue Budget | 798,000 | |
| Permits Resident Exempt | 22,000 | |
| Dog Licenses | 12,000 | |
| Fines - Parking | (50,000) | |
| 2023 Revenue Budget | 782,000 | |
| 2023 Revenue Budget Increase (Decrease) | (16,000) | -2.01% % change |
| 2022 Expenditure Budget | 1,240,000 | |
| Insurance | (1,800) | |
| VCH - Municipal Services | (10,000) | |
| 2023 Expenditure Budget | 1,228,200 | |
| 2023 Expenditure Budget Increase (Decrease) | (11,800) | -0.95% % change |
| 2023 Net Tax Draw \$ Increase (Decrease) | 4,200 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | 0.01% | |

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

- Operations and Support
- Fire Prevention and Public Education
- Emergency Management and Planning
- Public Safety and Community Service
- Administration



PUBLIC SAFETY - FIRE REVENUES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|-------------------------------------|
| SUPPORT PROGRAMS | | | | |
| Fire Prevention | 4040 | 205,000 | 246,735 | 41,735 |
| Total Support Programs Revenues | | 205,000 | 246,735 | 41,735 |
| Total Fire Department Revenues | | 205,000 | 246,735 | 41,735 |

PUBLIC SAFETY - FIRE EXPENSES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|-------------------------------------|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 4010 | 1,598,960 | 1,615,742 | 16,782 |
| Fire Budget Savings | 4017 | -15,000 | -15,000 | 0 |
| Total Management and Support Expenses | | 1,583,960 | 1,600,742 | 16,782 |
| SUPPORT PROGRAMS | | | | |
| Fire Apparatus | 4020 | 387,717 | 378,000 | -9,717 |
| Fire Operations | 4030 | 8,955,288 | 8,984,929 | 29,641 |
| Fire Prevention | 4040 | 1,031,397 | 1,038,863 | 7,466 |
| Dispatch Services | 4044 | 361,680 | 374,662 | 12,982 |
| Total Support Programs Expenses | | 10,736,082 | 10,776,454 | 40,372 |
| CORPORATE EMERGENCY PROGRAMS | | | | |
| General Preparedness | 3010 | 30,000 | 30,000 | 0 |
| North Shore Emergency Management | 8205 | 355,518 | 385,957 | 30,439 |
| North Shore Rescue | 8208 | 19,301 | 19,301 | 0 |
| Total Corporate Emergency Programs | | 404,819 | 435,258 | 30,439 |
| Total Fire Department Expenses | | 12,724,861 | 12,812,454 | 87,593 |

2023 Operating Budget Analysis - Public Safety - Fire

| | | |
|---|-------------------|---------------------------|
| 2022 Revenue Budget | 205,000 | |
| Fire Building Review Permit Fees | 45,000 | |
| False Alarm Bylaw | 7,500 | |
| Transfers from Reserves | (10,800) | |
| 2023 Revenue Budget | 246,700 | |
| 2023 Revenue Budget Increase/(Decrease) | 41,700 | 20.34% % change |
| 2022 Expenditure Budget | 12,724,900 | |
| Salaries Obligation | 38,900 | |
| North Shore Emergency Management (NSEM) Contribution | 30,400 | |
| Dispatch Services | 13,000 | |
| Insurance | 6,400 | |
| Utilities | (1,100) | |
| 2023 Expenditure Budget | 12,812,500 | |
| 2023 Expenditure Budget Increase/(Decrease) | 87,600 | 0.69% % change |
| 2023 Net Tax Draw \$ Increase/(Decrease) | 45,900 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | 0.07% | |

Public Safety – Police

The RCMP, with Police Support Services, serves and protects 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



PUBLIC SAFETY - POLICE (RCMP) REVENUES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|---|----------------|--------------------|--------------------|-------------------------------------|
| NON-SHARED (CITY ONLY) PROGRAMS | | | | |
| Admin Police Non-Shared | 4710 | 679,000 | 679,000 | 0 |
| Total Non-Shared (City Only) Programs Revenues | | 679,000 | 679,000 | 0 |
| POLICE CONTRACT | | | | |
| Transfer from Reserves | 4700 | 841,275 | 375,000 | -466,275 |
| Total Police Contract | | 841,275 | 375,000 | -466,275 |
| Total City Only Programs Revenues | | 1,520,275 | 1,054,000 | -466,275 |
| Total Police (RCMP) Revenues | | 1,520,275 | 1,054,000 | -466,275 |

PUBLIC SAFETY - POLICE (RCMP) EXPENSES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|-------------------------------------|
| MUNICIPAL SHARED PROGRAMS | | | | |
| BUILDING | | | | |
| GBB Facility Operations | 4600 | 647,370 | 653,970 | 6,600 |
| Total Building Expenses | | 647,370 | 653,970 | 6,600 |
| ADMINISTRATION | | | | |
| Administration | 4610 | 1,218,185 | 938,985 | -279,200 |
| Total Administration Expenses | | 1,218,185 | 938,985 | -279,200 |
| RECORDS AND INFORMATION | | | | |
| Records & Information | 4615 | 1,307,800 | 1,289,800 | -18,000 |
| Front Counter | 4622 | 0 | 593,600 | 593,600 |
| Total Records and Information Expenses | | 1,307,800 | 1,883,400 | 575,600 |
| TELECOM | | | | |
| Telecom | 4620 | 2,891,000 | 2,310,600 | -580,400 |
| North Shore Dispatch | 4621 | 183,800 | 183,800 | 0 |
| Total Telecom Expenses | | 3,074,800 | 2,494,400 | -580,400 |
| CLIENT SERVICES | | | | |
| Operational Support | 4623 | 0 | 545,000 | 545,000 |
| Client Services Support | 4640 | 1,456,900 | 1,067,100 | -389,800 |
| Keep of Prisoners | 4630 | 387,500 | 385,400 | -2,100 |
| Victim Services | 4641 | 342,480 | 338,380 | -4,100 |
| Crime Prevention | 4642 | 96,310 | 99,610 | 3,300 |
| Block Watch | 4643 | 86,850 | 83,950 | -2,900 |
| Auxiliary Police | 4644 | 34,700 | 5,000 | -29,700 |
| False Alarm Reduction | 4646 | 8,000 | 8,000 | 0 |
| Total Client Services Expenses | | 2,412,740 | 2,532,440 | 119,700 |
| 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 |
| Member Support | 4660 | 121,000 | 283,600 | 162,600 |
| Total Police Programs Expenses | | 153,250 | 315,850 | 162,600 |
| Total Shared Programs | | 8,814,145 | 8,819,045 | 4,900 |
| Recovery for Shared Costs | 4701 | -4,838,942 | -4,813,435 | 25,507 |
| Administration Non-Shared | 4710 | -322,600 | -321,000 | 1,600 |
| Total Recoveries for Shared Programs Expenses | | -5,161,542 | -5,134,435 | 27,107 |
| Net City Shared Programs Expenses | | 3,652,603 | 3,684,610 | 32,007 |

PUBLIC SAFETY - POLICE (RCMP) EXPENSES (continued)

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|-----------------------|---------------------------|---------------------------|--|
| NON-SHARED (CITY ONLY) PROGRAMS | | | | |
| CNV Community Policing | 4720 | 127,145 | 127,145 | 0 |
| Crimestoppers | 8220 | 6,200 | 6,200 | 0 |
| Total Non-Shared (City Only) Expenses | | 133,345 | 133,345 | 0 |
| POLICE CONTRACT | | | | |
| Police Contract | 4700 | 12,763,550 | 12,961,706 | 198,156 |
| Total Contract (City Only) Expenses | | 12,763,550 | 12,961,706 | 198,156 |
| Total City Only Programs Expenses | | 12,896,895 | 13,095,051 | 198,156 |
| Total Police (RCMP) Expenses | | 16,549,498 | 16,779,661 | 230,163 |

2023 Operating Budget Analysis - Public Safety - Police

| | CNV Share (1) | |
|---|-------------------|---------------------------|
| 2022 Revenue Budget | 1,520,300 | |
| Transfers from Reserves | (466,300) | |
| 2023 Police Support Services Revenue | 679,000 | |
| 2023 Operating Reserve Revenue | 375,000 | |
| 2023 Total Revenue | 1,054,000 | |
| 2023 Revenue Budget Increase/(Decrease) | (466,300) | -30.7% % change |
| | | |
| 2022 Expenditure Budget | 16,549,500 | |
| Shared Civilian Programs | 32,000 | |
| RCMP Contract Increase | 856,700 | |
| RCMP Contract IHIT Provisional Increase | 32,900 | |
| Contingencies and Provisions | (691,400) | |
| 2023 Expenditure Budget | 16,779,700 | |
| 2023 Expenditure Budget Increase/(Decrease) | 230,200 | 1.4% % change |
| | | |
| 2023 Net Tax Draw \$ Increase/(Decrease) | 696,500 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | 1.11% | |

(1) For 2023, CNV Share is 45.42% and DNV Share is 54.58%

Engineering, Parks & Environment

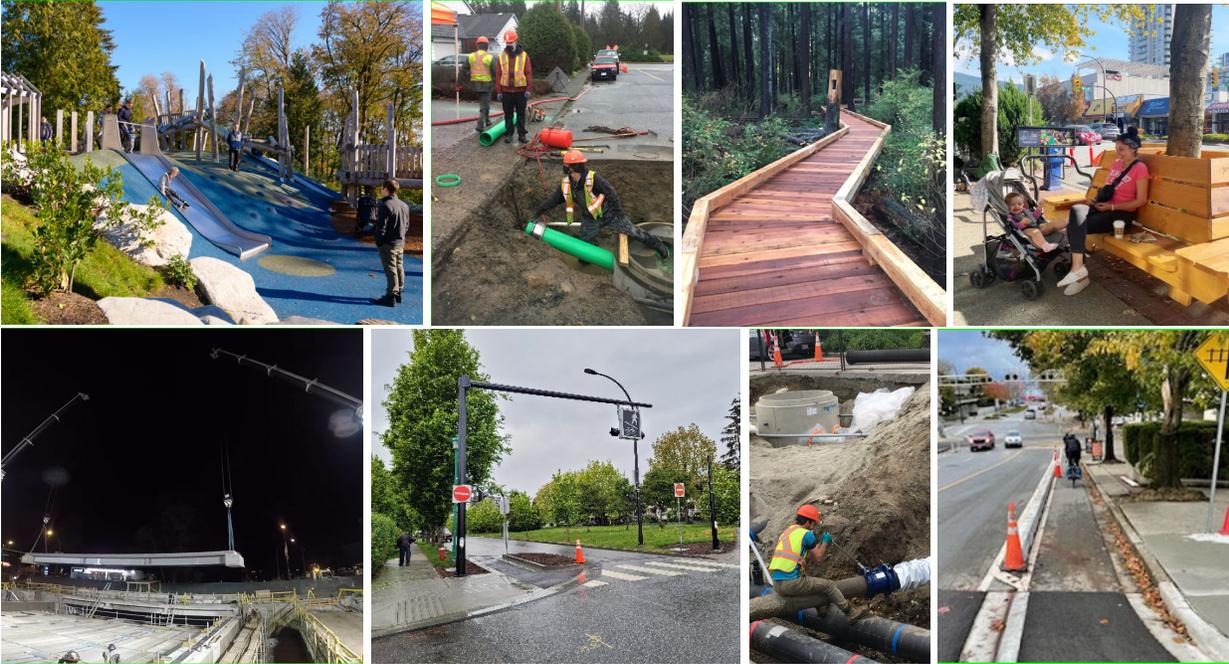
The Engineering, Parks & Environment Department provides and maintains essential municipal services, public spaces and infrastructure.

KEY RESPONSIBILITIES

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

DIVISIONS

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



ENGINEERING, PARKS & ENVIRONMENT REVENUES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 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 | 386,100 | 35,100 |
| Public Realm* | 5171 | 0 | 89,000 | 89,000 |
| Commercial Bike Racks** | 3260 | 0 | 3,500 | 3,500 |
| Total Deputy Engineer | | 351,000 | 478,600 | 127,600 |
| OPERATIONS DIVISION | | | | |
| Streets | | | | |
| Streets Operations | 5160 | 422,000 | 422,000 | 0 |
| Streets Admin | 5165 | 505,000 | 505,000 | 0 |
| Total Streets Revenues | | 927,000 | 927,000 | 0 |
| Parks | | | | |
| Parks Operations | 5070 | 150,000 | 150,000 | 0 |
| Sport Field Users | 5073 | 61,000 | 62,220 | 1,220 |
| Parks Admin | 5075 | 35,000 | 30,100 | -4,900 |
| Total Parks Revenues | | 246,000 | 242,320 | -3,680 |
| Total Operations Division Revenues | | 1,173,000 | 1,169,320 | -3,680 |
| Total Engineering General Revenues | | | | |
| | | 1,528,000 | 1,651,920 | 123,920 |

**Includes a \$89K revenue budget increase (budget was transferred from SCS - no net increase)*

***Includes a \$3.5K revenue budget increase (budget was transferred from P&D - no net increase)*

ENGINEERING, PARKS & ENVIRONMENT EXPENSES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|--|
| MANAGEMENT AND SUPPORT | | | | |
| Management and Support | 5010 | 376,719 | 376,719 | 0 |
| Engr Budget Savings | 5017 | -30,000 | -30,000 | 0 |
| Total Management and Support Expenses | | 346,719 | 346,719 | 0 |
| DEPUTY ENGINEER | | | | |
| Design | | | | |
| Survey | 5170 | 26,031 | 26,031 | 0 |
| Total Design Expenses | | 26,031 | 26,031 | 0 |
| Development | | | | |
| Public Process | 1315 | 4,854 | 4,854 | 0 |
| Commercial Bike Racks* | 3260 | 0 | 3,500 | 3,500 |
| Total Development Expenses | | 4,854 | 8,354 | 3,500 |
| Total Deputy Engineer Expenses | | 30,885 | 34,385 | 3,500 |
| OPERATIONS DIVISION | | | | |
| Streets | | | | |
| Streets Operations | 5160 | 2,417,345 | 2,460,988 | 43,643 |
| Streets Admin | 5165 | 1,518,069 | 1,523,669 | 5,600 |
| Total Streets Expenses | | 3,935,414 | 3,984,657 | 49,243 |
| Parks & Environment | | | | |
| Parks Operations | 5070 | 2,653,701 | 2,676,526 | 22,825 |
| Special Events Support | 5071 | 81,251 | 81,251 | 0 |
| Sport Field Users | 5073 | 236,415 | 236,415 | 0 |
| Streetscapes & Greenways | 5074 | 862,169 | 878,456 | 16,287 |
| Parks Admin | 5075 | 1,314,295 | 1,309,095 | -5,200 |
| Total Parks Expenses | | 5,147,831 | 5,181,743 | 33,912 |
| Total Operations Division Expenses | | 9,083,245 | 9,166,400 | 83,155 |
| 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 | | 9,392,616 | 9,479,271 | 86,655 |

*Includes a \$3.5K budget increase (budget was transferred from P&D - no net increase)

2023 Operating Budget Analysis - Engineering, Parks & Environment

| | | |
|---|------------------|--------------|
| 2022 Revenue Budget | 1,528,000 | |
| Development Services | 35,100 | |
| Sports Field Users | 1,200 | |
| Parks Admin | (4,900) | |
| Revenue Budget Increase/(Decrease) | 31,400 | 2.05% |
| | | % change |
| Budget Transfers to/from other City Departments | 92,500 | |
| 2023 Revenue Budget | 1,651,900 | |
| 2023 Revenue Budget Increase/(Decrease) | 123,900 | 8.11% |
| | | % change |
| 2022 Expenditure Budget | 9,392,600 | |
| Salaries Obligation | 13,900 | |
| Capital Cost Impacts | 82,800 | |
| Utilities Recoveries | (13,500) | |
| Expense Budget Increase/(Decrease) | 83,200 | 0.89% |
| | | % change |
| Budget Transfer - Commercial Bike Racks | 3,500 | |
| 2023 Expenditure Budget | 9,479,300 | |
| 2023 Expenditure Budget Increase/(Decrease) | 86,700 | 0.92% |
| | | % change |
| 2023 Net Tax Draw \$ Increase/(Decrease) | 51,800 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | 0.08% | |

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:



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

MAJOR EXTERNAL BOARDS AND COMMISSIONS REVENUES

| Programs | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|--------------------|--------------------|-------------------------------------|
| MAJOR EXTERNAL BOARDS AND COMMISSIONS | | | |
| Rent Cultural Facilities | 94,252 | 94,252 | 0 |
| Total Boards and Commissions | 94,252 | 94,252 | 0 |
| Total Revenues | 94,252 | 94,252 | 0 |

MAJOR EXTERNAL BOARDS AND COMMISSIONS EXPENSES

| Programs | Program Number | 2022 Annual Budget | 2023 Annual Budget | Variance 2023 Annual to 2022 Annual |
|--|----------------|--------------------|--------------------|-------------------------------------|
| MAJOR EXTERNAL BOARDS AND COMMISSIONS | | | | |
| City Library | 8601 | 4,628,242 | 4,828,546 | 200,304 |
| MONOVA | 8602 | 622,665 | 657,015 | 34,350 |
| NV Recreation and Culture | 8603 | 6,171,656 | 6,492,181 | 320,525 |
| Total Boards and Commissions | | 11,422,563 | 11,977,742 | 555,179 |
| Total Expenses | | 11,422,563 | 11,977,742 | 555,179 |

North Vancouver City Library

The North Vancouver City Library is an inclusive and welcoming space for everyone, supporting lifelong learning and community connection 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



2023 Operating Budget Analysis - Library

| | | |
|---|------------------|--------------------------|
| 2022 Revenue Budget | 4,786,900 | |
| Revenues Increase | 1,000 | |
| 2023 Revenue Budget | 4,787,900 | |
| 2023 Revenue Budget Increase/(Decrease) | 1,000 | 0.0% % change |
| 2022 Expenditure Budget | 4,786,900 | |
| Salaries Obligation | 77,100 | |
| Library Materials | 46,500 | |
| City IT Services | 39,500 | |
| Heat & Hydro | 13,400 | |
| Insurance | 12,000 | |
| Other Expenses | 12,800 | |
| 2023 Expenditure Budget | 4,988,200 | |
| 2023 Expenditure Budget Increase/(Decrease) | 201,300 | 4.2% % change |
| 2022 Municipal Contribution | 4,628,200 | |
| 2023 Municipal Contribution | 4,828,500 | |
| Municipal Contribution Increase/(Decrease) | 200,300 | 4.33% % change |
| 2023 Net Tax Draw \$ Increase/(Decrease) | 200,300 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | 0.32% | |

Museum & Archives of North Vancouver

Museum & Archives (“MONOVA”) 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



2023 Operating Budget Analysis - MONOVA

| | Museum Budget | CNV Share (50%) | |
|---|------------------|-----------------|--------------------------|
| 2022 Revenue Budget | 253,200 | 126,600 | |
| Gift Shop | 20,000 | 10,000 | |
| Exhibit Rentals and Other | (2,000) | (1,000) | |
| 2023 Revenue Budget | 271,200 | 135,600 | |
| 2023 Revenue Budget Increase/(Decrease) | 18,000 | 9,000 | 7.11% % change |
| 2022 Expenditure Budget | 1,498,530 | 749,265 | |
| Salaries Obligation | 21,800 | 10,900 | |
| Contracted Services (Archives and Public Programs) | 15,600 | 7,800 | |
| Communications and Marketing | 14,300 | 7,150 | |
| DNV IT Service Fees | 13,900 | 6,950 | |
| CNV Insurance and Audit Fees | 12,700 | 6,350 | |
| Services Contracts | 9,100 | 4,550 | |
| Training | 2,000 | 1,000 | |
| Supplies and Other Expenses | 1,600 | 800 | |
| Software | 1,500 | 750 | |
| Strata Fees and Utilities | (5,800) | (2,900) | |
| 2023 Expenditure Budget | 1,585,230 | 792,615 | |
| 2023 Expenditure Budget Increase/(Decrease) | 86,700 | 43,350 | 5.79% % change |
| 2022 Municipal Contribution | 1,245,330 | 622,665 | |
| 2023 Municipal Contribution | 1,314,030 | 657,015 | |
| Municipal Contribution Increase/(Decrease) | 68,700 | 34,350 | 5.52% % change |
| 2023 Net Tax Draw \$ Increase/(Decrease) | 68,700 | 34,350 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | | 0.05% | |

North Vancouver Recreation & 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

- Planning and delivery of community recreation and cultural services, programs and events
- Community recreation and culture facility management, operations and maintenance; facility planning
- Management of the public art programs and oversight of community arts grants
- Capacity building of relevant recreation and culture organizations



2023 Budget Analysis - North Vancouver Recreation and Culture Commission

| | NVRC Budget | City Share ⁽¹⁾ | |
|---|-------------------|---------------------------|--------------|
| 2022 Municipal Contribution | 17,943,000 | 6,171,700 | |
| Revenue Increases | | | |
| Membership, Programs, Rentals, Other | 3,196,306 | 1,084,824 | |
| Pinnacle Pool Revenue | 4,115 | 4,115 | |
| Total Revenue Increases | 3,200,421 | 1,088,939 | |
| Expense Increases | | | |
| Salaries Obligation | 2,735,629 | 928,474 | |
| New Cyber Security Position | 91,200 | 30,954 | |
| Insurance | 125,000 | 42,422 | |
| Building Utilities | 125,257 | 36,798 | |
| Arts & Culture Grants | 17,630 | 8,815 | |
| Services Contracts | 37,926 | 12,870 | |
| Pinnacle Pool | 455 | 455 | |
| Other Expenses | 1,027,324 | 348,676 | |
| Total Expense Increases | 4,160,421 | 1,409,464 | |
| 2022 Municipal Contribution | 17,943,000 | 6,171,656 | |
| 2023 Municipal Contribution | 18,903,000 | 6,492,181 | |
| Municipal Contribution Increase/(Decrease) | 960,000 | 320,525 | 5.19% |
| | | | % change |
| 2023 Net Tax Draw \$ Increase/(Decrease) | | 320,525 | |
| 2023 Overall Tax Impact (assuming 1% tax increase equals \$625K) | | 0.51% | |

Notes

(1) 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

2023 – 2027 DRAFT CAPITAL PLAN

February 1, 2023

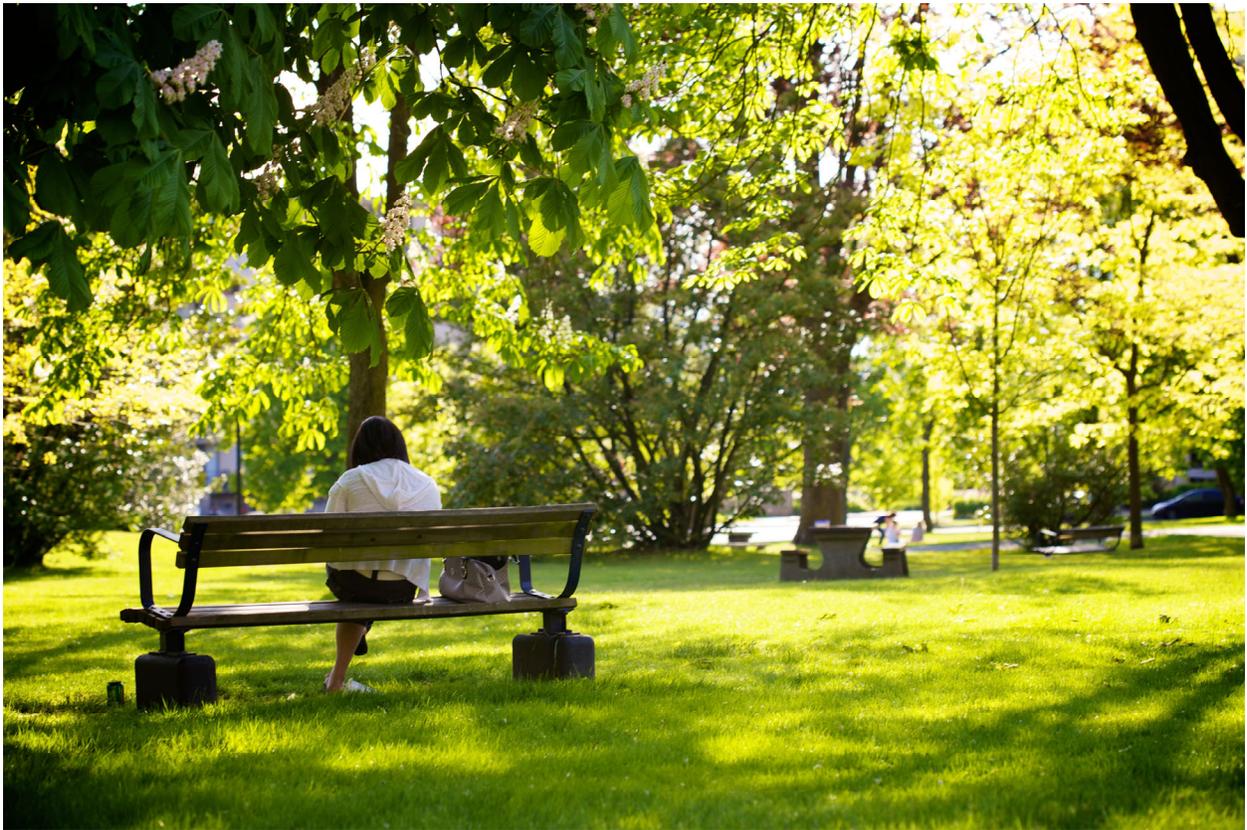


Table of Contents

2023 – 2027 Draft Capital Plan

| | |
|----------------------------|----|
| Introduction | 2 |
| 2023-2027 Funding | 3 |
| Land And Major Investments | 4 |
| Buildings | 5 |
| Streets And Transportation | 8 |
| Parks And Environment | 11 |
| General Equipment | 14 |
| Information Technology | 16 |
| Engineering Equipment | 18 |
| Public Safety | 19 |
| Block Funding | 20 |
| Other Projects | 22 |

Introduction

The Capital Plan provides a framework to organize and prioritize capital projects for the construction of new facilities and infrastructure in the City, the maintenance and replacement of existing capital assets, and delivery of various other projects. The preparation and review of the Plan informs Council and the public of project benefits, scheduling and proposed prioritization and allows for guidance and feedback. It also enables planning for the funding of these projects.

CNV's is planning capital spending of \$228 million over the next 5 years. This spending is advancing all of the priorities in Council's Strategic Plan.

2023 Capital Plan Summary

| Section | Base Program | Dedicated Funds | New Initiatives | Total |
|------------------------------|---------------------|----------------------|----------------------|----------------------|
| 1 - Land & Major Investments | - | \$ 24,500,000 | \$ - | \$ 24,500,000 |
| 2 - Buildings | 1,922,664 | 15,430,472 | 2,610,532 | 19,963,668 |
| 3 - Streets & Transportation | 2,625,200 | 2,955,000 | 5,255,000 | 10,835,200 |
| 4 - Parks & Environment | 100,000 | 5,549,000 | 1,813,000 | 7,462,000 |
| 6 - General Equipment | 878,971 | 87,629 | 406,200 | 1,372,800 |
| 7 - IT Equipment | 1,251,500 | 53,500 | 940,000 | 2,245,000 |
| 8 - Engineering Equipment | - | 1,035,000 | 260,000 | 1,295,000 |
| 9 - Fire Equipment | - | 250,000 | - | 250,000 |
| 10 - Block Funding | 795,217 | - | - | 795,217 |
| 11 - Other Projects | 363,350 | 744,553 | 6,917,882 | 8,025,785 |
| TOTAL | \$ 7,936,903 | \$ 50,605,153 | \$ 18,202,614 | \$ 76,744,670 |

2023 - 2027 Capital Plan Summary

| Section | Base Program | Dedicated Funds | New Initiatives | Total |
|------------------------------|----------------------|-----------------------|----------------------|-----------------------|
| 1 - Land & Major Investments | - | \$ 25,300,000 | \$ - | \$ 25,300,000 |
| 2 - Buildings | 9,795,780 | 43,865,014 | 8,488,486 | 62,149,281 |
| 3 - Streets & Transportation | 17,715,000 | 16,272,000 | 32,755,000 | 66,742,000 |
| 4 - Parks & Environment | 4,240,000 | 12,049,000 | 11,795,500 | 28,084,500 |
| 6 - General Equipment | 2,953,323 | - | 766,477 | 3,719,800 |
| 7 - IT Equipment | 4,900,100 | 261,800 | 7,540,000 | 12,701,900 |
| 8 - Engineering Equipment | - | 4,308,000 | 260,000 | 4,568,000 |
| 9 - Fire Equipment | - | 1,775,000 | - | 1,775,000 |
| 10 - Block Funding | 4,005,251 | - | - | 4,005,251 |
| 11 - Other Projects | 1,656,050 | 2,184,553 | 14,644,582 | 18,485,185 |
| TOTAL | \$ 45,265,504 | \$ 106,015,367 | \$ 76,250,045 | \$ 227,530,917 |

2023-2027 Funding:

The projects in the Plan are expected to be financed from funds in existing reserves with balances at the beginning of 2023, new funds transferred to reserves, as well external grants and contributions as in past years. A significant portion of the reserve revenues expected to be generated in 2023-2027 are generated from the following sources:

- Contributions from the annual tax levy. Funding in 2023 is based on the tax levy approved by Council in early 2023. Future amounts are assumptions for planning purposes only and are based on amounts approved by Council in the past. In 2023, Council approved the amount to be transferred to capital projects equal to approximately 15% of total taxes.
- Development Cost Charges. Revenues are projected for the DCC Transportation and DCC Parks funds consistent with historical trends.
- Interest on the reserve balances. The interest rate is forecasted on the basis of the rate of return on CNV's present investments, which are conservatively placed in fixed income vehicles as restricted by the Community Charter.
- Land sales. Based on the estimated value of the land and the scheduled date of sale.

Draws from each of CNV's capital reserve funds is shown in the table below:

| Projected Fund Balances | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|--------------------|
| The following table shows projected capital reserve balances from 2023-2027 | | | | | |
| Capital Reserve Balance | 2023 | 2024 | 2025 | 2026 | 2027 |
| Tax Sale Land Reserve Fund - Principal | 28,118,093 | 27,150,785 | 20,499,987 | 23,071,619 | 42,231,942 |
| Civic Amenity Reserve Fund | 24,153,324 | 4,492,450 | 38,237,470 | 40,308,704 | 54,785,233 |
| Parks DCC Reserve Fund | 13,840,253 | 2,354,052 | 2,200,552 | 29,552 | 1,499,552 |
| Affordable Housing Reserve Fund | 4,848,848 | 7,663,619 | 9,281,146 | 10,527,893 | 11,804,563 |
| General Capital Reserve Fund | 3,437,126 | 0 | 0 | 0 | 0 |
| Engineering Equipment Replacement Reserve Fund | 1,526,043 | 1,266,732 | 1,371,886 | 1,943,435 | 1,393,085 |
| Cemetery Reserve Fund | 922,579 | 944,721 | 967,394 | 990,611 | 1,014,386 |
| Public Art Reserve Fund | 366,634 | 375,433 | 384,443 | 393,670 | 403,118 |
| Local Area Service Reserve Fund | 267,737 | 274,163 | 280,742 | 287,480 | 294,380 |
| Tax Sale Land Reserve Fund -Interest | 262,778 | 0 | 0 | 0 | 0 |
| Transportation DCC Reserve Fund | 153,856 | 8,625 | 474,752 | 7,426 | 7,605 |
| Fire Equipment Replacement Reserve Fund | 255 | 261 | 268 | 274 | 281 |
| Civic Amenity Reserve Fund - HJ | 0 | 0 | 0 | 0 | 0 |
| Grand Total | 77,897,525 | 44,530,840 | 73,698,640 | 77,560,665 | 113,434,144 |

2023 - 2027 CAPITAL PLAN

LAND AND MAJOR INVESTMENTS

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--------------------------------|--|--------------------------------|-------------------|----------------|----------------|----------------|----------------|-------------------|---|
| 1 - 1 | Strategic Land Acquisition | Strategic & Corporate Services | 3,500,000 | - | - | - | - | 3,500,000 | Funds for strategic land purchases that may be required to achieve Council visions and priorities. Funds would be drawn from the Tax Sale Land Reserve where use of funds, are permitted for land acquisitions. |
| 1 - 2 | Provision for Park Acquisition | Finance | 3,900,000 | - | - | - | - | 3,900,000 | The CNV Financial Plan is required to reflect a provision for acquisition of parkland in order to be consistent with the CNV Park Development Cost Charges (DCC) Bylaw. DCC rates are calculated by a formula which allocates costs for required parkland growth. Park deficient areas are identified, and estimates of amounts required to purchase parkland in this area are included in the financial plan. The inclusion of a provision for parkland acquisition in the Capital Plan gives the CNV the ability to acquire land for new parks or park expansion should an opportunity arise during the year. |
| 1 - 3 | Provision for Affordable Housing | Planning & Development | 2,000,000 | 200,000 | 200,000 | 200,000 | 200,000 | 2,800,000 | General provision of funding to be available for purchase of a building, site or a portion thereof, in partnership with BC Housing, CMHC, non-profit societies or other partners, to facilitate the creation of new affordable housing. The Affordable Housing Reserve Fund was established to facilitate the CNV housing objectives with the current balance in the Fund the result of years of continual funding from amenity contributions to meet these goals. |
| External | Provision for External funding and contributions | Finance | 15,000,000 | - | - | - | - | 15,000,000 | Provision to use external funding and contributions unknown at the time of Financial Plan preparation. |
| Total | | | 24,500,000 | 200,000 | 200,000 | 200,000 | 200,000 | 25,300,000 | |
| Total Funding Requested | | | 24,500,000 | 200,000 | 200,000 | 200,000 | 200,000 | 25,300,000 | |
| Total Contributions | | | 15,000,000 | - | - | - | - | 15,000,000 | |
| Net Funding Requested | | | 9,500,000 | 200,000 | 200,000 | 200,000 | 200,000 | 10,300,000 | |

| | |
|-----------------------|---|
| Base Program | the maintenance and renewal of existing assets, systems, and infrastructure |
| New Initiative | New capital infrastructure |
| Dedicated Funds | restricted funding |
| External Contribution | all outside funding, including grants, developers contribution, shared costs from outside agencies, etc.. |

2023 - 2027 CAPITAL PLAN

BUILDINGS

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--|---|---|------------------|--------------------|--------------------|--------------------|------------------|------------------------|--|
| Capital Maintenance | | | | | | | | | |
| 2 - 1 | Maintenance, Repair & Replacement - City Hall | Strategic & Corporate Services | 367,000 | 252,000 | 22,000 | 11,200 | 72,800 | 725,000 | Funding for essential maintenance, repair and replacement of equipment and building components at City Hall. |
| 2 - 2 | Maintenance, Repair & Replacement - Gerry Brewer Building | Strategic & Corporate Services | 82,664 99,336 | 607,265 729,735 | 129,447 155,553 | 676,576 813,024 | 46,801 56,239 | 1,542,754 1,853,886 | Funding for essential maintenance, repair and replacement of equipment and building component of the Gerry Brewer Building. This project is co-funded by DNV as part of a cost sharing agreement covering police services. |
| 2 - 3 | Maintenance, Repair & Replacement - Fire Hall | Strategic & Corporate Services | 127,000 | 84,000 | 11,000 | 200,480 | 5,600 | 428,080 | Funding for essential maintenance, repair and replacement of equipment and building components of the Fire Hall |
| 2 - 4 | Maintenance, Repair & Replacement - City Owned / Non-City Used Buildings | Strategic & Corporate Services | 89,000 | 69,000 | 317,000 | - | - | 475,000 | Funding for essential maintenance, repair and replacement of equipment and building component for Non-City Used properties (i.e. rental properties, Presentation House Theatre, holding properties, etc...). |
| 2 - 5 | Maintenance, Repair & Replacement - Parks Buildings | Strategic & Corporate Services | 149,000 | 32,000 | 32,000 | 33,600 | 33,600 | 280,200 | Funding for essential maintenance, repair and replacement of equipment and building components relating to City Parks. |
| 2 - 6 | Maintenance, Repair & Replacement - Operations Centre | Strategic & Corporate Services | 72,000 | 122,000 | 64,000 | 11,200 | 39,200 | 308,400 | Funding for essential maintenance, repair and replacement of equipment and building components of the Operations Centre. |
| 2 - 7 | Maintenance, Repair & Replacement - Civic Library | Strategic & Corporate Services | 79,000 | 56,000 | 537,000 | 56,000 | 10,080 | 738,080 | Funding for essential maintenance, repair and replacement of equipment and building components at the City Library |
| North Vancouver Recreation & Culture Commission | | | | | | | | | |
| 2 - 8 | Critical Maintenance and Repairs - Harry Jerome Community Recreation Centre | North Vancouver Recreation & Culture Commission | 300,000 | 200,000 | 100,000 | - | - | 600,000 | Capital maintenance from 2023 to 2025 for any unforeseen maintenance, repair and replacement for the Harry Jerome CRC. Funding is intended to cover critical work required to ensure the safety of the public and staff and to ensure uninterrupted building operations. |
| 2 - 9 | New Harry Jerome Community Recreation Centre - Fit Out Allowance | North Vancouver Recreation & Culture Commission | - | - | - | 100,000 | 100,000 | 200,000 | This project is for minor facility enhancements not addressed in the original design and allows for post-construction minor modifications of the new Harry Jerome CRC in order to improve public experience. |
| 2 - 10 | Maintenance, Repair & Replacement - John Braithwaite Community Centre | North Vancouver Recreation & Culture Commission | 150,000 | 90,000 | 30,000 | 50,000 | 50,000 | 370,000 | This project will deliver functional upgrades and planned major components replacement to the John Braithwaite Community Centre. |
| 2 - 11 | Maintenance, Repair & Replacement - Centennial Theatre | North Vancouver Recreation & Culture Commission | 210,000 | 365,000 | 550,000 | 115,000 | 190,000 | 1,430,000 | This project will address planned major components replacement and renovation at Centennial Theatre to be more closely aligned with the new Harry Jerome Community Recreation Centre. |
| Harry Jerome CRC | | | | | | | | | |
| 2 - 12 | Harry Jerome Community Recreation Centre and Silver Harbour Seniors Activity Centre | Strategic & Corporate Services | 11,483,813 | 26,068,121 | 611,871 | - | - | 38,163,805 | Tendering, construction and commissioning of remainder of above grade components including exterior envelope, interior finishes, Fixtures, Furniture & Equipment, hard and soft landscaping, skate park and off-site works for the new Harry Jerome Community Recreation Centre and Silver Harbour Seniors' Activity Centre. 2023-2027 appropriations enable a total HJCRC and SH project budget of \$232 million. |
| 2 - 13 | Mickey McDougall Feasibility Study & Building Upgrades | Strategic & Corporate Services | - 2,250,000 | 750,000 - | 375,000 - | - - | - - | 1,125,000 2,250,000 | A Green and Inclusive Community Buildings grant from Infrastructure Canada will provide funding to allow for owner improvements to the Mickey McDougall building. Upgrades are focused on life-safety systems, replacement of critical building equipment and general building maintenance in support of tenant improvements to be undertaken by project partner. |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|------------------------------|--|--------------------------------|-----------|---------|-----------|---------|--------|-----------|---|
| On-Going Programs | | | | | | | | | |
| 2 - 14 | Child Care Facilities Improvements | Planning & Development | 9,323 | - | - | - | - | 9,323 | Matching capital grants to registered non-profit societies for the purpose of expanding, repairing, renovating and purchasing new equipment for child care facilities in the City. This is an annual project which has been in place since 2006. |
| Library | | | | | | | | | |
| 2 - 15 | Meeting Room Partition Replacement - Library | Strategic & Corporate Services | 225,000 | - | - | - | - | 225,000 | Additional funding to replace the City Library's third floor meeting room partition, which is end-of-life. The third floor program room is the largest and most used program space in the library, hosting hundreds of community meetings and library programs each year. The ceiling-mounted movable walls that are used to turn an open space into one large or two small program rooms are end-of-life, resulting in degraded library user experience, costly repairs and increased risk of total failure or injury to staff. Initial project funding received in 2020 is insufficient to meet escalating costs, and additional funding is required in order to complete this project. |
| Shipyards Common Site | | | | | | | | | |
| 2 - 16 | The Shipyards Splash Park Renewal | Community & Partner Engagement | - | - | - | 120,000 | - | 120,000 | This project will improve the usability of the Splash Park to make it more engaging, safe and sustainable. Improvements to include repairs and repainting of existing mounds, re-caulking and integration of additional interactive features set within a vibrant new rubber paving design. |
| CNV | | | | | | | | | |
| 2 - 17 | City Hall Facility Projects | Strategic & Corporate Services | 72,000 | 537,000 | 48,000 | 22,400 | 22,400 | 701,800 | Funding to address functional requirements and operational changes for City Hall business and operations. Includes renovations / reconfiguration of welcome desks/public access, meeting Rooms, CAO & Clerks area, HVAC improvements as well as general upgrades to accommodate growth / operational changes. |
| 2 - 18 | Fire Hall Dormitory construction | Strategic & Corporate Services | 1,064,349 | - | - | - | - | 1,064,349 | Current Fire Hall dormitory does not meet basic privacy and health and safety requirements for a facility that is operational 24/7 or comply with current guidelines. Improvements would include private rooms, new ventilation systems, updated electrical and safety systems. |
| 2 - 19 | EV Fleet Transition Infrastructure | Strategic & Corporate Services | - | 672,964 | 80,530 | 311,063 | 62,397 | 1,126,954 | EV Fleet Transition roadmap/report has identified required electrical upgrades and infrastructure requirements for the Operations Centre and Fire hall. Upgrades should align with the vehicle purchasing roadmap. Implementation of the electrical upgrades and infrastructure required to support the EV fleet transition roadmap as detailed in the consultant's report. |
| 2 - 20 | City Hall Envelope & Glazing Upgrades | Strategic & Corporate Services | - | - | 1,971,467 | - | - | 1,971,467 | Replacement of single-pane windows in the west wing of City Hall and associated envelope upgrades. The project would eliminate chronic leaks and improve the energy efficiency of City Hall. |
| 2 - 21 | Reconfigure Gateway Welcome Desk, Atrium and Public Access | Strategic & Corporate Services | 552,000 | 264,000 | - | - | - | 816,000 | Renovations and reconfiguration of atrium welcome desks and public access to accommodate operational changes, improve safety for staff and public. Project details will also include allowing the atrium space to be used for ongoing public/special events. |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|----------------------------------|--|--------------------------------|-------------------|-------------------|------------------|------------------|------------------|-------------------|--|
| Citywide | | | | | | | | | |
| 2 - 22 | Quay Plaza Improvements | Strategic & Corporate Services | 50,000 | - | - | - | - | 50,000 | Funding to support public realm improvements to the Quay Plaza located on the south side of the Lonsdale Quay Market. As this area functions as part of the Quay's operations, the CNV has a Maintenance Agreement with the Quay that outlines responsibilities between the CNV and the Quay. The intent of the improvements are to generally upgrade the public realm, increase usable and programmable public space. Improvements may include the removal of end of life infrastructure. |
| | | | 150,000 | - | - | - | - | 150,000 | |
| 2 - 23 | North Shore Neighborhood House Design & Construction | Strategic & Corporate Services | - | - | - | 197,000 | 2,845,000 | 3,042,000 | Funding for design development of North Shore Neighbourhood House (NSNH) in coordination with project partners as well as development of detailed cost estimate. Placeholder for construction, with funding structure to be confirmed with NSNH. Construction estimate includes external project management support. |
| 2 - 24 | NSNH Site Preparation | Strategic & Corporate Services | 666,617 | - | - | - | - | 666,617 | Funds to prepare the overall NSNH / Derek Inman Park Site for development. Lands must be brought to a condition in which they can be developed. This requires the relocation of utilities from an existing right of way, upgrade of utilities serving the site, relocation of a community garden and accommodating the NSNH interim condition (e.g. relocation of outdoor childcare). Contingency funding for remediating unforeseen soil contamination is included. |
| 2 - 25 | Mahon Park Childcare and Public Washrooms | Strategic & Corporate Services | 250,000 | - | - | - | - | 250,000 | Additional funding required to proceed with tender and construction of a new childcare and public washroom facility located within Mahon Park, to account for construction cost inflation. Amount Appropriated \$5,036,604; External Funding \$592,000. |
| | | | 1,438,000 | - | - | - | - | 1,438,000 | |
| 2 - 26 | Civic Plaza additional Flagpoles | Strategic & Corporate Services | 27,566 | - | - | - | - | 27,566 | There are currently 3 flagpoles in civic plaza, one each for the federal, provincial, and municipal government. To advance reconciliation with the Squamish and Tsleil-Waututh Nations, 2 new flag poles are proposed. |
| Total Capital Maintenance | | | 19,963,668 | 30,899,085 | 5,034,867 | 2,717,543 | 3,534,117 | 62,149,281 | |
| Total Funding Requested | | | 19,963,668 | 30,899,085 | 5,034,867 | 2,717,543 | 3,534,117 | 62,149,281 | |
| Total Contributions | | | 3,946,659 | 729,735 | 155,553 | 813,024 | 56,239 | 5,691,886 | |
| Net Funding Requested | | | 16,017,009 | 30,169,350 | 4,879,314 | 1,904,520 | 3,477,878 | 56,457,394 | |

2023 - 2027 CAPITAL PLAN

STREETS AND TRANSPORTATION

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|---|--|------------------------------------|-----------|-----------|-----------|---------|-----------|-----------|--|
| Mobility Strategy Implementation | | | | | | | | | |
| 3 - 1 | Neighbourhood Traffic Safety and Infrastructure Improvements Program | Engineering, Parks and Environment | 615,000 | 865,000 | 515,000 | 515,000 | 390,000 | 2,900,000 | This project will address site-specific safety issues in various City neighbourhoods and develop a new approach to neighbourhood traffic safety and access to guide future improvement plans. Works may include, but are not limited to, the installation of new and updated traffic signs, pavement markings, intersection safety improvements, traffic calming elements (speed bumps, bump outs) and pedestrian beacon installation. Public requests for improvements received are prioritized through data collection and analysis prepared by CNV Staff. |
| | | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | |
| 3 - 2 | New Pedestrian Crossing Facilities | Engineering, Parks and Environment | 1,615,000 | 900,000 | 300,000 | 300,000 | 300,000 | 3,415,000 | Existing pedestrian and vehicular traffic volume warrants installation of new pedestrian crossing facilities at major intersections. The requested funds are needed for design and construction of new pedestrian crossing treatments. (Chesterfield & 16th, 18th, 22nd (Special Crosswalks), St George's & 29th St (Special Crosswalk), EGBLVD at E 9th St, EGBLVD at E 11th St, EGBLVD at E 17th St, etc.) |
| 3 - 3 | Priority Mobility Network Improvements | Engineering, Parks and Environment | 470,000 | 1,645,000 | 570,000 | 420,000 | 2,720,000 | 5,825,000 | This project will execute on the consultation, design and construction of priority corridors identified in the Council approved Priority Mobility Network Strategy (2019) and continue to prioritize future work based on approved evaluation criteria. This work will result in infrastructure tailored to the unique street context and suitable for a broad range of human and electrified mobility devices like bicycles and scooters with users of All Ages and Abilities (AAA). |
| | | | - | 600,000 | 230,000 | 812,000 | 2,200,000 | 3,842,000 | |
| 3 - 4 | Upper Levels Greenway | Engineering, Parks and Environment | 750,000 | 3,200,000 | - | - | - | 3,950,000 | This project will complete alternatives assessment, design, community engagement and construction of a new All Ages and Abilities mobility route that is identified by the Priority Mobility Network Strategy (2019). The project will engage with the First Nations, local residents, and other stakeholders to assess needs and navigate trade-offs to deliver a route that aligns with the WalkCNV and Safe Mobility Strategy goals and objectives. |
| | | | 725,000 | 1,980,000 | - | - | - | 2,705,000 | |
| 3 - 5 | Carson Graham School Area Active Transportation Improvements | Engineering, Parks and Environment | - | 500,000 | 1,950,000 | 500,000 | - | 2,950,000 | This project will execute on the design, public engagement and construction of active transportation safety improvements on Jones Ave and around Carson Graham Secondary School as identified in the school's Active and Safe Routes to School Plan and Priority Mobility Network Strategy. Improvements will include sidewalk infill and replacement, improved transit access, protected mobility facilities that extend the Green Necklace to the Jones Overpass and pedestrian scale lighting for the final remaining unit section of the Green Necklace. |
| | | | - | 325,000 | 1,670,000 | - | - | 1,995,000 | |
| 3 - 6 | Active and Safe Routes to School | Engineering, Parks and Environment | - | 150,000 | 150,000 | 150,000 | 50,000 | 500,000 | This project will implement infrastructure recommended by School Travel Plans at the City's elementary and high schools. Improvements will consist of measures to address vehicle circulation and parking issues, filling gaps in the active transportation network and enhance the comfort and safety on identified popular walking routes to school - elements may include: bumpouts, sidewalks, signage and pavement markings etc. Project will also support annual planning and coordination work with the school district. |
| | | | - | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | |
| 3 - 7 | New Sidewalks To Complete the Pedestrian Network | Engineering, Parks and Environment | 400,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,400,000 | This project will enable the design, public engagement and construction of new sidewalk segments to complete the pedestrian network. |
| | | | 80,000 | - | - | - | - | 80,000 | |
| 3 - 8 | Sidewalks - Infill and Reconstruction | Engineering, Parks and Environment | 225,000 | 200,000 | 200,000 | 250,000 | 250,000 | 1,125,000 | This project will replace deteriorated sidewalks to eliminate tripping hazards, upgrade of deficient sidewalks no longer meeting the needs of the community and to complete small infill projects to better connect capital or development projects with the surrounding network. |
| 3 - 9 | Transit Improvement Program | Engineering, Parks and Environment | 50,000 | 155,000 | 155,000 | 155,000 | 155,000 | 670,000 | This program will support technical study, design and implementation of transit priority interventions like bus lanes, signal priority and bus bulges as well as accessibility upgrades to improve access to transit. |
| | | | - | 70,000 | 70,000 | 70,000 | 70,000 | 280,000 | |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--|---|------------------------------------|----------------|-----------|-----------|-----------|-----------|----------------|---|
| 3 - 10 | Mobility Data Collection and Monitoring | Engineering, Parks and Environment | 130,000 | 130,000 | 90,000 | 90,000 | 90,000 | 530,000 | This project will fund procurement, development and application of various transportation data collection, analysis and communication tools, including: automated volume and speed counters, intercept surveys, open data platforms, and third-party data licensing. |
| 3 - 11 | Marine-Main Corridor Improvements | Engineering, Parks and Environment | - 1,600,000 | - - | - - | - - | - - | - 1,600,000 | Enabling TransLink's capital investments to 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 Rapid Bus stops. |
| 3 - 12 | New Traffic Signals | Engineering, Parks and Environment | 420,000 | 1,000,000 | 1,530,000 | 1,000,000 | 1,000,000 | 4,950,000 | 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 Signals are as follows: Brooksbank & E 3rd Street - New Signal Design and Construction, East Grand Blvd at E 13th St New Signal - Design, East Grand Blvd at E 15th St New Signal - Design, Turning Movement Count Data Collection. |
| 3 - 13 | Pedestrian and Roadway Lighting Implementation | Engineering, Parks and Environment | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 2,250,000 | Design and construction of new roadway and pedestrian level lighting throughout the City as per the street lighting implementation plan completed in 2019. |
| Community Wellbeing Strategy Implementation | | | | | | | | | |
| 3 - 14 | Installation of Accessible Pedestrian Units | Engineering, Parks and Environment | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 | Installation of Accessible Pedestrian Signal (APS) devices at various signalized intersections within the City (audible signals). |
| Infrastructure Management (Maintenance and Renewal) | | | | | | | | | |
| 3 - 15 | Traffic Signal System Upgrades | Engineering, Parks and Environment | 320,000 | 320,000 | 500,000 | 500,000 | 500,000 | 2,140,000 | Upgrade of existing traffic signal poles, underground wiring, signal communication systems, and controllers in the City. Locations and project details to be determined per results from various traffic engineering analysis and based on needs for upgrading traffic signal equipment. |
| 3 - 16 | Traffic Signal LED Replacement | Engineering, Parks and Environment | 300,000 | - | - | - | - | 300,000 | Replacement of the traffic signal LEDs required every 7 years. |
| 3 - 17 | Street Light and Traffic Signal Pole Replacement | Engineering, Parks and Environment | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 | Planned replacement of deteriorated street light and traffic signal poles as prioritized based on 2022 condition assessment. The CNV inventory of street light and traffic signal poles comprises approximately 2000 poles, with associated foundations/bases and electrical circuits. |
| 3 - 18 | Street Lighting Central Management System | Engineering, Parks and Environment | - | - | 100,000 | - | - | 100,000 | Presence of street lighting central management system will enable achieving further reduction in electricity consumption and maintenance cost of the new LED street lights. Also, new functions will be enabled, such as, dimming capabilities of new LED lights, track and reports energy savings and burnt out fixtures through automatically generated emails. The system will futureproof the City infrastructure for utilizing future intelligent infrastructure features. |
| 3 - 19 | Fell Avenue: Roadside Barriers, Retaining Walls, and Slope Stability. | Engineering, Parks and Environment | 500,000 | - | - | - | - | 500,000 | Existing situation assessed by consultant in 2022. Staff recommendation to improve and extend roadside barriers, replace deteriorated retaining walls, and install instrumentation (inclinometer) to monitor slope movement. |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--------------------------------|---|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|
| 3 - 20 | Pavement Management: Streets & Lanes | Engineering, Parks and Environment | 1,150,200 | 1,589,800 | 2,000,000 | 2,000,000 | 2,000,000 | 8,740,000 | Cracksealing, patching, resurfacing and reconstructing pavements in streets and lanes to preserve or extend the useful life and may also include replacing sections of curbs, curb and gutter, and/or sidewalks. Will also include periodic pavement condition data collection. |
| 3 - 21 | Provision for Local Area Services - City Share | Engineering, Parks and Environment | 500,000 | - | - | - | - | 500,000 | Local Area Services are municipal works or services that benefit specific properties in a limited area and the cost of which is recovered in whole or in part by a special tax on those properties. Typical projects include lane paving, street lighting, sidewalks, and slope stabilization works with costs being shared between the benefiting properties and the City-at-large. Note, there have been very few successful petitions over the past decade and it is difficult to anticipate future demand. |
| 3 - 22 | Marine Drive Bridge Replacement over Mackay Creek | Engineering, Parks and Environment | - | - | - | 2,500,000 | - | 2,500,000 | The existing bridge was constructed in 1930 and has far exceeded its design life. It is under-sized for flood protection, seismic performance is uncertain, and constricts Marine Drive for transportations needs. The replacement bridge will allow for transit priority lanes as well as improved pedestrian and cycling facilities, and will reduce the risk of flooding while also meeting current seismic standards. |
| 3 - 23 | Lynn Creek Bridge at Cotton Road - Widening and Replacement | Engineering, Parks and Environment | 250,000 | - | - | - | 3,300,000 | 3,550,000 | The existing bridge was constructed in 1972 and is nearing the end of its design life. Consultant has recommended repairs to the existing bridge that are required to maintain the bridge in the short term. In the longer term the bridge will require replacement. The existing bridge restricts the width of Cotton Road for transportations needs, resulting in sub-standard conditions for pedestrians and cyclists and the only gap in the transit priority lanes along Cotton/Main from Gladstone to Phibbs exchange. |
| Total Funding Requested | | | 10,835,200 | 14,869,800 | 11,270,000 | 15,502,000 | 14,265,000 | 66,742,000 | |
| Total Contributions | | | 2,455,000 | 3,030,000 | 2,025,000 | 5,937,000 | 2,325,000 | 15,772,000 | |
| Net Funding Requested | | | 8,380,200 | 11,839,800 | 9,245,000 | 9,565,000 | 11,940,000 | 50,970,000 | |

2023 - 2027 CAPITAL PLAN

PARKS AND ENVIRONMENT

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|-----------------------|---|------------------------------------|-----------|-----------|-----------|-----------|------|-----------|--|
| Parks Specific | | | | | | | | | |
| 4 - 1 | Semisch Park / 1st Street Accessibility Improvements | Engineering, Parks and Environment | 350,000 | - | - | - | - | 350,000 | Provide accessible ramp connection from 2nd Street south to 1st Street through Semisch Park. |
| 4 - 2 | Kings Mill Walk Master Plan - Implementation | Engineering, Parks and Environment | 500,000 | 500,000 | - | - | - | 1,000,000 | Implementation of the full scope of the approved plan, including off-leash area, playground, washroom building, celebration of Squamish Nation cultural history, habitat enhancement, and improved Spirit Trail. External funding is developer's contribution. |
| | | | 5,299,000 | - | - | - | - | 5,299,000 | |
| 4 - 3 | Construction of New Community Gardens | Engineering, Parks and Environment | 75,000 | 75,000 | 200,000 | - | - | 350,000 | Funding for the construction of new community garden plots based on the site selection process completed in 2022. Final sites will be determined following a public consultation process. |
| 4 - 4 | Public School Playground Funding | Engineering, Parks and Environment | 150,000 | 150,000 | 37,500 | - | - | 337,500 | This provides funding to specific schools to a maximum of \$75,000 each over a 10 year period. Supports the development of enhanced outdoor school grounds to benefit the community. |
| 4 - 5 | Spirit Trail - Lynnmouth Park | Engineering, Parks and Environment | - | 200,000 | 800,000 | - | - | 1,000,000 | This project includes the design, public consultation and construction of an approximate 450m length section of Spirit Trail with lighting and associated Lynnmouth Park entry adjustments and water connection. |
| 4 - 6 | Victoria Park Washroom | Engineering, Parks and Environment | - | 400,000 | - | - | - | 400,000 | This project involves the design and construction of a new permanent public washroom for Victoria Park. The washroom location will integrate into the existing park space. |
| 4 - 7 | 1600 Eastern Avenue Park Construction | Engineering, Parks and Environment | - | 1,700,000 | - | - | - | 1,700,000 | Construction of a new neighbourhood park at 1600 Block of Eastern Avenue. |
| 4 - 8 | Beach and Grass Volleyball | Engineering, Parks and Environment | - | 70,000 | - | - | - | 70,000 | Installation of two beach volleyball courts (location to be determined) |
| 4 - 9 | Green Necklace Outdoor Fitness Equipment Stations | Engineering, Parks and Environment | - | 400,000 | - | - | - | 400,000 | Installation of outdoor exercise equipment in key locations around the Green Necklace Greenway. |
| 4 - 10 | New Community Park - Harry Jerome Neighbourhood Lands | Engineering, Parks and Environment | - | 300,000 | 400,000 | 5,800,000 | - | 6,500,000 | This project will result in the planning, design and construction of a new 1 hectare community park and Green Necklace greenway as part of the redevelopment of the Harry Jerome Neighbourhood Lands. The project scope includes community consultation and preparation of a park master plan in 2024, with detailed design and construction to be coordinated with Phase 2 of the adjacent multi-family developments. |
| 4 - 11 | Confederation Field Turf Replacement | Engineering, Parks and Environment | - | - | 1,200,000 | - | - | 1,200,000 | 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. |
| 4 - 12 | Waterfront Park Master Plan & Implementation | Engineering, Parks and Environment | - | - | 450,000 | - | - | 450,000 | 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 2028 after detail design and tender periods. |
| 4 - 13 | Sunrise Park Trail System Expansion | Engineering, Parks and Environment | - | - | 250,000 | - | - | 250,000 | Expansion of the trail system in Sunrise Park to provide a new pedestrian connection to Brooksbank Avenue. This work will also include removal of invasive plants and the addition of more native plants and trees. |
| 4 - 14 | Casano - Loutet Trail & Habitat Improvements | Engineering, Parks and Environment | - | - | 400,000 | - | - | 400,000 | Construction of a formal trail system and habitat enhancement of the new City park at Casano Drive and in Loutet Park. The new trail connections would provide access to the planned new pedestrian overpass. |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|---------------------------|---|------------------------------------|---------|-----------|---------|-----------|---------|-----------|--|
| 4 - 15 | Loutet Park Sports Courts | Engineering, Parks and Environment | - | - | 500,000 | - | - | 500,000 | Construction of new sports courts in the north-east corner of the park, currently occupied by a parking lot. The project scope will include a public consultation process to determine the types of sports and associated court infrastructure that is warranted. |
| 4 - 16 | Mahon Park Playground and Spray Park Replacement | Engineering, Parks and Environment | - | - | - | 1,500,000 | - | 1,500,000 | Renovated in 2004, Mahon Park playground and spray park has become an increasingly popular destination for the community. After 20 years there will be features that will require replacement in order to continue to be safe, fun, and functional. |
| 4 - 17 | Cloverley Park Design & Construction | Engineering, Parks and Environment | 250,000 | 3,650,000 | - | - | - | 3,900,000 | This project includes a provision for funding the design, public engagement and construction of a new Cloverley park. |
| 4 - 18 | Tempe Heights Park Playground Replacement | Engineering, Parks and Environment | - | - | - | 70,000 | 600,000 | 670,000 | This project will result in the replacement of the aging playground Tempe Heights Park. |
| 4 - 19 | Loutet Park Playground Replacement | Engineering, Parks and Environment | - | - | - | - | 70,000 | 70,000 | This project will result in the replacement of the aging playground in Loutet Park. |
| 4 - 20 | Dog Friendly City - Phase 2 | Engineering, Parks and Environment | 75,000 | - | - | - | - | 75,000 | Completion of the Dog Friendly City project, initiated in 2022. Phase 2 will build upon the Actions endorsed by Council in June 2022, including preparation of education campaigns to promote responsible dog ownership; identifying new opportunities for off-leash and/or dog relief zones in underserved areas; design typologies, management and access; and prepare the final Dog Friendly City plan for endorsement by Council. |
| 4 - 21 | Bewicke and Mosquito Creek Trail Public Realm Safety Improvements | Engineering, Parks and Environment | 350,000 | - | - | - | - | 350,000 | Improve safety overall and comfortable passage through this multi-use pedestrian trail corridor that connects Bewicke Avenue to the West 2nd Street underpass trail. Adding lighting and re-designing the lane layout will create a more welcoming space for all along this busy pedestrian corridor, that is also part of the Trans Canada Trail network. |
| 4 - 22 | Moodyville Park Natural Area Enhancements | Engineering, Parks and Environment | 63,000 | - | - | - | - | 63,000 | This project will enable improvements to the local ecosystem to further improve our local ecosystems and residents quality of life, reduce pollution, enhance biodiversity and habitats, and build resilience to climate change by expanding our urban forests, street trees, wetlands, living dykes, bioswales, and naturalized coastal restoration. The focus for this grant funding would be in Moodyville Park's natural areas. Funding is a 80/20 split between Federal government natural infrastructure grant/City, the grant will cover up to \$250k |
| | | | 250,000 | - | - | - | - | 250,000 | |
| 4 - 23 | City Cemetery Program | Engineering, Parks and Environment | 100,000 | - | - | - | - | 100,000 | Dedicated funding from the Cemetery Reserve to finance the replacement of existing cemetery infrastructure as well as the provision of new cemetery services to meet community needs. |
| City Wide Programs | | | | | | | | | |
| 4 - 24 | Parks Master Plan Update | Engineering, Parks and Environment | - | 200,000 | - | - | - | 200,000 | The Parks Master Plan is a guiding document detailing the City's parks, greenway routes, recreation facilities, environmental management and overall implementation strategies. The existing Parks Master Plan was completed in 2010, with strategic recommendations for ten years. A revised, new Parks Master Plan will be required as a response to the changing demographics and land uses. |
| 4 - 25 | Play Equipment Replacement | Engineering, Parks and Environment | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | The ongoing play equipment renewal and replacement program in 19 City parks. For 2024, the primary focus will be Heywood Park. |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--------------------------------|--------------------------------|------------------------------------|------------------|------------------|------------------|------------------|----------------|-------------------|--|
| 4 - 26 | Grass Sports Field Renovations | Engineering, Parks and Environment | - | 150,000 | - | 150,000 | - | 300,000 | The City's sand-based grass fields are more than 20 years old and are in need of renovation. The drainage and irrigation systems need to be updated in order to keep the fields playable through the year. Loutet #2 field was completed in 2016, Loutet #1 in 2019, and Ray Perrault field is the next priority for 2024. Remaining fields to be completed are Loutet Field #3 in 2026 and Kinsmen Stadium Field in 2028. |
| Total Funding Requested | | | 7,562,000 | 7,895,000 | 4,337,500 | 7,620,000 | 770,000 | 28,184,500 | |
| Total Contributions | | | 5,549,000 | - | - | - | - | 5,549,000 | |
| Net Funding Requested | | | 2,013,000 | 7,895,000 | 4,337,500 | 7,620,000 | 770,000 | 22,635,500 | |

2023 - 2027 CAPITAL PLAN

GENERAL EQUIPMENT

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--|--|---|----------------|----------------|----------------|----------------|----------------|------------------|---|
| City | | | | | | | | | |
| 6 - 1 | Pool Vehicle Replacement | Finance | 65,000 | 50,000 | 65,000 | 60,000 | 65,000 | 305,000 | Replacement of Pool vehicles and eBikes at the end of their useful lives ensures service levels are maintained and helps CNV implement its strategy to zero emissions. |
| 6 - 2 | Police Support Services Pool Vehicle Replacement | Public Safety | 36,336 | 36,336 | - | - | - | 72,672 | Replacement of Municipal Pool Vehicles used by Police Support Services personnel for business, events & emergencies. This project is co-funded by DNV as part of a cost sharing agreement covering police services. |
| | | | 43,664 | 43,664 | - | - | - | 87,328 | |
| 6 - 3 | Bylaw Services Vehicle Replacement | Public Safety | 105,000 | - | 45,000 | - | - | 150,000 | Replacement of a Bylaw Services Enforcement Vehicle with a newer more fuel efficient or electric model. Vehicle being replaced is at end of useful life. |
| 6 - 4 | Civic Buildings - Furniture and Equipment | Strategic & Corporate Services | 133,000 | 106,000 | 106,000 | 112,000 | 112,000 | 569,000 | Funding to enable the replacement / purchase of furniture and equipment in all civic buildings. Maintains suitable working conditions and ensures timely replacement of equipment as required. |
| 6 - 5 | Gerry Brewer Furniture & Equipment | Strategic & Corporate Services | 25,435 | 24,073 | 24,073 | 25,435 | 25,435 | 124,451 | Budgetary provision for replacement / purchase of furniture and equipment in the Gerry Brewer building. |
| | | | 30,565 | 28,927 | 28,927 | 30,565 | 30,565 | 149,549 | |
| 6 - 6 | Health and Safety Equipment | Strategic & Corporate Services | 12,000 | - | - | - | - | 12,000 | Replacement of expiring health and safety equipment - 4 AED's - 2 at City Hall and 2 at the Operations Centre. First Aid table replacement for City Hall First Aid Room. AED have a 10 year life span, with batteries being replaced at intervals when required. |
| 6 - 7 | Noise Monitoring Network | Public Safety | 250,000 | - | - | - | - | 250,000 | To deploy noise monitoring terminals to monitor noise levels from construction and traffic activity utilizing the information to inform policy making on traffic management, transportation and urban planning. Quantifying the current noise levels in the City is intended to assist in reducing the noise impact on the environment, City residents and the economy. |
| Total City | | | 701,000 | 289,000 | 269,000 | 228,000 | 233,000 | 1,720,000 | |
| North Vancouver Recreation & Culture Commission | | | | | | | | | |
| 6 - 8 | NVRC Recreation Program Equipment | North Vancouver Recreation & Culture Commission | 285,000 | 375,000 | 275,000 | 90,000 | 130,000 | 1,155,000 | Program equipment such as weight room, sports & activities equipment, activity room furnishings & equipment, theatre performance equipment for Centennial Theatre and John Braithwaite Community Centre. The ice resurfer at Harry Jerome CRC is at the end of its useful life and will need to be replaced before the new centre opens in 2025. Fitness room equipment will need to be replaced each year to ensure safe and reliable equipment for program participation. |
| 6 - 9 | NVRC Maintenance Vehicles | North Vancouver Recreation & Culture Commission | 6,700 | - | - | - | - | 6,700 | Replacement of NVRC maintenance vehicles. In 2023, the gardener's vehicle trailer will be replaced as it's at the end of its useful life. |
| | | | 13,400 | - | - | - | - | 13,400 | |
| Total North Vancouver Recreation & Culture Commission | | | 305,100 | 375,000 | 275,000 | 90,000 | 130,000 | 1,175,100 | |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--------------------------------|---|------------|------------------|----------------|----------------|----------------|----------------|------------------|--|
| Library | | | | | | | | | |
| 6 - 10 | Self-Service Payment Systems Replacement | Library | - | - | 25,000 | - | - | 25,000 | Replace end-of-life self-service payment systems for printing and copying |
| 6 - 11 | City Library Wayfinding and Signage Renewal | Library | 30,000 | 45,000 | - | - | - | 75,000 | Current signage at City Library is incomplete, out-of-date and presents multiple barriers to access. People arriving at the library have difficulty in navigating the space and finding the resources they need. This project will assess, design and implement improved directional and wayfinding signage for the library facility that meets or exceeds standards for accessibility and creates a sense of welcome and orientation for library users of all ages and abilities. |
| 6 - 12 | Flexible Meeting Pods | Library | - | 55,000 | 55,000 | - | - | 110,000 | This project will install flexible, modular meeting pods to enable library users to meet in person or online without disturbing other library users. Cost-effective, space-efficient, pre-fabricated spaces will protect privacy and minimize sound transmission. |
| 6 - 13 | City Library Self-Service Book Locker | Library | 156,200 | - | - | - | - | 156,200 | This project will purchase and install an automated, self-service, parcel-locker-style book vending machine in a location in or adjacent to a partner agency. Residents in or travelling through the Lower Lonsdale neighbourhood will be able to pick up holds, browse and borrow items, return materials and access Wi-Fi - with minimal overhead costs. |
| 6 - 14 | Library Furniture Renewal | Library | 63,000 | 67,000 | 63,000 | 47,000 | 28,000 | 268,000 | Replace or refurbish end-of-life library furniture, including public seating, desks and tables. The library facility contains over 300 seats and receives over 1,400 visitors daily. After years of daily use, furniture is showing wear and tear and needs to be repaired, refurbished or replaced. |
| 6 - 15 | Automated Materials Handling & RFID System Replacements | Library | 117,500 | 22,000 | 22,000 | 22,000 | 7,000 | 190,500 | Replace end-of-life automated materials handling and radio frequency identification (RFID) system components including the automated sorting machine, sort bins, RFID security gates, RFID antennae and self-service checkouts. |
| Total Library | | | 366,700 | 189,000 | 165,000 | 69,000 | 35,000 | 824,700 | |
| Total Funding Requested | | | 1,372,800 | 853,000 | 709,000 | 387,000 | 398,000 | 3,719,800 | |
| Total Contributions | | | 87,629 | 72,591 | 28,927 | 30,565 | 30,565 | 250,277 | |
| Net Funding Requested | | | 1,285,171 | 780,409 | 680,073 | 356,435 | 367,435 | 3,469,523 | |

2023 - 2027 CAPITAL PLAN

INFORMATION TECHNOLOGY

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--|--|--------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|--|
| City | | | | | | | | | |
| 7 - 1 | User Device Replacements | Strategic & Corporate Services | 170,000 | 220,500 | 220,500 | 220,500 | 220,500 | 1,052,000 | Planned replacement of desktop computers, laptops, and tablets. Desktops and laptops have a 4 year lifespan, and tablets have a 3 year lifespan. As a device reaches end of life it is replaced; City currently has approximately 288 laptops, 242 desktops, and 68 tablets. |
| 7 - 2 | Data Centre Infrastructure | Strategic & Corporate Services | 370,000 | 475,000 | 265,000 | 430,000 | 50,000 | 1,590,000 | To maintain the CNV data centre infrastructure, network and private cloud, while growing the infrastructure as the City grows. Maintenance includes adding storage, servers, switches, cable management, etc. Upgrade and replacement of infrastructure items will be needed as they reach end of life. |
| 7 - 3 | Fibre Infrastructure Improvement | Strategic & Corporate Services | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | To maintain the CNV existing fibre infrastructure that interconnects City buildings with City services while also growing that infrastructure as the City grows. |
| 7 - 4 | Cyber Security Enhancements | Strategic & Corporate Services | 125,000 | - | - | - | - | 125,000 | To continue improving cyber security for the CNV information, business applications, and delivery of services. |
| 7 - 5 | Enterprise Applications | Strategic & Corporate Services | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 1,125,000 | To continue modernizing and enhancing the City's enterprise applications, enabling the enterprise applications to grow with the City. This includes system upgrades, changes to use new features, new enhancements installation and configuration, and may include the purchase of new modules. |
| 7 - 6 | OpenData & 3D Modeling | Strategic & Corporate Services | 100,000 | 100,000 | - | - | - | 200,000 | This creates the framework for self-serve downloadable datasets by members of the public tailored to specific parameters as entered. Specialised software is required to provide an on demand online service which delivers datasets tailored to specific parameters entered by the public. |
| 7 - 7 | eProcurement | Strategic & Corporate Services | 60,000 | - | - | - | - | 60,000 | Software to allow for online bid submissions, online evaluation, purchasing dashboard and online access portal will align with BC Bid and allow notification of interested bidders who have viewed the bid opportunities |
| 7 - 9 | Electronic Grants Software & Supportive Community Funding Review | Planning & Development | 80,000 | - | - | - | - | 80,000 | Acquisition and implementation of a Electronic Grants Software, including a comprehensive review of all supportive funding the CNV provides, including all grants, core funding, permissive tax exemptions, and other financial mechanisms. The intent is to create a singular clear, consistent, and transparent funding framework. |
| 7 - 10 | Land Management | Strategic & Corporate Services | 300,000 | 250,000 | 250,000 | - | - | 800,000 | This will replace the CNV end to end land management process, starting from the raw/base land data received from LTSA for the City's land administration. This work is needed to retire 20+ year old legacy technology and move to new technology. |
| 7 - 11 | IT Resourcing | Strategic & Corporate Services | 500,000 | 500,000 | 1,750,000 | 1,900,000 | 1,950,000 | 6,600,000 | This is for IT division resources. Areas include IT Security, Application Services, GIS Services, and Client Services and Technical Services. |
| Total City | | | 1,980,000 | 1,820,500 | 2,760,500 | 2,825,500 | 2,495,500 | 11,882,000 | |
| North Vancouver Museum & Archives | | | | | | | | | |
| 7 - 12 | IT Refresh | Museum & Archives | 33,500 | 7,800 | 5,000 | 11,000 | 24,500 | 81,800 | Scheduled replacement and enhancement of IT equipment and supporting hardware for MONOVA to ensure that it is refreshed and modernized on a regular basis with technology that meets industry standards, works with hardware and software at all facilities and is compatible with that of the District of North Vancouver and City of North Vancouver expectations for service to the community. These funds are matched by the District. |
| Total North Vancouver Museum & Archives | | | 67,000 | 15,600 | 10,000 | 22,000 | 49,000 | 163,600 | |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--|---|---|------------------|------------------|------------------|------------------|------------------|-------------------|---|
| Library | | | | | | | | | |
| 7 - 13 | Integrated Library Systems (ILS) Renewal | Library | 28,000 | 16,000 | 8,000 | - | - | 52,000 | Maintain and update the Integrated Library System that runs the bulk of City Library's day-to-day business of cataloguing and circulation of library materials, by completing periodic system evaluation and optimization and ensuring critical hardware and software systems are replaced or upgraded at end of life. |
| 7 - 14 | A/V, Multimedia & Instructional Systems Renewal | Library | 49,000 | 28,100 | 22,200 | 40,000 | 20,000 | 159,300 | Replace end-of-life A/V, multimedia and instructional systems in heavily-used community meeting rooms and public spaces. The Library's meeting and program rooms are used by residents, local businesses, and community organizations - playing host to approximately 500 community meetings and over 1,000 library programs each year, in addition to paid private bookings. |
| Total Library | | | 77,000 | 44,100 | 30,200 | 40,000 | 20,000 | 211,300 | |
| North Vancouver Recreation & Culture Commission | | | | | | | | | |
| 7 - 15 | Facility desktop hardware refresh | North Vancouver Recreation & Culture Commission | 21,000 | 21,000 | 21,000 | 21,000 | 21,000 | 105,000 | Ongoing maintenance and replacement of desktop computer hardware including PC's, monitors, peripherals, printers etc. |
| 7 - 16 | Perfect Mind Development and Integration | North Vancouver Recreation & Culture Commission | 10,000 | 10,000 | - | 10,000 | - | 30,000 | This capital project will fund the development of custom features specific to North Vancouver's needs in the Perfect Mind platform and customer registration process. It will allow for direct integration with NVRC systems and processes providing efficiencies for staff and customers. Cost share project with DNV. |
| | | | 20,000 | 20,000 | - | 20,000 | - | 60,000 | |
| 7 - 17 | Phone System Replacement | North Vancouver Recreation & Culture Commission | - | 60,000 | - | - | - | 60,000 | North Vancouver Recreation and Culture is currently operating a Mitel VOIP phone system that is approaching end of support from the manufacturer. This system is scheduled for regular replacement to ensure stable reliable phone service. Cost share project with DNV. |
| | | | - | 120,000 | - | - | - | 120,000 | |
| 7 - 18 | Network Hardware Replacement | North Vancouver Recreation & Culture Commission | 35,000 | - | - | - | - | 35,000 | Ongoing maintenance and replacement of facility networking equipment including switches, routers etc. |
| 7 - 19 | Recreation Centre WI-FI Replacement | North Vancouver Recreation & Culture Commission | 35,000 | - | - | - | - | 35,000 | NVRC installed public WIFI in all facilities in 2017. As technology continues to evolve this project will allow NVRC to keep facility WIFI services current with supported technology. |
| Total North Vancouver Recreation & Culture Commission | | | 121,000 | 231,000 | 21,000 | 51,000 | 21,000 | 445,000 | |
| Total Funding Requested | | | 2,245,000 | 2,111,200 | 2,821,700 | 2,938,500 | 2,585,500 | 12,701,900 | |
| Total Contributions | | | 53,500 | 147,800 | 5,000 | 31,000 | 24,500 | 261,800 | |
| Net Funding Requested | | | 2,191,500 | 1,963,400 | 2,816,700 | 2,907,500 | 2,561,000 | 12,440,100 | |

2023 - 2027 CAPITAL PLAN

ENGINEERING EQUIPMENT

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 Total Project Appropriations | Description |
|--------------------------------|---|------------------------------------|------------------|----------------|----------------|----------------|------------------|--|--|
| 8 - 1 | Engineering, Parks and Environment Operations Vehicle/Equipment Replacement Program | Engineering: Equipment | 1,035,000 | 989,000 | 627,000 | 274,000 | 1,383,000 | 4,308,000 | Engineering, Parks and Environment Operations vehicle and equipment replacement. In 2023, vehicles and equipment to be replaced include six 1/2 ton and 3/4 ton pickup or flat-bed trucks, one riding turf mower, and one solid waste refuse truck. The solid waste refuse truck is the third of three trucks that are up for replacement. |
| 8 - 2 | Park Operations - Urban Forestry, Natural Areas and Facilities Fleet Vehicles | Engineering, Parks and Environment | 260,000 | - | - | - | - | 260,000 | Provides the funding necessary for purchase of two net new vehicles (purchase one three-tonne roll-off dump truck and one 3/4 ton crewcab flat deck truck) that help ensure Engineering, Parks and Environment Operations has an adequate number of vehicles available to meet operational demand. |
| Total | | | 1,295,000 | 989,000 | 627,000 | 274,000 | 1,383,000 | 4,568,000 | |
| Total Funding Requested | | | 1,295,000 | 989,000 | 627,000 | 274,000 | 1,383,000 | 4,568,000 | |
| Total Contributions | | | - | - | - | - | - | - | |
| Net Funding Requested | | | 1,295,000 | 989,000 | 627,000 | 274,000 | 1,383,000 | 4,568,000 | |

2023 - 2027 CAPITAL PLAN

PUBLIC SAFETY

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--------------------------------|------------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|------------------|--|
| 9 - 1 | Fire Equipment Replacement Program | Public Safety | 140,000 | 600,000 | 180,000 | 165,000 | 580,000 | 1,665,000 | Replace aging turn-out gear (\$60,000) and aging miscellaneous technical rescue equipment (\$20,000) on an annual replacement schedule. Replacing aging Fire Fleet Vehicle - Fire Prevention in 2023 for \$60,000. |
| 9 - 2 | Data and Analytics Platform | Public Safety | 110,000 | - | - | - | - | 110,000 | The data and analytics platform is a suite of cloud based tools that work together to help diagnose current and future performance challenges, model the impact of potential solutions and continuously track the effectiveness of the changes that are implemented. Opportunities include long term station planning that address community growth to short, medium and long term resource allocation based on current and projected workloads and performance metrics. |
| Total Funding Requested | | | 250,000 | 600,000 | 180,000 | 165,000 | 580,000 | 1,775,000 | |
| Total Contributions | | | - | - | - | - | - | - | |
| Net Funding Requested | | | 250,000 | 600,000 | 180,000 | 165,000 | 580,000 | 1,775,000 | |

2023 - 2027 CAPITAL PLAN

BLOCK FUNDING

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--------------------|--|------------------------------------|---------|---------|---------|---------|---------|-----------|--|
| Block Funds | | | | | | | | | |
| 10 - 1 | Block Funding - The Shipyards | Community & Partner Engagement | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 | Block Funding to acquire capital items under \$10,000 for The Shipyards (Shipyards Commons, Cates Deck, Shipbuilders' Square, St. Roch Dock and Burrard Dry Dock Pier). |
| 10 - 2 | Block Funding - Planning and Development | Planning & Development | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | Construction administration (building codes, referenced standards, required equipment, etc.) is a constantly evolving process, adapting to - for example - new technologies, environmental sustainability efforts, and new opportunities for the support of healthy, accessible built environments. The provision of the block funding requested below supports the Building Division's efforts to remain leaders in innovative construction administration. |
| 10 - 3 | Block Funding - Gerry Brewer Building | Strategic & Corporate Services | 29,622 | 29,413 | 29,413 | 29,413 | 29,413 | 147,274 | Block funding to acquire / undertake capital items and projects under \$10,000 for the Gerry Brewer Building. This project is co-funded by DNV as part of a cost sharing agreement covering police services. |
| | | | 35,595 | 35,595 | 35,595 | 35,595 | 35,595 | 177,977 | |
| 10 - 4 | Block Funding - City Used Buildings | Strategic & Corporate Services | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | Block funding to acquire / undertake capital items and projects under \$10,000 for City-Used properties (i.e. City Hall, Fire Hall, Shipyards Office, Operations Centre). |
| 10 - 5 | Block Funding - Non-City Used Buildings | Strategic & Corporate Services | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | Block funding to acquire / undertake capital items and projects under \$10,000 for Non City-Used properties (i.e. rental properties, Presentation House Theatre, holding properties, etc...). |
| 10 - 6 | Block Funding - Parks Infrastructure | Engineering, Parks and Environment | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 375,000 | Since 2005 the Parks Infrastructure Block Funding has supported a variety of small scale park infrastructure upgrades individual project with values of less than \$10,000, and provides staff with the resources to respond immediately to time-sensitive, smaller infrastructure replacement issues, in order to ensure public safety and maintain levels of service. |
| 10 - 7 | Block Funding - EPE - Engineering Equipment | Engineering, Parks and Environment | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | Block funding for unplanned Engineering Operations Equipment costs under \$10,000 each . |
| 10 - 8 | Block Funding - Transportation | Engineering, Parks and Environment | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 | Block funding is a capital account to be used by the Transportation Division to fund small unforeseen capital projects which arise each year. Examples of possible projects are geometry improvements, traffic signal designs, signal coordination, minor street and signal system improvements, equipment costs under \$10,000 each. |
| 10 - 9 | Block Funding - Public Safety - Police Equipment | Public Safety | 22,710 | 22,710 | 22,710 | 22,710 | 22,710 | 113,550 | These funds are typically used for replacement, maintenance and repair of small office equipment and gym equipment under \$10,000 each. This project is co-funded by DNV as part of a cost sharing agreement covering police services. |
| | | | 27,290 | 27,290 | 27,290 | 27,290 | 27,290 | 136,450 | |
| 10 - 10 | Block Funding - Bylaw | Public Safety | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | Block funding for emergency/unplanned Bylaw costs less than \$10,000 each. |
| 10 - 11 | Block Funding - Museum and Archives | Museum & Archives | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | Annual Block funding is used by the Museum & Archives for purchasing or replacing minor capital assets less than \$10,000 such as as exhibit and programs equipment, technology, or specialized storage and display components used in the delivery of community programs, in the management and stewardship of the museum and archival collections, and in the public operations of the Museum & Archives. These funds are matched by the District. |
| | | | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|--------------------------------|---|---|----------------|----------------|----------------|----------------|----------------|------------------|--|
| 10 - 12 | Block Funding - Fire | Public Safety | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | Block funding for emergency/unplanned Fire Department costs less than \$10,000 each that will assist the NVCFD to provide a safe and secure community while ensuring that homes and businesses are well protected. This funding will also assist the NVCFD to respond to and recover from emergencies and disasters. |
| 10 - 13 | Block Funding - Library Equipment | Library | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 100,000 | Block funding for replacement of equipment and furnishings less than \$10,000 each. |
| 10 - 14 | Block Funding - Information Technology | Strategic & Corporate Services | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | This block funding is for new or replacement miscellaneous items, such as IT peripherals and accessories, less than \$10,000 each. |
| 10 - 15 | Block Funding - NVRC | North Vancouver Recreation & Culture Commission | 50,000 | 50,000 | 50,000 | 60,000 | 60,000 | 270,000 | Block funding for minor capital projects less than \$10,000 each. |
| 10 - 16 | NVRC Emergency Capital Replacement Fund | North Vancouver Recreation & Culture Commission | 30,000 | 30,000 | 30,000 | 35,000 | 35,000 | 160,000 | Replacement or major repairs of critical building systems due to surprise failures or unforeseen circumstances. |
| Total - Block Funds | | | 795,217 | 795,008 | 795,008 | 810,008 | 810,008 | 4,005,251 | |
| Total Funding Requested | | | 795,217 | 795,008 | 795,008 | 810,008 | 810,008 | 4,005,251 | |
| Total Contributions | | | 72,885 | 72,885 | 72,885 | 72,885 | 72,885 | 364,427 | |
| Net Funding Requested | | | 722,332 | 722,123 | 722,123 | 737,123 | 737,123 | 3,640,824 | |

2023 - 2027 CAPITAL PLAN

OTHER PROJECTS

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|---------|--|---|---------|---------|---------|---------|---------|-----------|---|
| 11 - 01 | Maintenance, Repair & Replacement - Memorial Community Recreation Centre | North Vancouver Recreation & Culture Commission | 15,000 | 15,000 | 15,000 | - | - | 45,000 | Capital maintenance from 2023 to 2025. Funding is intended to cover critical work required to ensure the safety of the public and staff and to ensure uninterrupted building operations and to address any unforeseen maintenance repair/replacement until the facility is handed back to CNV in 2024/2025. This request amount should be enough to cover plugged/clogged drains, boiler components failure, HVAC components failure, or minor electrical issues. |
| 11 - 02 | Maintenance, Repair & Replacement - Mickey McDougall Community Recreation Centre | North Vancouver Recreation & Culture Commission | 15,000 | 15,000 | 5,000 | - | - | 35,000 | Capital maintenance from 2023 to 2025. Funding is intended to cover critical work required to ensure the safety of the public and staff and to ensure uninterrupted building operations and to address any unforeseen maintenance repair/replacement until the facility is handed back to CNV in 2024/2025. This request amount should be enough to cover plugged/clogged drains, boiler components failure, HVAC components failure, or minor electrical issues. |
| 11 - 03 | Library shelving replacement | Library | 33,350 | 42,700 | - | - | - | 76,050 | Replacement of end-of-life library shelving |
| 11 - 04 | Heritage Reserve Provision | Planning & Development | 92,053 | - | - | - | - | 92,053 | Funding for possible heritage projects will directly maintain or promote the heritage characteristics of the City. This includes anticipated work around updating the CNV heritage program website to include information around the City's commitment towards Indigenous Reconciliation. |
| 11 - 04 | Traffic Signal Pre-Emption for Fire Emergency Vehicles | Engineering, Parks and Environment | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 400,000 | Traffic signal pre-emption allows a fire truck to communicate with downstream traffic signals increasing its likelihood of receiving a green light. It can also communicate with traffic signals further ahead to get traffic flowing before the truck arrives in order to decrease response times. |
| 11 - 05 | Public Realm Accessibility Improvements | Engineering, Parks and Environment | 10,000 | 20,000 | 20,000 | 20,000 | 20,000 | 90,000 | Retrofit existing infrastructure throughout the City to continue to provide access to all. Works may include, but not be limited to the application of tactile walking surface indicators, braille signage and ramps. |
| 11 - 06 | Public Realm Improvements | Engineering, Parks and Environment | 115,000 | 50,000 | 50,000 | 50,000 | 50,000 | 315,000 | Provides streetscape elements to enhance the experience of the public realm. Elements may include, but are not limited to benches, shelters, signage, water fountains, garbage cans, bike racks and holiday lighting. |
| 11 - 07 | Living City Tree Program | Engineering, Parks and Environment | 200,000 | 200,000 | 200,000 | 120,000 | 120,000 | 840,000 | The program will plant trees on streets that currently have few or no street trees, and include a three year pilot project along Lonsdale with supportive infrastructure to promote long-term tree health. Response to a rapid decline in street tree health on Lonsdale Ave that has resulted in stunted tree growth, regular removal of dead trees and degradation of street character because of tree loss. |
| | | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 25,000 | |
| 11 - 08 | Chris Zuehlke Fence Height Extension | Engineering, Parks and Environment | 22,500 | - | - | - | - | 22,500 | Fence height extension at Chris Zuelke field in order to improve safety and allow older age youth players to use the facility |
| | | | 22,500 | - | - | - | - | 22,500 | |
| 11 - 09 | Hemlock Looper Moth Tree Removal and Restoration | Engineering, Parks and Environment | 150,000 | 150,000 | - | - | - | 300,000 | Mitigate risk to the public by way of prioritizing inspections, monitoring, scheduling removals, and replanting to ensure long term overall health of our urban forest. |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|---------|---|---|---------|--------|---------|--------|--------|-----------|--|
| 11 - 09 | Traffic Circle Renovations | Engineering, Parks and Environment | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 | The CNV existing volunteer traffic circle adoption program has experienced declining enrollment from community members resulting in a number of unmanaged overgrown and unsightly circles. This project will enable a proactive approach to renovating existing traffic circles to address sightline hazards caused by overgrowth and reduce the long-term maintenance cost. |
| 11 - 10 | Wooden Bridge and Stair Replacement | Engineering, Parks and Environment | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 | This project consists of the replacement of aging wooden structures, such as stairs, bridges and boardwalks, throughout the City's park system. |
| 11 - 11 | Park & Greenways Trail Resurfacing | Engineering, Parks and Environment | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | Annual repairs to paved trails and greenways. Includes wayfinding, trail markings, and resurfacing. |
| 11 - 12 | Parks Furnishings and Signage | Engineering, Parks and Environment | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 | Ongoing implementation of the CNV parks and environmental signage program, and the addition/replacement of park furnishings, such as benches and picnic tables. |
| 11 - 13 | Small Scale Natural Area Enhancement Projects | Engineering, Parks and Environment | - | - | - | - | - | - | This project will enable improvements to the local ecosystem and residents quality of life, reduce pollution, enhance biodiversity and habitats, and build resilience to climate change by expanding our urban forests, street trees, wetlands, living dykes, bioswales, and naturalized coastal restoration. The focus for this grant funding would be various smaller scale natural area enhancement projects. Funding is 100% covered by Natural Resources Canada, up to \$150k |
| | | | 150,000 | - | - | - | - | - | |
| 11 - 14 | Public Art Civic Program | North Vancouver Recreation & Culture Commission | 85,000 | 85,000 | 85,000 | 85,000 | 85,000 | 425,000 | The annual Civic Public Art Program provides for the inclusion of public art projects in coordination with civic engineering and parks capital projects each year. The resulting public artwork builds upon the CNV owned art inventory in parks, municipal buildings, streets, plaza or other civic areas. Since inception the Civic Public Art Program has commissioned and completed 51 municipally funded public art projects. |
| 11 - 15 | Website Renewal | Library | 5,000 | 25,000 | 5,000 | 5,000 | 25,000 | 65,000 | Ongoing investment in development of City Library's digital branch at nvcl.ca, which sees over 500,000 visits per year. Funding supports incorporation of new technology and security updates, integration of new library services into the digital space, and provision of a seamless and accessible user experience for library patrons of all ages and abilities. |
| 11 - 16 | NVRC Website Replacement | North Vancouver Recreation & Culture Commission | - | - | 120,000 | - | - | 120,000 | This project will allow NVRC to replace its current website to best meet the needs of North Vancouver residents and includes funding for maintenance and updates in 2029. |
| | | | - | - | 240,000 | - | - | 240,000 | |
| 11 - 16 | DCC Bylaw Review | Finance | 200,000 | - | - | - | - | 200,000 | Funding to engage consultant support to update CNV's DCC programs and rates. Consultant would provide overall assistance with the project, including assisting with the development of capital spending plans and cost estimates, calculating rates, and leading stakeholder engagement activities. |
| 11 - 16 | Financial Systems Health Check | Finance | 45,000 | - | - | - | - | 45,000 | This project aims to review the effective and efficient utilization of the CNV's financial Enterprise Resource Planning (ERP) system. The system is used to track, record and report on all the City's financial transactions and financial reports within an enterprise internal control framework. The ERP system was implemented approximately 20 years ago and several other modules have been added since then. A review of the overall systems functionality and optimization is timely, and will identify opportunities for the Department to be a better business partner to the organization. |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|---------|--|------------------------------------|-------------------|--------------|--------------|--------------|--------------|-------------------|---|
| 11 - 17 | Property Tax Strategy Update | Finance | 50,000 | - | - | - | - | 50,000 | This project will review the status of the CNV current property tax structure and provide options for Council consideration to improve the system. Due to the importance of property taxes to residents and businesses, it is prudent to periodically review the basis and structure of the levy and how it may be affecting the various classes of rate payers. |
| 11 - 18 | Study of Highway No. 1 at Lonsdale | Engineering: Parks & Environment | - | 60,000 | 150,000 | - | - | 210,000 | To complete a high-level technical feasibility study to respond to the Council approved motion regarding a Land Bridge over Hwy 1. The first phase will examine the current state of infrastructure and create feasibility level options with Class 5 estimates for physical solutions for the Land Bridge concept. The second phase (to be led by Planning and Development/Real Estate) will build on phase 1 to complete a land use options plan with ROI. Both phases will be reported back to Council for review and further direction. |
| 11 - 19 | Archeological Chance Find Procedure and Training | Engineering, Parks and Environment | 70,000 | - | - | - | - | 70,000 | Development of a comprehensive process for archeological chance finds. This includes identification of archeological assets, an action procedure in case of identification and staff training. |
| 11 - 20 | Community Engagement Program | Engineering, Parks and Environment | 160,000 | - | - | - | - | 160,000 | Funding for Community Engagement support to lead the development of a Community Engagement program that will establish a clear, consistent and more purposeful engagement process to focus and prioritize resources to be more proactive and strategic. |
| 11 - 21 | City Studio CapU Partnership | Engineering, Parks and Environment | 50,000 | 50,000 | 50,000 | 50,000 | - | 200,000 | City Studio Partnership provides an opportunity for CapU students to work on City issues and opportunities gaining work experience while providing research and student motivation to provide ideas for CNV projects that staff are working on or would like to undertake but don't have the time. 14 projects were showcased in Spring 2021 and 16 projects in 2022. The project is administered by CapU and CNV contributions are 50% of the cost. |
| 11 - 22 | CNV4ME Initiatives | Engineering, Parks and Environment | 10,000 | 10,000 | 5,000 | - | - | 25,000 | This on-going project will continue to support CNV4ME initiatives and goals from the CNV4ME task force. Projects include continued civic engagement with SD44 utilizing the School the City Toolkit and the annual youth documentary film project in partnership with Cinematheque. Funding would also be utilized to implement future action items under the Children and Youth section in the Community Wellbeing Strategy. |
| 11 - 23 | Lonsdale Great Street | Community & Partner Engagement | 100,000 | 150,000 | - | - | - | 250,000 | This inter-departmental project is focused on the eventual development of a consolidated vision and associated operational plans for the revitalization of Lonsdale as a Great Street. This phase of the project will build on the preliminary work completed in the last quarter of 2022. |
| 11 - 24 | Placemaking in the City - Activation and Maintenance | Community & Partner Engagement | 275,000 20,000 | 145,000 - | 145,000 - | 160,000 - | 175,000 - | 900,000 20,000 | This project is a comprehensive package to cover all placemaking initiatives in the City to include costs associated with the activation and upkeep of short and long-term public space projects. Areas of scope include: laneways, plazas, streets and parks, parklets, street seats, murals and events and programming under Play CNV. |
| 11 - 24 | Open Streets - Central Lonsdale Maintenance and Activation | Community & Partner Engagement | 110,000 | 118,000 | - | - | - | 228,000 | This project will support the year-round maintenance and activation demands of Open Streets - Central Lonsdale between the 1400 and 1700 west and east blocks of Lonsdale Avenue. This includes parklets, street seats, dedicated greenscape, decking and lighting in the area. Work this year will be focused on accessibility improvements and further unifying and animating the streetscape to increase vibrancy, draw visitors and support business and community. |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|---------|--|---|---------|---------|---------|---------|---------|-----------|---|
| 11 - 25 | The Shipyards & Waterfront Vision Plan | Community & Partner Engagement: Shipyards | 30,000 | - | - | - | - | 30,000 | Development and implementation of The Shipyards Vision Plan. The project will provide a review and analysis of The Shipyards public spaces and a guiding vision for the public realm as a destination. The Vision Plan will support community needs and economic viability of programming along with venue asset management. The project will identify appropriate consideration of programming, marketing and branding to achieve its full potential as a lively and vibrant gathering place. |
| 11 - 26 | Climate and Environment Strategy Implementation | Planning & Development | 336,082 | 250,000 | 250,000 | 250,000 | 250,000 | 1,336,082 | The Climate and Environment Strategy (CES) Implementation project will consist of CES finalization and implementation of high priority actions to reduce carbon pollution, improve resiliency, protect and enhance our natural systems and demonstrate leadership in corporate facilities and operations. Guided by the CES, this project will include actions to reduce carbon pollution from City buildings and fleet, accelerate the transition to electric vehicles in the City, address consumption-based emissions and embodied carbon, and increase the health and biodiversity of our natural areas. |
| | | | 40,000 | - | - | - | - | - | |
| 11 - 27 | Cooling Requirements for Residential Buildings | Planning & Development | 50,000 | - | - | - | - | 50,000 | The Cooling Requirements for residential building projects will consist of supportive studies to identify opportunities to require, incentivize and support the construction of homes and the retrofit of existing homes so that they are adequately prepared for our present and future climate context, including enhanced cooling systems for extreme heat events in response to Council's "Homes that Meet Today's Climate Context" Notice of Motion. In particular, this project will explore potential opportunities to incorporate cooling into multi-family buildings, including those serviced by the Lonsdale Energy Corporation. |
| 11 - 28 | Greening the Community Building Sector | Planning & Development | 100,000 | 200,000 | 300,000 | 400,000 | 500,000 | 1,500,000 | This project supports initiatives to transition privately-owned buildings in the City to be zero carbon and climate resilient through higher standards for new construction and decarbonisation of existing buildings (LEC and retrofits). |
| | | | 80,000 | - | - | - | - | - | |
| 11 - 29 | Planning & Development Program, Education and Outreach | Planning & Development | 50,000 | - | - | - | - | 50,000 | This is a project to develop educational materials and outreach initiatives to support the new Council's priority programs and projects |
| 11 - 30 | Biodiversity and Natural Areas Strategy Implementation | Planning & Development | 50,000 | - | - | - | - | 50,000 | This project advances two key recommendations from the Biodiversity and Natural Areas Strategy, finalized in 2022. The first will identify tools for finalizing the boundaries of the City's draft Natural Habitat Network and provide recommendations for formalizing its protection. The second involves preparatory work for updating the CNV existing streamside development permit area guidelines and boundaries. |
| 11 - 31 | Great Streets - Corridor Studies | Planning & Development | 100,000 | 100,000 | - | - | - | 200,000 | This is a major study that will lead to recommendations for Lonsdale Avenue, Chesterfield and St. Georges to meet multi-modal needs. Lonsdale has been recently identified in TransLink plans as a RapidBus route and as such, will need to accommodate space for frequent, rapid, and reliable transit. |
| 11 - 32 | NS Connects Implementation | Planning & Development | 150,000 | 100,000 | 100,000 | 50,000 | 50,000 | 450,000 | In support of the Council endorsed NS Connects (previously Integrated North Shore Transportation Planning Project) transportation planning priorities. In 2023 the staff working group will advance the following elements: North Shore Transportation Panel Survey, refined business case level planning, staffing and studies for bus rapid transit, supporting studies and applications for improved E-W network connectivity and rollout of communication and engagement related to INSTPP (Now NS Connects) implementation activity. |
| | | | 250,000 | 250,000 | 250,000 | 170,000 | 170,000 | 1,090,000 | |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|---------|---|------------------------|-----------|---------|---------|---------|--------|-----------|---|
| 11 - 33 | Micromobility Services Planning and Coordination | Planning & Development | 30,000 | 40,000 | 40,000 | 40,000 | 40,000 | 190,000 | This project will support dedicated staff resources and supplementary consultant services to develop and deliver guidelines, regulations and pilots for new and emerging personal, shared, or commercial mobility services and devices (e.g., e-scooters, e-bikes, ridehailing, micro cargo delivery vehicles) in the City in coordination with the Districts of West Vancouver and North Vancouver. |
| 11 - 34 | Parking & Curbside Management Planning and Implementation | Planning & Development | 140,000 | 120,000 | 195,000 | 170,000 | 90,000 | 715,000 | This project will deliver initiatives and dedicated staffing resources to enable the City to shift towards more proactive curbside management to better respond to emerging needs. Funds will be allocated to reviewing and updating the CNV policies and programs (2022-2023); developing/implementing plans that will outline the curbside regulations and tools for the City's busiest mixed-use areas (2023-2025); also ensuring consistent staff resources are available to administer curbside management across the City (2023-2026). |
| 11 - 35 | Tree Bylaw Service Delivery | Planning & Development | 127,800 | - | - | - | - | 127,800 | Additional administration of the Tree Bylaw to ensure service delivery to the public. |
| 11 - 36 | City Survey | Planning & Development | - | 200,000 | - | 200,000 | - | 400,000 | Undertake City-wide survey to receive statistical feedback (qualitative and quantitative) from the public about living in the City. A panel survey or City-of-100 methodology would be applied. The survey would be undertaken at regularized intervals (2-3yrs) to provide constancy for comparison in the data over time. The questions would be related to the 4 strategies and the OCP. The information would support projects and work in various departments in understanding public sentiment on key topics such as belonging, inclusivity, housing, safety, access, and more. |
| 11 - 37 | Future Child Care Facilities | Planning & Development | 3,500,000 | - | - | - | - | 3,500,000 | Provision of future child care in school facilities and/or on other sites. |
| 11 - 38 | Land Use and Long Range Studies | Planning & Development | 40,000 | - | - | - | - | 40,000 | To undertake studies that integrate land use and long range planning to support community growth and development. This includes Land use studies as identified in the OCP or at Council direction. data sets, public consultation, and other evidence based studies (social, environmental, transportation, economic, etc) identified or required to support long range city building objectives. |
| 11 - 39 | Land Use and Long Range Studies and OCP 10-year Review | Planning & Development | - | 900,000 | 200,000 | 100,000 | - | 1,200,000 | To conduct a focused 10-year review of the Official Community Plan. It will address and reflect changing community and demographic needs, emerging and pressing issues and key Council and City strategic priorities. The OCP is a significant opportunity to check in with the community and recalibrate some directions and objectives to better support the community. |
| 11 - 40 | Affordable Housing Initiatives | Planning & Development | 275,000 | 145,000 | 145,000 | - | - | 565,000 | Housing Initiatives that aim to improve the conditions for supply and delivery of affordable housing in the City. This may include part two of the duplex special study area, post occupancy surveys, short term rental policy review, MMR policy update, family units, inclusionary policy review, homeless protocols, Affordable Housing Reserve Fund Terms of Reference Update, Non-Profit Housing Regeneration Policy, housing needs and statistics, Homelessness Action Initiative, and/or other housing initiatives. |

2023 - 2027 CAPITAL PLAN

| Ref # | Project Name | Department | 2023 | 2024 | 2025 | 2026 | 2027 | 2023-2027 | Description |
|-----------------------------------|--|--------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|---|
| 11 - 41 | NSHAI Homelessness Response Protocols | Planning & Development | 10,000 | - | - | - | - | 10,000 | To create cross-jurisdictional homelessness response protocols for staff that outlines available tools and responses to issues, challenges, and situations to better support people experiencing homelessness in public spaces. This was an action item out of the NSHAI (North Shore Homelessness Action Initiative) work and would be a collaboration across jurisdictions to provide a framework for coordinated, equitable, and consistent approaches. |
| 11 - 42 | Book Bike Staffing and Outreach | Library | 48,700 | 48,700 | - | - | - | 97,400 | The continuation of the Book Bike service delivery and community-based programming. Includes temporary staffing for full-time book bike service in the summer and part-time programming at the Shipyards during the rest of the year. |
| 11 - 43 | City Library Strategic Planning | Library | - | 35,000 | - | - | - | 35,000 | This project will carry out research and community consultation and facilitate the development of a strategic plan for library services from 2025 onward. City Library's 2018-2021 Strategic Plan has been extended through 2023. After six years, an in-depth assessment of needs and opportunities is necessary in order to ensure the library continues to evolve in response to changing needs and expectations and aligns with the community's priorities. |
| 11 - 44 | City Library Equity, Diversity, Inclusion & Accessibility Planning | Library | 25,000 | - | - | - | - | 25,000 | This project will complete an equity, diversity and inclusion (EDI) audit and framework for action for City Library, integrated and coordinated with the CNV work on the same. In addition, as required by the Accessible BC Act, this project will incorporate a further scope of work to develop a three-year accessibility plan for City Library. |
| 11 - 45 | IPS Systems Coordinator | City Clerks | 207,800 | - | - | - | - | 207,800 | Temporary staffing to directly support key data components in Infor Public Sector (IPS) to provide City-wide support. |
| 11 - 46 | Equity Diversity & Inclusion initiatives | Strategic & Corporate Services | 100,000 | 100,000 | - | - | - | 200,000 | This is for support of the CNV equity, diversity & inclusion initiatives. Funding will support staff training, ongoing development of the City's action plan, and support of Council's EDIR Framework. |
| 11 - 47 | Staff Development initiatives | Strategic & Corporate Services | 100,000 | 100,000 | - | - | - | 200,000 | Development of leadership and management training and support program; development of succession planning program, and internal communications support. |
| Total Non Capital Projects | | | 8,025,785 | 3,904,400 | 2,750,000 | 2,050,000 | 1,755,000 | 18,485,185 | |
| Total Funding Requested | | | 8,025,785 | 3,904,400 | 2,750,000 | 2,050,000 | 1,755,000 | 18,485,185 | |
| Total Contributions | | | 567,500 | 255,000 | 495,000 | 175,000 | 175,000 | 1,667,500 | |
| Net Funding Requested | | | 7,458,285 | 3,649,400 | 2,255,000 | 1,875,000 | 1,580,000 | 16,817,685 | |

2023 NEW ITEMS LISTING

| Department | Complement | 2023 Budget (\$000s) | 2023 Tax Impact | Annual Cost (\$000s) |
|----------------------------------|------------|-------------------------|--------------------|----------------------------|
| Mayor, CAO, Clerks, Legislative | - | - | 0.00% | - |
| Strategic & Corporate Services | 5.5 | 267 | 0.42% | 749 |
| Community & Partner Engagement | - | 71 | 0.11% | 184 |
| Engineering, Parks & Environment | - | 69 | 0.11% | 193 |
| Finance | - | - | 0.00% | - |
| Planning & Development | - | - | 0.00% | - |
| Public Safety | 1.0 | 144 | 0.24% | 338 |
| RCMP | - | 224 | 0.36% | 224 |
| Grand Total | 6.5 | 775 | 1.24% | 1,688 |

| Department & Division | Description | Benefits | Complement | 2023 Budget | 2023 Tax Impact | Annual Cost |
|---|--|---|------------|----------------|--------------------|----------------|
| Strategic & Corporate Services | | | | | | |
| Human Resources | - Implementation of various training, education and development initiative - Support for increased complexity of HR functions/services and demands on the HR Division | - Enhanced inter-departmental service levels - A framework to meet Council's EDIR mandate - Additional focus on People and Culture, including strategic culture and values development, employee engagement, and succession planning. | 5.0 | 247,529 | 0.39% | 694,984 |
| Real Estate | - Support the increasing needs of the Real Estate Division, which has become more involved in financial analysis and negotiations with the Planning Department, and has enhanced processes to ensure best practice and due diligence | - Execution of major strategic real estate land management projects (including land dispositions, exchanges and transfer density negotiations) | 0.5 | 19,272 | 0.03% | 54,109 |
| | | | 5.5 | 266,801 | 0.42% | 749,093 |
| Community & Partner Engagement | | | | | | |
| Economic Development | - To complete and implement the Economic Investment Strategy, investigate and implement improvements to the City's business services and manage the Economic Development Division. | - A completed Economic Investment Strategy, and ongoing implementation | 0.0 | 63,024 | 0.10% | 176,952 |
| Social Programs | - New family events to be held in Civic plaza - To continue to spearhead playful and fun ways to celebrate our unique location and community. | - A more vibrant City | | 7,500 | 0.01% | 7,500 |
| | | | 0.0 | 70,524 | 0.11% | 184,452 |
| Engineering, Parks & Environment | | | | | | |
| Development Services | - Provide support to land development planning, subdivision, and building applications, and provide oversight on development of City infrastructure | - Retention of highly qualified staff, and improved customer service - Timely processing of applications from significant future developments, including HJNL, Concert Harbourside Lands, and NSNH. | | 50,540 | 0.08% | 141,900 |
| Water, Streets & Parks and Environment | - Provide resources to support work related to Infor IPS - Support Operations, Development, and Design staff on day to day needs | - Effective delivery of CNV's Asset Management Program and delivery of EPE's works projects. | | 18,285 | 0.03% | 51,340 |
| | | | 0.0 | 68,825 | 0.11% | 193,240 |

2023 NEW ITEMS LISTING cont.

| Department & Division | Description | Benefits | Complement | 2023 Budget | 2023 Tax Impact | Annual Cost |
|------------------------------|---|--|------------|----------------|-----------------|------------------|
| Public Safety | | | | | | |
| Fire Operations | - Provide resources to meet the desired service level of the NVCFD within the shared services arrangement, including: - improve fire/rescue service levels - improve the safety of responders - improve resource coordination - reduce risks associated with providing fire/rescue services | - Staffing that meets the desired service levels - Better coordinated training - Improved vacancy management (ie less O/T) | 1.0 | - | 0.00% | 97,955 |
| Bylaws | - Provide resources to manage increased competition for curb space while ensuring adherence to parking regulations | - Consistent application of parking enforcement regulations - More proactive monitoring of 4 City owned pay lots | | 115,470 | 0.19% | 158,203 |
| Bylaws | - Animal Control - To support the first phase of the Dog Friendly City Plan by prioritizing investment into animal enforcement | - More animal control complaints addressed - Residents proactively educated, resulting in increased licensing and a clearer picture of the number of dogs in the city | | 29,015 | 0.05% | 81,466 |
| | | | 1.0 | 144,485 | 0.24% | 337,624 |
| Police Support Services/RCMP | - 50% of the vehicles, Ammunition, Integrated Teams increased costs, Training, Professional Services as proposed by the RCMP in its Multi-Year Financial Plan | - An adequate and effective level of Policing in NV as required by the Police Act | | 224,444 | 0.36% | 224,444 |
| | | | 0.0 | 224,444 | 0.36% | 224,444 |
| Grand Total | | | 6.5 | 775,079 | 1.24% | 1,688,853 |

2023 NEW ITEMS LISTING

Regular Full Time Staffing

| Department | Division | Complement | Description | 2023 Budget | 2023 Tax Impact | Annual Cost |
|---|-----------------|------------|--|----------------|-----------------|----------------|
| SCS | Human Resources | 1.0 | RFT - Manager, Equity, Diversity and Inclusion | 63,326 | 0.10% | 177,800 |
| <p>Explanation/Justification: Through a Council motion in June 2021, amongst other directives, staff were directed to build a framework on EDIR that identifies appropriate strategies, identifies skills and resources needed to undertake this work, identifies key partners and outlines a set of principles that guides this work. Building of the framework has commenced and it is anticipated that further ongoing and full time assistance will be required. This request is put forward to employ a RFT Equity, Diversity and Inclusion Specialist.</p> | | | | | | |
| SCS | Human Resources | 1.0 | RFT - Training Advisor | 52,260 | 0.08% | 146,731 |
| <p>Explanation/Justification: This request is for an RFT Training and Development Advisor to support various training, education and development initiatives across the City. This position will take the lead on training initiatives for managers, supervisors and employees as well as through individual or group facilitations around change management which will include building a team culture across the City while promoting individual career development to take a proactive approach to the future of our employees and to support the employee life cycle.</p> | | | | | | |
| SCS | Human Resources | 2.0 | RFT (2) - HR Advisors | 104,520 | 0.17% | 293,461 |
| <p>Explanation/Justification: Additional HR resources are required to support the increasing complexity of human resources matters, employee relations, health and safety and well being of City employees and City workplaces.</p> | | | | | | |
| SCS | Human Resources | 1.0 | RFT - Administrative Assistant | 27,422 | 0.04% | 76,992 |
| <p>Explanation/Justification: An additional RFT position is requested to support the increased services and demands placed on the Human Resources Department.</p> | | | | | | |
| SCS | Real Estate | 0.5 | RFT from RPT - Property Valuator | 19,272 | 0.03% | 54,109 |
| <p>Explanation/Justification: The conversion of the existing Property Valuator - Negotiator position from RPT to RFT will provide sufficient staffing resources to meet current and future needs of the Real Estate Services Division. The workload of Real Estate Services has increased in recent years as has become more involved in financial analysis and negotiations with the Planning Department (transfer density negotiations, valuing in-kind amenities, etc.) as well as multiple large scale high priority Real Estate projects (land dispositions, exchanges, lease renewals, etc.). Further, the Real Estate Services Division has introduced a number of business process improvements that require more effort to ensure best practice and due diligence. The current staff resources do not meet current needs and poses risk to the organization due to delayed response to overdue action items. This role will allow the Manager to focus on major projects and strategic real estate land management.</p> | | | | | | |
| Fire | Fire Operations | 1.0 | RFT - Firefighter | - | 0.00% | 97,955 |
| <p>Explanation/Justification: This request is for an increase in Fire Department - Operations Division compliment level for 1.0 Firefighter. The intent is to have the position approved in the 2023 budgetary process and filled through our annual recruitment process that takes place in the fall of 2023 with a projected start date of January 2024.</p> <p>The NVCFD is part of a shared services agreement with its mutual aid partners - The District of North Vancouver and the District of West Vancouver Fire Departments - with cooperative and shared service goals that include: *improve fire/rescue service levels to residents, businesses and industry *improve the safety of responders at mutual aid incidents *improve resource coordination between the 3 departments *reduce risks associated with providing fire/rescue services</p> <p>In order to meet the staffing needs associated with the desired service level of the NVCFD within the shared services arrangement as well as to better coordinate our training requirements and manage our vacancy needs it is anticipated that the Operations Division will need to increase our compliment by one (1) more firefighters in an incremental approach.</p> | | | | | | |
| Total | | 6.5 | | 266,800 | 0.43% | 847,048 |

2023 Draft Shipyards Budget

| Programs | 2022 Annual Budget (\$) | 2023 Annual Budget (\$) | Variance 2022 to 2023 (\$) | Variance (%) | Notes |
|---------------------------------|-------------------------------|-------------------------------|----------------------------------|-----------------|--|
| SHIPYARDS REVENUES | | | | | |
| Rent | 779,840 | 779,840 | - | 0.00% | |
| Parking and Filming Agreements | 243,000 | 283,000 | 40,000 | 16.46% | Parking revenue increased in 2022 and this trend is expected to continue with COVID recovery |
| Sale of Services | 110,000 | 280,000 | 170,000 | 154.55% | Increase in skating rental and other revenues due to the extension of skate season |
| Other Revenues | - | 10,000 | 10,000 | | Corporate Sponsorship |
| Total Shipyards Revenue | 1,132,840 | 1,352,840 | 220,000 | 19.42% | |
| City Contribution | 905,000 | 825,400 | (79,600) | -8.80% | |
| Total Shipyards Revenues | 2,037,840 | 2,178,240 | 140,400 | 6.89% | |
| SHIPYARDS EXPENSES | | | | | |
| Ops & Maintenance | 1,174,372 | 1,281,172 | 106,800 | 9.09% | Increased costs relating to the skate plaza season extension, additional security and inflationary pressures |
| Events & Programming | 448,842 | 448,842 | - | 0.00% | |
| Shipyards Admin | 292,726 | 296,326 | 3,600 | 1.23% | |
| Site Hosts | 70,000 | 100,000 | 30,000 | 42.86% | Additional site hosts being added for increased programming |
| Marketing & Promotion | 51,900 | 51,900 | - | 0.00% | |
| Total Shipyards Expenses | 2,037,840 | 2,178,240 | 140,400 | 6.89% | |

2023 Draft Cemetery Budget

| Programs | 2022 Annual Budget (\$) | 2023 Annual Budget (\$) | Variance 2022 to 2023 (\$) | Variance (%) | Notes |
|--------------------------------|-------------------------------|-------------------------------|----------------------------------|-----------------|---|
| CEMETERY REVENUES | | | | | |
| Cemetery Administration | 360,074 | 547,371 | 187,297 | 52.02% | Revenue collected from Cemetery fees & plots increased in 2022 and the trend is expected to continue in 2023. |
| Filming Admin - Cemetery | 5,000 | 27,050 | 22,050 | 441.00% | Increase in revenue for filming fees in 2022. Trend is expected to continue in 2023. |
| Total Cemetery Revenues | 365,074 | 574,421 | 209,347 | 57.34% | |
| CEMETERY EXPENSES | | | | | |
| Cemetery Administration | 128,456 | 199,863 | 71,407 | 55.59% | Financial transfer of funds from Cemetery operating fund to Cemetery capital reserves is increasing to cater for future capital projects. |
| Cemetery Operations | 236,618 | 374,558 | 137,940 | 58.30% | Operational activities such as purchase of materials and supplies for caskets, contracted services and wages expected to increase in 2023 owing to increased cemetery activities. |
| Total Cemetery Expenses | 365,074 | 574,421 | 209,347 | 57.34% | |